Advancing Gender Budgeting in Select States of India

TA 9735- Strengthening Gender Mainstreaming within Government Stakeholders

Technical Assistance to Andhra Pradesh, Himachal Pradesh, MadhyaPradesh and Manipur

Compendium of select Indian & International Practices & Cases on Gender Responsive Budgeting

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Contents

Part A

Indian Practices & Cases on Gender ResponsiveBudgeting

1. A Case Study on Open Budgets Initiative (OBI)of Centre for Budget and Governance Accountability (CBGA)

Key Tafieaways:

1. limited availability of relevant and accessible information on budgets in India at different levels has been a hindrance in accessibility and transparency of data. **Centre for Budget and Governance Accountability (CBGA)** steps in to bridge this gap by working towards **enhancing transparency and accountability and fostering people's participation** in governance by demystifying government budgets. It also focuses on the issue of **'responsiveness' of public policies to various disadvantaged sections of the population** by making an in-depth assessment of the design and implementation of planning and budgetary strategies.

3. **Open Budgets India (OBI)**, an initiative of CBGA, is a comprehensive and user-friendly **open data portal** that can facilitate free, easy, and timely access to relevant data on government budgets in India. It contains about 16,000 relevant budget datasets / documents for all states and UTs up to FY 2022-23 and has **four important features: Budget Documents** (integrated in a manner that reduces the search time), **Machine Readable Datasets** (presented through Dashboards), **Visualizations** (which the users can generate from machine-readable datasets), and **Resources** (Budget Basics, Short Tutorial Videos, and a Budget Forum) for enabling users to comprehend and discuss budget technicalities.

3. The OBI portal showcases the potential of **combining public expenditure analysis sfiills** (of policy researchers) with **machine–learning techniques** (of data scientists) towards **scaling up fiscal transparency initiatives** in the country.

Brief Summary
CBGA is an independent, non-profit policy research organisation working towards enhancing transparency and accountability and fostering people's participation in governance by demystifying government budgets. The **Open Budgets Initiative (OBI)** taken up by the Centre is a step in this direction.

OBI enables the public to be the judge of whether the public funds are being effectively utilised. Further, because they reduce the scope for wasteful or corrupt spending, **transparent and participatory budgets** can increase the public resources available in the country to fight poverty. **Fiscal transparency** is a necessary step towards analysing and advocating for improvements in the **gender–responsiveness** of government finances in the country. As of early March 2022, the OBI portal has 63 budget datasets related to gender (such as the Gender Budget Statements of different States and fiscal data on development schemes with important implications for gender equality in the country).

Background

The journey of the Open Budgets India portal began in the year 2015. The beta version of the OBI was launched in early 2017 as a user-friendly open data portal meant to facilitate free, easy, and timely access to relevant data on government budgets in India. The CivicDataļab (CDļ) has been CBGA's technology partner and the leading collaborator for the OBI over the years.

Approach

The data platform, **Open Budgets India** (https://openbudgetsindia.org), has resulted from collective efforts by many organisations and individuals, led by Centre for Budget and Governance Accountability (CBGA) since the year 2015. The limited availability of relevant and accessible information on budgets in India at different levels has been a hindrance in accessibility and transparency of data. Hence, the endeavour is to strengthen the discourse and demand for availability of all budget information in public domain in a timely and accessible manner, at all levels of government in the country.

As part of the efforts in this sphere, CBGA, with the support of a number of other organisations and individuals (and most notably, its technology partner, CivicDataᶩab), has developed the OBI portal as a comprehensive and user-friendly open data portal that can facilitate free, easy, and timely access to relevant data on government budgets in India. The OBI portal contains about 16,000 relevant budget datasets / documents for the Union Government and all states and UTs up to FY 2022-23.

The four major **features** of the portal are:
- **Budget documents** (i.e., the original PDF documents)
- **Machine Readable Datasets** (for those budget documents, where it was technically feasible to prepare machine readable datasets)
- **Visualizations** (or infographics) generated from the machine-readable datasets; and
- **Budget basics** (for greater familiarity with budget concepts, processes, and documents).

The OBI portal consists of:

Dashboards: • Union Dashboards • State Dashboards • District Dashboards • Schemes Dashboards • Story Generator	**Datasets:** • Government wise budget data • Sector-wise budget data
Budget Basics	**Budget Forum**
BLOG ON PFM REFORMS	**Short Videos**

The **data presentation techniques** followed by CBGA under the OBI portal are mentioned below. Three types of downloadable data visualization are available on the Schemes Dashboard:
1. **Choropleth Heat Maps** – Interactive, state-wise fiscal data for all indicators
2. **Bar charts** – Enables comparison between states as well
3. **Data Tables** – Download Comma Separated Values (CSV) file

A **microsite** is available to present various modules (in the form of FAQs) on the budget concepts / jargons, processes and institutions involved in different stages of a budget cycle. It has 12 sections which comprehensively cover the processes and institutions on budget cycle as well as the concepts used in budget making.

Budget Forum: This forum on the OBI is a platform for **active discussion and sharing of resources** on India's budgets and fiscal policies. Discussions are classified into categories such as Budget Pradesh, Social Equity Policies, Resource repository etc.

Short Videos on portal: To increase accessibility, there is also a section on easy manoeuvring of the portal which consists of the following:
- Videos on "How to use the Portal"- Available in English and Hindi
- Videos on "Budget Basics" explaining budgetary process and technical terms – Available in English, Hindi, Marathi, and Odia
  - Video on "Gender Responsive Budgeting"
- Video on "Schemes Dashboard" explaining how the scheme dashboard works
- These can be accessed on YouTube on the 'Open Budgets India' channel

Key Factors that Show Promise

- The portal provides budget information of different tiers of government in India (Union Budget, State Budgets, and Budgets of several Municipal Corporations across the country) in accessible and open (non-proprietary) formats.
- The OBI portal showcases the potential of combining public expenditure analysis skills (of policy researchers) with machine-learning techniques (of data scientists) towards scaling up fiscal transparency initiatives in the country.
- Also, the portal is an 'open' data portal, which not only relies upon open source technology but also provides open APIs for all of its Dashboards and datasets so as to enable greater use of the data and fiscal information in public interest.

Concluding Remarks

The Open Budgets Initiative is an on-going project and work is on towards expanding the coverage of budget data available on the portal and presenting a greater proportion of the data in machine readable formats (i.e., CSVs and MS-Excel, instead of only PDFs). Moreover, a database for facilitating inter-State comparability of budget data across years will also be added.

Fiscal transparency is a necessary step towards analysing and advocating for improvements in the gender- responsiveness of government finances in the country. As of early March 2022, the OBI portal has 63 budget datasets related to gender (such as the Gender Budget Statements of different States and fiscal data on development schemes with important implications for gender equality in the country). The portal can potentially play a very important role in facilitating and informing Gender Responsive Budgeting in India.

2. Institutional Building of Training & Capacity Development on Gender : A Case Study on Himachal Pradesh

Key Takeaways:

1. The state's focus on their recent Five-Year Plan has been on reducing gender gap in literacy below five per cent and female drop-out rate at the primary level of education below five per cent. Gender- based wage gap has also been addressed and there have been efforts to reducing discrepancies in effective wage rates between male and female workforce and raise the effective wage rate for women, at par with men. The employment sector has also been a focus through targets such as increasing the percentage of women in gazetted posts.

2. To enhance capacity building and training, institutes such as the HIPA (Himachal Pradesh Institute of Public Administration) and SIRD (State Institute of Rural development) have been mandated the task of leading the exercise. The Himachal Pradesh Institute of Public Administration is an apex training institute of the State of Himachal Pradesh and is a multi-disciplinary organization that aims at enhancing the capacity of Government functionaries at all levels through training. SIRD, Himachal Pradesh is the training institute of the state for capacity building of all the stakeholders of Rural Development and Panchayati Raj Department besides officials of line departments.

3. HIPA has followed three steps to initiate the training programmes: **Developing a Training Strategy and Capacity Building Plan, Undertaking a Training Needs Analysis (TNA) and Developing Training Modules as per the requirements/demands of the Departments.** The need for following the above was identified with view to implementing the welfare schemes effectively, and improving the service delivery system to potentially reach out to the beneficiaries.

Brief Summary

Himachal Pradesh is a state in the northern part of India. Situated in the Western Himalayas, it is one of the eleven mountain states and is characterized by an extreme landscape featuring several peaks and extensive river systems. With a population of 6,864,602 including 3,481,873 males and 3,382,729 females according to the Census of India 2011, state's sex ratio stood at 972 females per 1,000 males, recording a marginal increase from 968 in 2001.

Himachal Pradesh has been striving to end all forms of discrimination against women. The state has consciously identified various pillars of women-related development goals. Sociologically, important indicators such as **female literacy, sex ratio, life expectancy at birth, crimes against women** have been focused on. The concerned authorities in identification and implementation of various women focused interventions are the Ministry of Rural Development, Government of India and State Government, HIPA (The Himachal Pradesh Institute of Public Administration), and SIRD (State Institute of Rural Development). This case study focuses on HIPA and SIRD and the capacity building and training initiatives taken respectively.

Background

The state has been ranked 2nd in terms of its SDGs Implementation, some of the goals which include **Quality Education, Gender Equality, Reducing poverty and Sustainable Cities and Communities**. The Government of Himachal Pradesh has taken numerous measures and are continuing in their endeavours to raise the status of women in the society. The constitutional obligations and different plans, programmes and policies have laid emphasis on **women's empowerment**, to make them active participants in the process of development.

The state's focus on their recent Five-Year Plan has been on reducing **gender gap in literacy** below five per cent and female drop-out rate at the primary level of education below five per cent. **Gender- based wage gap** has also been addressed and there have been efforts to reducing discrepancies in effective wage rates between male and female workforce and raise the effective wage rate for women, at par with men. The **employment sector** has also been focused on by increasing the percentage of women in gazetted posts, etc.

Approach

"Achieving gender equality requires the engagement of women and men, girls and boys. It is everyone's responsibility". This quote was once said by Ban Ki-moon, Former Secretary-General of the United Nations. Gender equality is an effort that requires all hands-on deck and cannot be achieved by a single person. Himachal Pradesh has shown remarkable progress in women's development within a short span of four decades. Women are made to be repositories of culture and traditional knowledge. Technical organizations actively working on such in initiative is **Himachal Pradesh Institute of Public Administration(HIPA)** and **State Institute of Rural Development (SIRD).**

HIPA is an apex Training Institute of the State of Himachal Pradesh and is a multi-disciplinary organization that aims at enhancing the capacity of Government functionaries at all levels through training. It also helps them to improve their working to facilitate the economic and social wellbeing of people of the State. HIPA was established on January 1, 1974. The Institute functions under the Department of Training and Foreign Assignment, Government of Himachal Pradesh and is headed by a Director who is an officer of the Indian Administrative Service. HIPA's main concern is to help in developing professional competence of individual officers not only of the State Government departments but also its parastatal organizations.

HIPA conducts various professional, foundational, specialized programmes as well as off campus programmes in the Tribal districts of the State. Apart from its campus at Fairlawns, Shimla, HIPA training programmes reach to all non-tribal district headquarters of the State through its network of two regional, two District Training Centres and Video Conferencing facility.

SIRD, Himachal Pradesh is the apex training institute of the state for capacity building of all the stakeholders of Rural Development and Panchayati Raj Department besides officials of line departments. The State Institute of Rural Development, Himachal Pradesh, has been established under a Centrally Sponsored Scheme - on 50:50 basis between Ministry of Rural Development, Government of India, and State Government in the year 1981-82 with in the campus of HIPA at Fairlawns. The SIRD has been entrusted with the mandate –

- ✓ To conduct short term and long-term training programmes for the officials and non-officials engaged in Rural Development and Panchayati Raj.
- ✓ To organize seminars, conferences and workshops for experts, academicians, administrators, researchers and non-officials on various rural development issues and concerns.
- ✓ To undertake action-oriented research and documentation activities of Rural Development agencies and to prepare case studies as inputs for the training.

HIPA has followed the below three steps to initiate the training programmes:
1. Training Strategy and Capacity Building
2. Training Needs Analysis (TNA)
3. Training Modules as Per Requirement/Demand of The Departments

1. Training Strategy and Capacity Building

The United Nations Development Group defines Capacity development as "the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time," in order to achieve development results[1]. The need of the capacity building strategy is to implement the welfare schemes effectively and improving the service delivery system to potentially reach out to the beneficiaries.

2. Training Needs Analysis (TNA)

For identify inefficiency gaps, Training Needs Analysis (TNA) is an important part of the training process and is valuable to employees and employers. Constant capacity building helps to keep employees motivated and prove a welcome break from the normal routine. Training can help them to go beyond the daily routine and energize them to perform more efficiently and effectively. Training Sessions help in strengthening the team spirit which is essential for the work environment in public offices. Training also offers an opportunity to network and connect with other professionals.

It is important that all employees are updated on their knowledge periodically and are acquainted with the latest development not only in their area of working but also with the ever-changing environment of governance. The below are one of the few training programmes that were conducted with respect with gender resource budgeting:

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[1] https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-8-Capacity-Development.pdf

1. A **knowledge course** was held beginning 2015 to acquaint the participants and update the knowledge about the various concepts of Women & Child Development such as Women Empowerment, Gender Mainstreaming, MCH Care, Child Development, various programmes/schemes of Government of India and State Government, etc. The participation was to include Officers of all line Departments.
2. Training programmes on **participatory planning** with special reference to (Village Development Plan) have also been conducted to acquaint the participants about concept of participatory planning, apprise them about various tools and techniques of participatory planning, equip the participants about the process/steps required for preparation of VDP/Micro Plan of a Gram Panchayat/Village.
3. HIPA initiated the process of institutionalizing the training and capacity building of gender budgeting cells, known as the **Centre for Gender Resource Budgeting**, notified by the various departments in the State of Himachal financed by Ministry of Women & Child Development (MWCD), Government of India.

The TNA was done in three phases-
1. Online Questionnaire survey form capturing the district level officials' inputs
2. Focused Group Discussion (FGD) and
3. Key Informant Interview (KII) covering the middle and senior level officers.

The entire set of tools were administered virtually, thus highlighting the digital space productivity. Based on the TNA work, through the technical support of UN Women, the state nodal training institute is now developing the training module on GRB and the draft training module is ready[2].

3.   Training Modules as per requirements/demands of the Departments
Courses in the Annual Training Calendar are included with necessary feedback from the different departments. The level of target group and the course content is designed accordingly. Apart from the state's own training programmes, some of the training programmes also get funding from the Central Government Departments. In view of the special training demand/request by some departments, HIPA also provides training slots/logistic/faculty support for conducting department level specific trainings.

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[2] *(A point to be noted:* The state never initiated any TNA on Gender Responsive Budgeting (GRB). However, due to the TA project intervention and the technical support, the state could successfully complete the TNA exercise.)

Table 1: Timeline of Gender Responsive budgeting and Training in Himachal Pradesh

Year	GRB Activities / Training details
2008	State of Himachal adopted Gender Responsive Budgeting. (Source MWCD) A chapter on "Empowerment of Women and Development of Children" was included in Annual Plan 2008-09 report of Planning.
2011	a. State level workshop for two days on Gender Budgeting organised by Directorate of Social Justice and Empowerment on 19th and 20th January in the conference hall of the HP secretariat. b. State level meeting on Gender Budgeting Cell was held on 14-1-2011 under the chairmanship of Director, Social Justice and Empowerment.
2013	Three days state level training programme organised by HIPA on Introducing Gender responses, Budget in HP for different department who have established Gender Budgeting Cells in their departments – 2nd - 4th September 2013
2014	a. Two consecutive District level training for three days by HIPA to the district level sectoral departments of six districts on gender responsive budget were held on 8th – 10th and 28th – 30th Jan 2014
2015	a. HIPA organised three days District level training programme on Gender Budgeting for different level priority sectoral functionaries on 23rd – 25th March 2015 b. State level workshop on Gender Budgeting was organised by HIPA on 28th – 30th September 2015
2016	a. Two District level training programme on Gender Budgeting was organised by HIPA on 14th to 16th March and 27th to 29th October 2016 b. State level programme on Gender Budgeting was organised by HIPA on 29th September to 1st of October 2016
2017	a. Training programme on gender sensitization held on 2nd – 4th March 2017 b. Training programme on gender sensitization sponsored by DOPT, GOI on 15th – 17th May 2017
2018	7th to 8th May 2018, workshop on sexual harassment at workplace (Prevention, Prohibition and Redressal Act, 2013) by HIPA
2020	UNWOMEN assigned the state technical coordinator to work closely with Directorate of Women and Child Development to implement the Gender responsive budgeting action and program.
2021	On 27th April 2021, the state had the first orientation in collaboration with UNWOMEN and Directorate of Women and Child Development on Gender Responsive Budgeting

Key success factor – role of an enabling physical infrastructure
The success of the training and capacity building initiatives of Himachal Pradesh may also be traced to the contribution of a well-equipped physical infrastructure. The HIPA infrastructure is said to be the best among the states. The campus is equipped with well-equipped Conference Halls, 6 well-furnished classrooms, with a seating capacity of about 70 trainees. All the classrooms have modern teaching aids. Hostel facility with enough capacity is also available.

Concluding Remarks

Himachal Pradesh is ranked third in the Women Empowerment Index, calculated by using 14 variables such as female literacy rate, girl enrolment rate, nutritional anaemia in women, etc.

Women in Himachal Pradesh now report themselves as being self-employed or likely to have salaried jobs thereby lowering inequalities. Education, better health facilities, tourism and politicians being accountable to the people, transparency and strong local institutions are the underlying factors for the state's development. The state has also shown high sex ratio (972), female literacy (76%) and work participation. Himachal Pradesh has been successful in reducing poverty, uplifting the women, SCs and STs. land reforms have been made for equitable distribution of land in small holdings. Poverty has reduced from 36.5% in 1994 to 8.5% in 2011. To counter malnutrition & any other deficiency, the state is implementing various schemes like Integrated Child Development Services, Mid-day Meal and the Poshan Abhiyaan.

The training at HIPA and SIRD have come far since the past 20 years. Due to the intervention of TA project and the technical support from UN Women, HIPA is being officially recognized as State nodal training institute for all Gender related training inclusive of Gender Responsive Budgeting (GRB). **It is perhaps worth investing public resources in developing physical infrastructure and departmental capacity development for improved gender outcomes.**

3. Embedding Gender Budgets in Gram Panchayat Development Plans (GPDP) for Inclusive Development in West Bengal

Key Takeaways:

1. West Bengal aims to ensure **gender inclusion in the three-tiers of the Gram Panchayat Development Plan** through **participatory planning**. **Para Baithak** (Hamlet level meeting), **Gram Sansad meetings** (Ward level meetings) and **Gram Sabhas** are major institutional arrangements towards people's participation in development.

2. The state has **linked the gender budgeting process into participatory budgeting by including the civil society** in the budgeting process. It has done so by involving both men and women in the planning and budgeting process. In order to make the **process inclusive**, critical components comprising **select interventions, defined approaches for the said Interventions, and capacity building & training plans and their implementation** are included.

3. The **Banglar Para Baithak Panchayat Development Plan** is one such participatory planning committee which aims to create awareness on social issues. Areas of work include low or no cost activities like awareness camps on child labor and human trafficking, public health, women and child development and even social forestry. The projects of **Village Level Poverty Reduction Plan** seek to provide complete coverage with continuous potable water supply within the covered areas of the project districts. It intends to **benefit households headed by women** and **households living below the poverty line** in terms of access to household **water connections, health benefits, and employment opportunities**.

Brief Summary

Gram Panchayats are mandated to prepare plans **for economic development and social justice**. As local Governments, Gram Panchayats are responsible for delivery of basic services to citizens, awareness building and vulnerabilities addressal of poor and marginalized sections including **women & children.** Gram Panchayats attempt to achieve this through implementation of well thought out plans through efficient and judicious utilization of available resources. This is made possible through an efficient and robust planning process as part of Gram Panchayats' core functioning - the formulation of **Gram Panchayat Development Plans (GPDPs).**

West Bengal has **linked its gender budgeting process into participatory budgeting** by including the civil society in the budgeting process. It has done so by involving both men and women in the planning and budgeting process as can be seen in the Banglar Para Baithak Panchayat Development Plans. **This budgetary process provides the desired platform and space for integrating the needs of the common citizens, both men and women**. The **GPDP** performs **participatory budgeting** by focusing on **possible interventions, approaches to the interventions, and inclusion of mandatory capacity building and training plans**.

Background

West Bengal follows a three-tiered Panchayat system consisting of **Zilla Parishad** at the district level, the **Panchayat Samiti** at the block level, and the **Gram Panchayat** at the village level (cluster of villages).

Electability and Democracy: Because of their proximity to the local community, Gram Panchayats remain **more accountable** to the village people not only through the **democratic process** of election but also in their easy access and frequent interactions with the community. Provision in the General Panchayat elections has been made for **proportionate reservation** of not more than 50% of seats and offices in all 3 tiers of Panchayats for SC, ST and BC taken together. Provision has also been made for **reservation of 50%** (as nearly as 50% but not exceeding 50%) of seats and offices, including those reserved for SC, ST & BC, **for women in each Panchayat of the State**.

Approach

West Bengal has taken cognizance of the existing **lack of sensitivity** towards the **special needs of womenat the gram panchayat level**. The state has consciously embarked on a mission to improve women's livelihood through setting up women Self Help Groups (SHGs), improving water management and water availability, and poverty reduction. By **introducing gender perspectives into budgetary expenditure** targeted towards women, they aim to address the existing lacunae in understanding women-centric needs. **Some of the relevant issues that are now being looked through a gendered lens in the GP level planning includ**e i) the need for access to safe water supply facilities, livelihood skills development, and improved opportunities for employment; and ii) the high incidence of water- and sanitation-related diseases.

The *Banglar Para Baithak Panchayat Development Plan* and *Village Level Poverty Reduction Plan (VPRP)* are major initiatives from the Gram Panchayat & Rural Development Department (GPDP), West Bengal towards integrating gender equality at the local level. Para Baithak (Hamlet level meeting), Gram Sansad meeting (Ward level meeting) and Gram Sabha are the major institutional arrangements that facilitate people's participation in development and enable the voicing of and demand creation for initiatives aimed at addressing existing poverty & other social issues.

The Gram Panchayat Development Plan has its focus on women's livelihood development by instilling the following two major components:

1. *Banglar Para Baithak Panchayat Development Plan*

Gram Panchayats have been following the practice of participatory planning process and implementation since long as mandated by the Government of West Bengal and following the State Guideline for Participatory Planning. The **planning process** starts with the formation of Gram Panchayat Facilitating Team (GPFT). They are capacitated in different phases on the steps of participatory planning process. The team consists of Elected Representatives (ERs) and employees of the GP, employees of line departments operating at GP level including ANM, ASHA, ICDS Supervisors, members of the Self- Help Groups (SHGs), School teachers and community volunteers.

Areas of Work of Para Baithaks:
Low cost and no cost activities like awareness camps on child labour and human trafficking, public health, women and child development, social forestry were given due importance along with **cost intensive** infrastructure related activities.

2. *Village Level Poverty Reduction Plan*
The state has implemented the West Bengal Drinking Water Sector Improvement Project along with the Ministry of Jal Shakti. The project aims to provide safe, sustainable, and inclusive drinking water to about 1.65 million people in the arsenic-, fluoride-, and salinity-affected selected areas of Bankura, North 24 Parganas and Purba Medinipur districts of West Bengal.
The project seeks to provide complete coverage with continuous potable water supply within the covered areas of the project districts. It will benefit households headed by women and households living below the poverty line in terms of access to household water connections, health benefits, and employment opportunities.

GPDP, a **participatory budgeting** system, includes **three** components:
1. Selected **Interventions**
2. **Approaches** for the said Interventions
3. **Capacity Building and Training Plans and Implementation of the same**

Major interventions in GPDP through participatory process are:
- Formation of **Gram Panchayat Planning Facilitation Team (GPPFT)** and **capacity building** of its members on various aspects of GPDP with support and guidance from Facilitator-cum-Charge Officer (FCCO) and block / district level trainers.
- **Collection & compilation** of family-wise & sector-wise data through Hamlet level Meetings (Para Baithak) and application of participatory tools like Social Mapping, Natural resource Mapping, Transect Walk, Seasonal Diagram, etc.
- **Uploading of data** collected in Para Baithaks in Banglar Para Baithak Portal.
- **Uploading planning process related information** / photographs in GPDP Portal.

Approaches of GPDP through participatory process include:
- **Community-based, community-managed, community-owne**d participatory planning process under leadership of Gram Panchayats.
- Thrust on Human Development issues e.g., **Education, Public Health, Nutrition, Sanitation, Women's Empowerment, Child Rights & Child Protection**, etc.
- Focus on **Social Development issues** especially the vulnerable groups and backward sections of the community.
- Thrust on **People's Participation** in planning and in implementation & monitoring.
- Focus on **qualitative change and quantitative growth focused on women** in the social and economic reality of the Gram Panchayat area.

Capacity Building & Training Arrangement for GPDP:
- **State Level** Key Resource Person & State level Master Trainers Team have been put in place.
- **District Level** Master Trainers Team & Block level Master Trainers Team are active.

- **Facilitators-cum-Charge Officers** (one FCCO for each Gram Panchayat) have been engaged.
- **Frontline Workers** (|ine Department Officials working at Block / Gram Panchayat level) have been involved in planning process.
- **Gram Panchayat Planning Facilitation Teams (GPPFT)** have been constituted in every Gram Panchayat.
- **Training** is generally being conducted in cascade mode at different levels – Gram Panchayat level, Block level and District level depending upon the nature of training and category of participants / stakeholders.

Key Success Factors

- The **GPDPs** have triggered a process for gender equality through **promoting schemes to eliminate gender-based disadvantages** towards women such as the National Mission for Women Empowerment thus, ensuring **availability of resources** for implementation in terms of personnel, expert advice, and monetary resources to **ensure high-quality Gender Budgeting**.

- Gram Panchayats are more in touch with the **local realities, which** enables them to **prioritize issues** effectively and work towards the **betterment of the people living in rural areas**, **protecting the rights of women** and children, promoting public health, expanding livelihoods opportunities, and protecting the environment.
- Increasing **number of training courses** offered by the local bodies are helping **raise gender competence at the local level** and i**mprove knowledge of the legal framework** to facilitate the implementation of provisions.

Concluding Remarks

The **GPFT,** the frontline workers for the process, are **helping steer the GPDP preparation and implementation process**. Intensive community mobilization, through GPFT and Women's SHGs, has been instrumental in sustaining participation in the planning process.

The **VPRP** will help contribute to **poverty reduction** by developing infrastructure, improving quality of life, reducing the drudgery of work among women, reducing health morbidity and related health expenditures, and stimulating economic growth. **Opportunities for on-the-job training** (e.g., leak detection, nonrevenue water reduction, meter reading, and calibration) **and employment in the project facilities** are expected to facilitate skill building and employability, especially for the poor. **Entrepreneurship and skill development** in the local community **are expected to generate self-employment and sustainable livelihoods for women.**

4. SATHI: Enabling Access to Health Services for allthrough Community Based Monitoring and Accountability

Key Takeaways:

1. **Support for Advocacy and Training to Health Initiatives (SATHI),** a civil society organization (CSO), has been working to improve healthcare in Maharashtra for almost 20 years through **community-based monitoring (CBM)**. CBM is a key strategy of the **National Rural Health Mission (NRHM)** that aims to ensure that services reach the intended beneficiaries, especially those residing in rural areas, the poor, women, and children.

2. **Non-availability of medicines** was a serious problem and a major reason for low utilization of the public health system by all including women. SATHI has aimed to address this issue **by monitoring the procurement and distribution** of medicines since its establishment.

3. SATHI has conducted **three cycles of NRHM monitoring**, the findings of which revealed that the **distribution system** for moving medicines from the **state level to the primary health care level** (**PHC**) had **malfunctioned**. Through their **community-based monitoring programme**, SATHI aims **to improve** the current level of infrastructure, services, human resources, and availability of essential drugs.

Brief Summary

The **Support for Advocacy and Training to Health Initiative** (SATHI) was established in 1998 as the action centre of the Mumbai-based Anusandhan Trust. SATHI worked as part of the Trust's Centre for Enquiry into Health and Allied Themes (CEHAT) before becoming, in 2005, an **autonomous centre based in Pune**. In pursuit of the goal of '**health for all'**, the organization works to **build coalitions** at both the local and national levels to advocate for **universal access to appropriate health care services**. SATHI, thus, aims to **demolish the barriers of economic imbalance** that have adversely affected the development of women.

Community-based monitoring is a key strategy of the NRHM that aims to ensure that services reach the intended beneficiaries, especially those residing in rural areas, the poor, women, and children. **SATHI,** a civil society organization (CSO), has been working to improve healthcare in Maharashtra for almost 20 years through community-based monitoring (CBM). It has worked within the context of limited resources, complex governance and delivery structures, and worked towards creating opportunities for community engagement with the objective of **making the public health delivery system accessible and equitable to all**.

SATHI has also been active in **tracking financial allocations to promote women's rights and gender equality.** For effective distribution of the medicines, the NRHM monitoring has come into play to track medicine disbursement. For tracking the budget allocations, regular research projects are conducted at the drug procurement system. These monitoring efforts check if sufficient budget has been allocated

for essential medicines, if procurement and distribution system of essential medicines has been done properly, and also check the actual availability of budget and medicines at the primary health centres. The Cell has also tried to **integrate gender perspectives into programme-based budgeting**, for example, ensuring availability of the essential medicines for women going through maternity.

Background

SATHI, has been implementing community-based monitoring as part of the NRHM since 2007. In the period 1999-2000, SATHI was also part of a pioneering initiative for community monitoring of health services in collaboration with the people's organisation 'Kashtakari Sanghatana'.

Since its establishment, SATHI has conducted three cycles of NRHM monitoring, the findings of which revealed that the distribution system for moving medicines from the state level to the PHC level had malfunctioned. For example, a particular medicine may be unavailable in one district but found in surplus in another district. Through their community-based monitoring programme, SATHI aims to **improve the current level of infrastructure, services, human resources, and availability of essential drugs.**

Approach

Community Based Monitoring (CBM) is an important aspect of promoting accountability & community led action in the field of health. Efforts have been taken at SATHI to increase the timely availability of essential medicines/drugs and other medical resources. The lack of availability of essential medicines in public health facilities for women was identified as a concern area and to address this issue, SATHI's aim has been to monitor the **procurement and distribution of medicines since its establishment.** Non-availability of medicines has been a serious problem and responsible for the low utilization of the public health system to a large extent. According to a National Sample Survey, **out-of-pocket expenditure on medicines for inpatient treatment ranged from 57 to 66 percent** of the total cost of treatment and was higher in public health facilities than in private health facilities. As part of its Maharashtra Health Equity and Rights Watch project, SATHI started distributing essential medicines and drugs for women, focusing on pregnant women and the elderly.

Pune district is one of the five districts where NRHM's community-based monitoring program has been implemented for the last three years. Monitoring the availability of essential medicines is one of the components of the CBM.

SATHI's work spans three major activities:

1. **Monitoring and evaluation** – The organization implements the community monitoring component of India's National Rural Health Mission (NRHM), both at the national level through the Advisory Group on Community Action, and at the local level as the lead non-governmental organization in the state of Maharashtra.
2. **Research** – SATHI conducts research on inequalities in health at the state level, with a focus on malnutrition, health access, and health status; and
3. **Training** – SATHI takes a leadership role in training community health workers through the **Accredited Social Health Activists program,** both at the national and local levels, and conducts trainings on health rights.

For **effective budget allocations**, SATHI also undertook a research project to understand the drug procurement process and the availability of essential medicines at various levels in the rural public health system. The research was conducted on two primary health centres (PHCs) regarding:

1. The budget allocations for essential medicines.
2. The procurement and distribution system of essential medicines with a focus on key gaps, bottlenecks, and areas of delay.
3. The actual availability of various essential medicines at the PHCs, with particular attention to standard norms.

Key Success Factors

SATHI has been very active in their **healthcare advocacy and medicine distribution system**. Regular meetings with women and women entrepreneurs are conducted to check progress. They have also been conducting **detailed analyses of (i) the budget allocations** for drugs from the different offices responsible for allocation to the district and facility levels; (ii) the **procurement process** at the state and district levels; and (iii) the **actual availability of medicines** in selected PHCs. Their endeavour has been to **ensure transparency at all levels** in the whole system of drug procurement and supply. With a strong focus on **networking**, SATHI is involved in wide range of collaborations with NGOs/ support organizations which helpsit in reaching out to intended beneficiaries in lesser time.

Way Ahead

To address the lack of a gender perspective in urban planning, Brihanmumbai Municipal Corporation (BMMC) came up with **'Gender, Special Groups and Social Equity' Plan**, under the Revised Draft Development Plan 2034. **Mumbai has now become the first city in the country with an urban plan which has provisions for designated spaces for the needs of women and role played by SATHI is pertinent in this context.** This plan talks about a "**departure from gender blindness to gender mainstreaming**", after women from various sectors came together to challenge the lack of a gender perspective in urban planning. The city's urban plan has a gender-specific focus on reserving physical and social infrastructure for the ladies and it also provides approximately 90 land reservations to address women's needs **including education, health, housing, and safety.**

Concluding Remarks

SATHI has been continuing **to monitor the procurement of medicines** in the state of Maharashtra till date. To address the issue of **corruption** in the procurement of medicines, the entire procurement system was revamped. From then on, all procurement of medicines and equipment took place at the state level, whereas previously it was done at both the state and district levels. The organization takes advantage of the rollout of the community monitoring program within the NRHM to train **community groups** to specifically monitor essential medicines. This extends the analysis beyond what SATHI could accomplish alone and **enhances civil society capacity for public audits** in the health sector in Maharashtra. SATHI intends to **decentralise the health planning** so that **health is accessible to all** levels of society including **vulnerable** groups.

5. Promoting Effective Gender Strategy through FOCUS in Nagaland

Key Takeaways:

1. **Fostering Climate Resilient Upland Farming Systems** (FOCUS) is a **knowledge systems** project in Nagaland to capture the internal workflow, physical progress, fund disbursement, and track project activities based on **specified Project Development Objective (PDO) indicators in agriculture**.

2. FOCUS aims to build **gender equality in project training on agriculture and allied sectors** and in **project communication through gender analysis, gender sensitization, women leadership building, expandingwomen's access to resources and expanding choices for women's livelihoods**,

3. The project has leveraged the use of **ICT tools to create an online presence for gender mainstreaming for effective monitoring, evaluation and creation of MIS and for taking necessary action** according to the PDO indicators **and improved gender outcomes**.

Brief Summary

FOCUS, in the Northeast, is an externally aided project funded by International Fund for Agricultural Development (IFAD). The project was approved and initiated in December 2017. The **objective** of this project is to design and implement a **web-enabled, result based Monitoring and Evaluation (M&E) Management Information System (MIS)** for Fostering Climate Resilient Upland Farming Systems (FOCUS) in Nagaland to capture the project's internal workflow, physical progress, fund disbursement, and to track project activities based on specified Project Development Objective (PDO) indicators.

Amid development progresses made in agriculture, **knowledge systems such as FOCUS ensure women's access and control over traditional knowledge and management practices on agricultural activities stays intact**. It also, at the same time, ensures communities autonomy over the good-quality agricultural inputs such as, seeds, and this in turn protects the resource rights of indigenous people. FOCUS aims to build gender equality in project training on agriculture and allied sectors and in project communication through **gender analysis, gender sensitization, women leadership building, expandingwomen's access to resources, expanding choices for women's livelihoods**, etc.

Nagaland has set to use the **application of standard analytical gender budgeting** tools such as Budgeting, Monitoring, and Evaluation to promote the country's approach to **mainstreaming gender** across the policy cycle. They have also **leveraged the use of ICT tools to create online presence of FOCUS for gender mainstreaming. This helps in effective monitoring, evaluation and creation of MIS and well as taking necessary action according to the PDO indicators.**

The overall goal of the project is to **increase agricultural income of 137,000 households in Nagaland**, and to **enhance their resilience to climate change**. This would be achieved through the development

objective of increasing the environmental sustainability and profitability of farming systems practiced by highland farmers. The project has **three** components: (i) Improved Jhum management; (ii) value chain and market access; and (iii) project management and knowledge services.

Background

Nagaland is one of the eight states in the North Eastern Region (NER) of India, a biodiversity hotspot where climate change adaptation is of critical importance for the largely rural population. With a hilly terrain, low population density, shallow soils and high rainfall, farmers have adopted a shifting cultivation system known as Jhum. This self-sufficient system has adequately met the various needs of rural communities, including food, fibre, and energy, but is now getting disrupted due to shortening of Jhum cycles as a result of increasing population, focus on high value crops for cash income, soil fertility degradation and topsoil erosion on account of decreased fallow cycles.

The FOCUS project aims to address the issues facing Jhum cultivation through:

(i)   **better Jhum cultivation practices** that are more productive and sustainable, thus creating an ecological balance; and

(ii)   **supporting** *Jhumia* **households** to adopt alternative farming systems, particularly, sedentary farming.

The project envisioned by FOCUS includes more productive wet rice fields, better plantation crops, improved livestock systems and increased off-farm income. This would help enhance farmer's income, reduce pressure on natural resources and increase resilience to climate change. As farmers move to more market-orientated production, the project support seek to realize **improved market access** and **value chain development.**

The design of this project is in line with the principles of engagement in IFAD's Policy on Engagement with Indigenous Peoples, one of them being **gender equality** and **gender mainstreaming**. The target group categories include all tribal households involved in Jhum farming and those unable to take up Jhum cultivation on account of labour shortages and other vulnerable households having persons with disability and other challenges. Women are the **main contributors** to both agriculture and livestock activities and therefore gender will be mainstreamed into the project activities so that women have access and control over resources both in terms of targeting of project activities and their participation in various committees of the project.

FOCUS- IFAD Nagaland has its project coverage in 8 districts of Nagaland namely Kohima, Wokha, Phek, Kiphire, Zunheboto, Mokokchung, Mon and Longleng. The team at FOCUS is divided into **three** groups for effective coverage of the entire state: **Project Management Unit, District Management Unit, and Village Level Unit.**

Approach

FOCUS adopts a **comprehensive gender strategy** to ensure appropriate focus, holistic approach, and timely support to the project activities. **A range of activities is recommended along with integration of a genderfocus in key mechanisms and processes of the project.**

1. **Gender analysis**

FOCUS uses gender analysis to identify the specific vulnerabilities of women, their livelihoods, current constraints, coping mechanisms, and solutions. It undertakes the analysis to also promote a better understanding of gender organization of production systems including Jhum and settled agriculture, livestock, existing value chains etc.

Aim of gender analysis is to provide:

- **Clarity on the roles played by men and women in these production systems**, the **distribution of income, decision-making and benefits emerging from these economic activities.**
- **A sound basis for guiding FOCUS interventions** in the production system to ensure that project activities do not adversely affect women's roles and status in the community.

2. **Gender sensitization**

FOCUS has strived to sensitize project staff, partners, and community leaders on gender-related aspects. The project converges with relevant Government Departments to undertake **community awareness** and **training** for both men and women on reproductive health, nutrition, hygiene, and distribution of care-work within household. Awareness about gender equality also enlists the leadership of women societies and religious groups where women participation is extremely high.

3. **Women's Leadership building**

Women's leadership is a priority area for FOCUS. The project is fully aligned with **IFAD's Strategic Framework (2016-2025)** which states **inclusion of women in the decision-making** as well as **recognizing the role women as key earning members** in a family. Specific leadership development programs are tailored to **enhance capacities of women** in leadership roles and decision-making. Women are also to be prioritized for any exposure or exchange learning programs supported by the project. Women leadership building will target both women and men. Given that women are active in several civic and religious organizations, the project works with organizations such as FIG, VC, JRMC, to **create a platform for women members** to discuss common issues and build their self-confidence in leadership.

4. **Women-friendly Tools and Equipment**

To reduce women's work drudgery in agriculture (such as production of Jhum, settled farming and terrace rice cultivation) in Nagaland, **tools and equipment** specially designed for and tailored to women's needs are prepared.

It is expected that with the support of machinery and equipment, women's and men's **labour productivity will increase and drudgery will reduce**. With the time saved, women may be interested to take **additional income generating activities** like poultry, goat and pig rearing, nursery development etc. Homestead gardens are to be supported under the project whereby fodder species will be introduced (wild and other species) which is expected to reduce women's drudgery in fodder collection.

5. **Emphasizing on Gender Disaggregation**

Gender disaggregation of data on project activities and outputs is regularly done by FOCUS to see if women have fully participated in group membership, group leadership, training, livelihoods activities, credit activities and enterprise support. Further, gender disaggregation is needed to see if **women have benefited in terms of outcomes**, such as increasing production or impacts of increased income and assets on livelihood.

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Key Success Factors

The project has been successful in **providing rural women economic developmental opportunities by enhancing livelihood**s. Youth are also targeted and encouraged to participate in buyers & sellers meets and exposure visits to expand their knowledge and skills. Specific activities under livestock such as training on hygienic meat handling are reserved 100% for youth with a ratio of 50:50 women and men representation.

The project has improved Jhum on a sustainable basis by adopting a **holistic planning approach** and using **tested technological interventions which are socially relevant**.

By making the entire **process participatory,** land use planning is based on a good land use approach, resulting in **better gender-equity outcomes while also contributing to gender empowerment**.

Concluding Remarks

Agriculture has been the **mainstay** of people in North East India, with **slash and burn or Jhum farming** being a widespread agriculture practice. For generations, people living in the difficult and hard-to-reach areas of the hilly North Eastern Region have subsisted on this form of cultivation that has traditionally taken care of their basic needs, such as firewood and food. For the tribal people of the region, Jhum agriculture is not only a crop production system, but in many senses, a way of life. The Nagaland government has planned to explore various financial sources and will focus on **skill development and employment generation** through **farming and allied sectors** as a main aim **to eradicate poverty by 2030**. **FOCUS is a key project to accomplish the state's targets.**

While the **absence of effective market linkages and infrastructure**, **poor economic condition** of Jhum farmers, **degradation of soil** with loss of nutrients are all causes of immense concern, **remedial actions** such as **adopting holistic planning approach and using tested technological interventions** which are socially relevant **for improving Jhum cultivation** are steps taken in the right direction.

The project has put significant efforts in **providing rural women with economic and social development opportunities** through **capacity building, awareness and assistance, participatio**n in activities to improve productivity of crop and livestock, and participation in value chains and more remunerative access to markets. The objectives of management by FOCUS along with IFAD are vested with the project management responsibility in terms of **planning, implementation, supervision, monitoring and evaluation and budgeting (with focus on women)**. There is a full time **Gender and Community Institutions specialist** which aids in the gender aspect of the project. The system also provides **evidence of the results** in terms of IFAD's objectives at the country level, with data disaggregated by gender and by age to show impact on women and youth. The project also serves as a **learning tool to provide information for critical reflection on project strategies and operations, support decision-making at various levels, and be a basis for results-based management for improved gender outcomes, particularly in terms of** **economic empowerment of women.**

6. Empowering Women through Safe and SimplifiedTransport Services in Madhya Pradesh

<u>**Key Takeaways:**</u>

1. The state of Madhya Pradesh has identified the **lack of mobility and safe transport services** for women as a major **impediment to women's empowerment** and launched a **pilot intervention** to improve women's safety in public transport in Bhopal. This project falls under DFID support to Government of Madhya Pradesh as part of the Madhya Pradesh Urban Infrastructure Investment Project (MPUIIP).

2. The **objective** of this project was to create an **Action Plan** that enabled **safe and secure travel** for **women in public transport** in Bhopal and addressed their unmet needs. Further, it aimed to **mainstream gender concerns in future planning, contracting, and policy-making processes in public transport**.

3. **Under this project new policies** were framed, and various **initiatives were taken to ensure the participation and safety of women** such as (i) reservation of seats; (ii) installation of CCTVs; (iii) installation of GPS in public transport; (iv) removal of dark films from windows in buses, and (iii) issuance of free driving license for women drivers.

Brief Summary

While women account for 48.5% of the general population of India (Census of India 2011), in terms of economic status, Indian women only make up an estimated 30% of all economically active individuals. Having been confined to household activities, they have limited access to the outside world. Low levels of female literacy, especially in a state like Madhya Pradesh, adds to the economic and social woes of women.

Beginning 2014, the Transport Department in Madhya Pradesh took up many initiatives to make the system transparent and efficient so to ensure that the statutory compliances can be achieved in the transport system. While all the population cohorts benefited from the initiatives, this growth was not inclusive since nearly 50% population, which comprises women was still falling behind in getting the compliances and licenses to drive or be mobile. The records of Driving license and vehicle registration were heavily tilted towards their men counterparts.

The state of Madhya Pradesh identified the **lack of mobility and safe transport services** for women as a major impediment to women empowerment and launched a pilot intervention to improve women's safety in public transport in Bhopal. This project falls under DFID support to Government of Madhya Pradesh as part of the Madhya Pradesh Urban Infrastructure Investment Project (MPUIIP).

The objective of this project was to develop an Action Plan that enabled safe and secure travel for women in public transport in Bhopal and addressed their unmet needs. Further, it aimed to mainstream gender concerns in future planning, contracting, and policy-making processes in public transport.

As part of the study, safety audits and situational analyses were also conducted to understand safety concerns of women bus commuters. **The highlight of this initiative was to bring to policy discourses the need for safety of women and their access to economic and social opportunities through a safe public transport system**.

Background

Transport department has not always been included in the list of identified departments that work towards women upliftment policies. Women tend to use transport services along with other family members, not independently. Thus, there is always a degree of dependence on others for its use to reach a desired destination and this is typically not prioritised. The clear-cut objective of this project was to bring more to use the transport services. This initiative was backed by the Sustainable Development Goals of 2030- taking care of Safety of Women for contributing towards gender equality.

Approach

Travel is an integral part of personal and commercial life. The exclusion of women from travel increases the imbalance between men and women and reduces their participation in overall growth of society. Better transportation tends to assist in **better education** and **higher social status** of women and promotes gender equality – both in terms of agency among women and their participation in economic activities..

For the purpose of the project, the definition of a public transport trip was not only limited to travel within a public transport vehicle, but broadened to include **access (entry) and egress (exit) from the public transport vehicles, wait times at public transport stops, vehicle boarding and alighting, and journey insidethe vehicle**.

Attention was given to ensure that the action plan was holistic and considered all possible solutions. The plan also identified key stakeholders in the city and their role in addressing the issues. The Transport Department was solely responsible for the implementation of the policies. A **team of high ranked officials** were engaged to identify the issues and propose solutions in discussion with other concerned departments of the state government and other stakeholders.

Under this project, new policies were framed, and various **initiatives** were taken to ensure the participation and safety of women. Some of them are listed below:

- The Department issued notices and circulars to ensure women are provided with seats in public transport by **reserving seat numbers 11 to 16** exclusively for women passengers in all passenger buses to make their travel comfortable.

- To ensure more woman participate in **Free Driving License drives** of the Department, all Regional Transport offices were instructed to approach girls' colleges, Anganwadi workers (Women and Child Welfare workers) and many other women's institutes to educate them about their rights of getting driving license, which could help them become mobile and consequently help them to explore more opportunities in their work or education.

- All RTOs were instructed to organize **PINK License campaigns.** Women from various parts of the state were enrolled en masse for obtaining driving licenses. This activity was informed in advance to local schools and colleges to ensure maximum participation of women.

- **Reservation of first row of seats** behind the driver with facility of curtains from three sides was made mandatory in stage carrier buses. This step was taken for lactating mothers travelling with infants.

- For increasing women's safety in public transportation, **special drives** and **checking** were carried out randomly by competent authorities in time bound manner. In school buses, GPS and CCTV camera were made compulsory. All educational buses carrying female students were directed to appoint one female companion for the safety of girl students.

Additional steps taken:
- Removal of films glass from windows for better visibility from outside.
- Installation of the CCTV and GPS in the public transportation and checking the records of all the drivers before giving them charge.
- Recruitment of a woman driver or Travelling of a woman Staff/ Teacher was made mandatory when the school buses are ferrying girls.
- Display of Women's Helpline and Police Helpline numbers in the buses.
- Exemption of the learning license fees and driving license fee for women.
- Dedicated counters for women at RTO offices.

Key Success Factors

While the count of women passengers using public transportation could not be ascertained, but the count of women who were issued learning license as well Driving license has been increasing gradually.

While the **effects of the project are more visible in the urban areas** where women use public/personal transport more than in the rural areas, the departmental data also showed that in bigger cities more women acquire driving licenses as compared to women from rural locations.

Concluding Remarks

The Madhya Pradesh government has identified the important role that **safe transportation** plays in contributing to gender equality and has taken necessary steps to ensure **women experience safety** as their top priority. Some of the **steps implemented in the field of women's safety in public transport** are: improving police / security presence on roads and in public transport vehicles; verifying identities of drivers and other personnel working in public transport vehicles and maintaining a common database of such personnel; displaying bus and personnel information within the bus along with installation of CCTV cameras and tamper proof GPS systems; and providing regular police patrolling of buses and hotline services for women, among other measures.

As women experience **safer transportation facilities**, they will **be more confident about stepping out of their homes** and fulfilling their educational and work aspirations.

7.   She-Taxi: Promoting Entrepreneurship & Safe Travel for Women in Kerala

Key Takeaways:

1. The Gender Park is an initiative of the Department of Social Justice, Government of Kerala. The Gender Park brings together state, academia and civil society to a **common platform on all gender-related issues**, from research and training, to ideation and cultural enquiry.

2. She Taxi is an **innovative public-private partnership** (PPP) under the Gender Park.

3. The She Taxi model serves as a **platform to promote sustainable business through combining theaspects of economic empowerment, safety and promotion of entrepreneurship among women**.

4. Women are the **fundamental partners** in the She Taxi arrangement, wherein they are **owners, as well as drivers** of their cabs. Additionally, these **women entrepreneurs** manage the operations through the She Taxi Federation supported by a fleet operator.

5. Equipped with **safety enabled technology** apps, She Taxis are available for hire by women either through mobile or online booking. The entire operation is based on IT enabled platform, with unique Ids being generated for each request for hire and shared with the requesting woman passenger.

6. Walking the last mile, the **She Taxi initiative also suggests the role of critical business finance for promoting entrepreneurship among women** in the hitherto non-traditional areas like taxi services that mainly have a dominant presence of men.

Brief Summary

She Taxi is one of Gender Park's **flagship projects**. The Gender Park is an innovative initiative of the Department of Social Justice, Government of Kerala. located in Kozhikode, Kerala, it is a **space that brings together state, academia and civil society** to a **common platform on all gender-related issues**, from researchand training, to ideation and cultural enquiry.

Women are the **fundamental partners** in the She Taxi arrangement where they are **owners, as well as drivers**, of their cabs. Additionally, these women entrepreneurs manage the **operations through the She Taxi Federation** supported by a fleet operator. This was initiated by the Gender Park, Government of Kerala and achieved with the help of investments from the Government, and though partnerships with several private sector agencies. She Taxi was launched with five entrepreneurs in Trivandrum by the Minister for Social Justice & Panchayats, Dr M K Muneer in November 2013, and the venture became fully operational on December 1st, 2013.

Background

The service was an initiative of the state government's Social Justice Department and was tied with the Department of Women and Child, Government of Kerala. The Social Justice Department started the service under the Gender Park, an institution to empower women through increased earnings. The vision of the Gender Park is to achieve a just society where **people of all gender identities have equal access to development opportunities, resources and benefits**, and an **equal voice in the key decision-making processe**s that shape their lives, communities, and the state.

Approach

A 24*7 initiative operating in Kerala, She Taxi is a **model aimed towards empowering female drivers**. It is an **innovative public-private partnership (PPP)** that serves as a platform to promote a sustainable business model for the economic empowerment, safety, and security of women through promotion of entrepreneurship. Along with women, the cab service also caters to **families, students, and tourists** in the state. Its launch in places like Thiruvananthapuram and Kochi has found many takers among female professionals in the city.

The initiative began with **45 She Taxis across three cities** – 25 in Trivandrum, 15 in Cochin and 5 in Kozhikode. The Taxis are **driven by women, for women, and provide them with a safe means of transport**. Women are the fundamental partners in this arrangement where they are owners, as well as drivers, of their cabs, and are expected to work a minimum eight hours per day and 22 days in a month.

A She-Taxi cab with a woman at the wheel will pick up the customer from her doorstep within half an hour after the **service is sought from the customer care centre** over mobile phone or through online booking. On receipt of the request, the centre sends a **Unique Identification Code, vehicle number and driver's name** to the customer. The fleet system enables the traveller to book/reserve the cab on a mobile on a **24×7 basis**. The traveller receives a Unique Identification Code along with a 24×7 Women taxi service number. The traveller can pay via Credit Card/Debit Card/Cash. She Taxis are equipped with **safety enabled technology**, in addition to being equipped with entertainment facilities such as music, play stations, etc., that makes **travelling safe and secure for both the driver and the passenger**. **Database of all Emergency Response Systems** in the city including police, ambulance, automobile workshops, fire force, safe night shelters for women and hospitals are **available to the drivers**, and **vehicles are proactively monitored from a 24*7 Security Control Room**.

The Kerala State Women's Development Corporation (KSWDC) and nationalised banks **provide access to financing for women entrepreneurs**. Maruti Suzuki India ltd. is the **vehicle provider** for She Taxis who provide several types of vehicles at special prices.

Key Success Factors

The She Taxi initiative has been said to **be a safe mode of transportation in the state** as an almost fool-proof system takes care of the safety of the passengers and the drivers. The vehicle is always **tracked by the Customer Care Centre with help of a GPS device**. Police, relatives, and friends of the passenger can also monitor the cab using the system. **Separate switches** are provided in the car for drivers and passengers for

sending distress signal to the centre. There have been **no untoward incidents reported** so far from the total of **20291 trips serving over 44260 passengers**.

During the lockdown of COVID-19 pandemic, the women of **She Taxi provided their services** to the **elderly citizens** who were in need of medicines or had to commute to hospital. It was provided free of cost to the **BPL citizens** and at a half rate to others. Keeping in mind the COVID-19 situation, measures like SMS **(Sanitizer, Mask and Social distancing)** are provided for in the cabs.

Concluding Remarks

She Taxi project broke into the **unconventional market of taxi operators**, catapulting the women into becoming **entrepreneurs in a 'for-woman-by-woman' service model**. It has since then **won several accolades across the globe**, including a special mention at the South Asian Study Tour in Gender in Transport, by the World Bank, in Vietnam, and the Chief Minister's Award for Innovation in Public Policy in 2014.

She Taxi was **relaunched on May 11, 2020** with the **service opening for a larger audience – a women-for-all initiative**. The service has been extended to **all 14 districts of Kerala**. Learning from previous experience, the revamp and relaunch are **exercises to better the reach of She Taxi's services** and to **expand the She Taxi across Kerala.** It has **opened up possibilities for women drivers** to contribute to **various sectors** – be it driving buses, autos, or even bikes, as part of public transport services.

8. Pink Auto Initiative: Empowering Women Drivers &Passengers in Surat, Gujarat

Key Takeaways:

1. The **Pink Auto Service**, an initiative launched by the Surat Municipal Corporation (SMC) and now taken forward by the Gujarat government, **provides auto-rickshaw services by women drivers to cater to women passengers**.

2. According to findings, **women face maximum harassment during the commuting** part of their daily schedule. A pink rickshaw comes equipped with **special safety features** such as panic buttons and GPS tracking systems which are installed for enhancing the safety of women passengers.

3. Apart from training, Surat Municipal Corporation (SMC) has helped women to get **loans by Central Government** to procure the rickshaw. These loans were facilitated by the Bank of Baroda. The municipal corporation was also instrumental in getting the **women-drivers their licences** too.

4. **A combination of technical, financial and marketing support through partnerships across Urban Local bodies, financial institutions and administrative orders for assured markets and passenger segments can pave the way for improved safety in travel for women and enhanced economic opportunities for women.**

Brief Summary

The Pink Auto Service, an initiative launched by the Surat Municipal Corporation (SMC) and now taken forward by the Gujarat government, provides **auto-rickshaw services by women drivers to cater to women passengers.** The service was inaugurated by Chief Minister Vijay Rupani at Dr Shyama Prasad Community Hall, Gujarat in July 2017.

The ubiquitous auto rickshaw, or the three-wheeler as it is called in some places, is what carries the people in Indian cities and towns to their destinations besides buses, cars, and metros. Millions travel by them, as they are cheaper and widely available. The uniqueness of the pink auto rickshaw launched in Surat is that it is **for the women and by the women only**. The autos are run by trained women drivers and **provide service mainly in the school areas and rural areas where the mode of transportation isscarce.** The women drivers are easily able to fulfil their daily needs with the wages they earn and are no longer confined within their homes.

Background

Women face maximum harassment during the commuting part of their daily schedule. In order to tackle this challenge, an initiative by-women and for-women was required. The launch of Pink Auto service was

thus welcomed by the women. **Bank of Baroda has partnered with the state to provide loans to the women drivers.**

Approach

The idea to introduce Pink rickshaw (also known as Pink auto) in Surat came from **Government of India's initiative** to prevent women from being harassed and mistreated while commuting in rickshaws. The pink rickshaw scheme was initiated by the **Ranchi** government in 2013 for improving the safety of transportation service for women. By providing women safe transportation, the Ranchi government focused on **empowering women**, and enabling them to work and be self-sufficient. Eventually it was introduced in many other cities in India.

A pink rickshaw has special safety features such as panic buttons and GPS tracking systems which are installed for enhancing the safety of women passengers. Pink rickshaws are either fully pink in colour or their rooftop is coloured pink. The autos are **driven by trained drivers,** either men or women, **after completion of legal verification and documentation**.

Role of SMC

Surat Municipal Corporation (SMC) launched pink auto on 2 July 2017. The corporation selected and trained women to drive auto-rickshaws as it is a service for the women, by the women. The Municipal Corporation identified 70 women, of which **15 were trained** and others were under training.

Apart from training, **SMC has helped these women to get loans by Central Government to procure the rickshaw.** These loans were facilitated by the Bank of Baroda. The **municipal corporation was instrumental in getting the women-drivers their licences** too. The licenses have helped them to get work from schools in the area. They have concentrated on **girls' school areas** for ferrying school children (girls) in the daytime.

Notably, a similar attempt in Gurgaon did not meet with comparable success. Gurgaon, in the National Capital Region, had introduced it as a private initiative. The Gurgaon Municipal Corporation had not much to do with it except allowing the new autos to ply. Unlike Surat, the drivers were men, which in principle defeats the purpose as women's safety is the primary objective of Pink autos

SMC along with the Central Government acts as a guardian for the women-drivers. The corporation **plans to start a Pink Van Service** as well in the future.

Financing

To facilitate finance for the women, SMC has tied up with **Bank of Baroda** (BoB) for providing loans at seven per cent (7%) interest to women drivers to purchase their autorickshaws. The bank sanctioned INR 84,000 loan per auto to each woman applicant, with 25 per cent subsidy for the vehicle coming from the central government scheme. **The corporation is not just a finance party in the venture. They also identify, train, andhelp with the paperwork for women to get loans from banks.**

Key Success Factors

The project was successful as it empowered the women, auto drivers, to stand on their own feet. It has helped create a source of stable income, which has strengthened their future economic & social outlook. The project has also contributed to the societal framework by instilling security for women citizens. It has not only provided employment to women but also ensured safe travel for women passengers.

The civic body has also trained and helped women drivers to get loans from banks to procure their own autorickshaws to earn a living. The women are expected to earn a minimum amount of INR 18,000 per month. Due to a stable income, they have been able to easily pay their monthly instalment to the bank and save money.

Concluding Remarks

The SMC playing the role of a guardian-mentor for the women auto drivers have ensured that the economic and financial aspects of the initiative are given due weightage. With a typical business-focus in mind, SMC sought to earmark geographies, market segments where the women drivers could easily get customers. Through permitting only Pink-autos in Surat to be available for hiring near the girls' school, the SMC has enabled a ready market for the Pink-auto drivers.

A combination of technical, financial and marketing support through partnerships across Urban Local bodies, financial institutions and administrative orders for assured markets and passenger segments may pave the way for improved safety in travel for women and also create economic opportunities for women as cab and auto drivers both in urban, peri-urban and rural areas. Herein also lies an opportunity for supporting women's participation in the labour market.

9. Kerala State Planning Board – A Case Study on IT Sector

Key Takeaways:

1. **Various steps taken by the Directorate and the Department of Information Technology to** digitally empower women include the Kerala Start Up Mission, IT Mission, Kudumbashree, and tie-ups with colleges such as IIIT-K.

2. **Kerala has been generous in its budgetary allocation for IT schemes for women**. The total allocation of Rs. 10.42 crores involve only the women-specific ICT-based schemes was made. In 2020-21, an additional Rs. 2 crores were allotted for women empowerment and educational programmes in the IT and Technological sector.

3. **Dedicated budgetary allocations for institutions engaged in technical and vocational education (focusing on women) and synergising this with multiple initiatives by the IT sector have the potential to contribute to economic empowerment of women.**

Brief Summary

The gender balance in the State of Kerala is not just better compared to other states in the country but ahead of other developing countries. Individual women start-ups, nano-micro enterprises under IT and Industries sector have played a major role in the recent budget planning and the five-year plan. The Start Up Mission has given rise to many IT Parks. These Parks in Kerala provide equal opportunity across all social, economic, and demographic groups. Several measures have been taken up by the State government for the welfare of migrants returning from abroad and women.

The Directorate of Technical Education has played a major role with the educational aspect for teaching IT in institutions such as schools and colleges. The institution has had to drastically step up its curriculum and plan since the past Five-Year Plan do to keep up with the enhancement of technical education, inclusion of advanced technology, and practical activities in the state. The state has also improved focus on technology-based employment sectors such as promotion of tech-based startups through Kerala Start Up Mission (KSUM), creation of a digitally inclusive state through the state IT Mission, and rural women development through the Akshaya Project.

The state of Kerala has regularly demonstrated the **use of sex-disaggregated data** for mapping the budget estimates with revised estimates and the actual expenses. **Kerala has regularly kept its disaggregated data, the latest being for 2020-21.** This has supported the policymakers to direct their focus on areas lacking implementation or needing additional support, such as lack of education of technical areas of women and school children.

Background

Information and Communications Technology (ICT) has been shown emphasis in all the Five-Year Plans of Kerala beginning the year of 2012. Women have been included in composite schemes in Agriculture and allied activities and "modern" sectors like IT and ITES and in Industry and Services, their share in employment generation is still small but growing.

One can observe a positive macro-outcome of Government's development policy in Kerala. With its strong thrust on employment creation for women within an enabling environment and on the basis of which the Departments and Planning Board plan, **ICT is now being consciously interlinked with women's development.**

Approach

The Directorate of Technical Education deals with all the **technical education** activities in the state. It maintains and enhances the quality of technical education by laying the policies, establishing, and developing Government Institutions, guiding, and supervising the aided private institutions, interacting with industry and national level institutions, coordinating with other departments of the State.
It has taken a huge step since the last Five-Year Plan to inculcate IT education in their educational curriculum.
Efforts include:
- Improving methodology of teaching which focuses on learning process enhancement and skill gap reduction.
- Introduction of technical learning in Institute of Human Resource Development
- Development of government engineering colleges by providing research scholarships
- Development of all Government Polytechnics: Increasing the number of polytechnics for women; 7 out of 45 polytechnics are for women

Apart from the above, some of the smaller efforts also include setting up of institutions like Polytechnics -establishing production and training (PAT) centres, developing diploma education (below 18 years), and setting up Institute for Human Resource Development (IHRD). The IHRD has helped to develop the design of model polytechnics, technical education, model finishing schools, to name a few that are catering to the technical and vocational educational and training for women in the state..

Programmes in Brief:
The state government has launched schemes and created departments as enabling bodies for the diversification of the state's ICT sector. All the below programmes work towards ensuring women's-inclusion in the IT sector.

(a) Kerala StartUp Mission (KSUM)
The state of Kerala seeks to bring women out of binding normative strictures by making them active participants in the entrepreneurial roles. The Kerala Startup Mission (KSUM) is the nodal agency of the government of Kerala for promoting entrepreneurship in the state. KSUM was founded in 2006, with the goal to promote **technology-based entrepreneurship** activities and to create the infrastructure and ecosystem required to support high-end technology-based startup businesses. It is also the implementing

body for the Kerala Technology Startup Policy that supports the state's startup ecosystem through the
various schemes and support programs.

(b) Work with Kudumbashree
IT parks also closely work with government agencies such as Kudumbashree to employ women professionals in non-IT fields. A community organisation of Neighbourhood Groups of women in Kerala, Kudumbashree targets empowerment of women in rural as well as urban areas. Akshaya Project has provided 30 hours of computer training to several members of Kudumbashree.

(c) IT Mission: Digital empowerment of women
Kerala State IT Mission (KSITM) is a government organization under the Department of Information Technology, Kerala. The overall vision of State IT mission is to make Kerala a digitally inclusive state in India through a robust and effective governance framework by maximum inclusion of women.
Under the IT mission, there are various schemes to empower women with technology that include Promotional Campaigns, Capacity building and Akshaya project.
- **Promotional campaigns**: Training women in UPI based payment systems
- **Women entrepreneur development through Akshaya.** Kerala is the first State in India to take an initiative for the mass transformation of ICT by the **implementation of district-wide e-literacy project 'AKSHAYA' in 2002**, with an intention of 'Empowering Kerala'. The venture paved the way for the migration of Kerala to the first e-literate state. **Akshaya is acting as the major instrument in rural empowerment and economic development through e-Governance**. Akshaya Centers are being set up within a maximum of 2 kilometres for any household for the effective delivery of Government services to the public. **Each Akshaya centre is well equipped with necessary computers, fax, printers, telephones, broadband internet connectivity and necessarysoftware**. Kerala State IT Mission is one of the core partners in the implementation of the Akshaya projects in the state. Currently there are 2837 Akshaya Centres in Kerala. **With nearly 55 per cent of Akshaya centers being run by women, the Akshaya Centres are aggressively contributing to women's empowerment in the state.**

(d) IIITM-K - Women Incubation, Startups and Entrepreneurship (WISE):
WISE for Women Entrepreneurs was established in 2020, as a centre to foster creativity and entrepreneurship by transforming and converting inventive and creative ideas from young women's minds into various science and engineering disciplines to achieve excellence in research, products, processes and services.
Through WISE, IIITMK will make it easier to **incubate new businesses with innovative technology** by offering financial, physical, technological and infrastructure seed support.

(e) ICFOSS for Women
ICFOSS works with Students, Academic & Research Communities and Government agencies for capacity building. ICFOSS also works with groups that want to work towards incubation, by providing pre-incubation services. **As the initial step towards getting more women into technology, ICFOSS creates awareness among college students who are already in Technical education.**

(f) Kerala-Women in Start-ups (K-WINS):

K-WINS aims **to enable qualified women graduates** (residing in Kerala), who are on a career break or not under full-time employment, **to take up flexible freelance assignments.**

Allocations in 2020-21 for ICT-enabled women development schemes:
The effective allocations for women in the sector have a close bearing on the realisation of development policy outcomes. With a strong thrust on employment creation for women within an enabling digital environment, the state of Kerala has been providing concomitant financial resources too. The table below illustrates the resource allocation across various heads (mentioned earlier) that are aimed at women's empowerment. It is pertinent to note that the total allocation of Rs. 10.42 crores involve only the women-specific ICT-based schemes. In 2020-21, an additional Rs. 2 crores were allotted for women empowerment and educational programmes in the IT and Technological sector.

Table 2: Scheme-wise allocations for 2020-21

Scheme/Programme	Allocations
In the IT sector through Start up Mission- including a new programme Kerala-	Rs.8 crore
IT Mission	Rs.52 lakh
IIITM-K (Indian Institute of Information Technology and Management, Kerala)	Rs.20 lakh
ICFOSS (International Centre for Free and Open-Source Software)	Rs.50 lakh
KSIDC in non-IT sector- Innovation acceleration schemes	Rs.1.20 cr.
Total:	Rs.10.42 crore

(Other Programmes for empowering women/girls in science and technology- Rs.2 crore)

Key Success Factors
With the help of IT Mission, Kerala became the 1st State to make Internet Access a Basic Right. Kerala Fibre Optic Network (K-FON) project was initiated by Government of Kerala for providing free internet connectivity to 20 lakhs economically backward households, thereby reducing Digital divide and achieving the goal of making internet as a basic right in the state as announced in the state budget 2017.

The IT parks in Kerala have also witnessed a steep increase in the number of women employed to 40 per cent of the total workforce in the major parks and the numbers are expected to grow further. For example, Technopark-Thiruvananthapuram, the first and largest IT Park in the country, has a diverse and near balanced workforce with a gender ratio of 55:45 with women comprising 45 per cent. These Parks have also initiated steps to include wider segments of society including LGBTQ, differently- abled, and the economically weaker sections. Many companies have introduced formal policies that primarily focus on hiring the workforce from these sections.

Concluding Remarks

The interventions made by Kerala Government have brought about a cultural change among the youth of Kerala, as well as in how the government goes about its work. Young women who come up with innovative solutions now have the support of various incubators and government schemes, which help bring in funding but also provide mentorship and expansion opportunities at different stages.

It is estimated that though women dominate the higher education sector in the state, they constitute only
15.6 million of the 30 million employed in Kerala. Up to 70% of the higher education sector, except engineering, are dominated by women. But these women do not find it easy to end up with productive employment. This is a challenge that the Kerala Government is seefiing to address through the IT-enabled livelihoods opportunities for women in the state by roping in the efforts by several organisations — including those from the education and other sectors that have responded to the Covid-19 pandemic by pressing ahead with digitisation moves. This is beginning to show up in gradual increase in employment opportunities in the IT sector, especially for women in the state of Kerala.

Dedicated budgetary allocations for institutions engaged in technical and vocational education (focusing on women) and synergising this with multiple initiatives by the IT sector have the potential to contribute to economic empowerment of women.

10. Kerala State Planning Board – A Case Study on combating Violence AgainstWomen (VAW) by Kerala

Key Takeaways:

1. **Kerala has been active in identifying and combating various forms of** discrimination faced by women. It does so by (i) identifying the women who have been victims of violence and (ii) designing interventions focused on creating helplines and supportive care through the health sector to the survivors; & (iii) providing police protection, settlement after separation and defence trainings to women.

2. Initiatives by the state government include: (i) Year of Women Safety 2020 implemented by the Police Department; (ii) Saddhairyam Munnottu, gender awareness programme of WCD in which all women's organisations participate, and (iii) Snehita, the Gender help Desk of Kudumbashree helping with capacity building and training programmes to provide resources to guard against extant gender discriminatory practices.

3. Under the **Women Self Defence Training Program**, a total of 1,22,210 women have been trained by the women self-defence trainers across the state during the period from November 2018 to February 2019.

4. The scheme on **Gender Awareness in Police Department**, implemented by the Women's Cell of Police Department, operational in the state for the last decade continues to create a violence free environment for women, including a woman friendly environment in police stations..

5. **Developing capacities of law enforcement agencies**, coupled with **training of women in self defence, leveraging digital platforms** for women to voice and report cases of all forms of violence and a **budgetary support** together can steer a process of change for improved safety of women. Sustaining change also warrants **continued commitment by the nodal agencies to walfi the talfi and demonstrated action** like in the case of the safe night walks organised in the state of Kerala.

Brief Summary

Women and men occupy different social and economic positions within the household, workforce, and community, which are structured in such a way as to leave women with little power economically,
socially and politically. On the flip side, this continues to manifest increasingly as violence against women.

A scheme called Gender Awareness in Police Department was launched during 2010-11 with the objective of creating a violence free environment for women including a woman friendly environment in police stations and is still in action till date. The scheme is being implemented by the Women's Cell of Police Department. However, there has not been a significant reduction in the rate of crimes against women.

Kerala government is now aggressively seefiing to combat the above problems by introducing schemes and creating departments that will help with the prevention of violence against women.

This case study aims to determine and delve into the nature and types of violence against women as reported by them and explore the barriers to identifying women who are victims of violence. It also studies the various interventions by the state to help women who have been a part of physically violent abuse by focusing on the health sector. Interventions with regard to the health sector have been evaluated by the casualty and surgical departments where women with injuries usually report or get admitted. Kerala also has been developing a safety-plan in the case of low-income women who may not have the resources to leave the abuser and may not even be able to afford temporary stays in hotels or guest houses. Programmes such as the Women Self Defence Training Program, Saddhairyam Munnottu, and Snehita, have been discussed in the case study.

Kerala has regularly demonstrated the use of disaggregated data for mapping the budget estimates with revised estimates and the actual expenses. Apart from this, they have increased data collection for presentation and presenting evidence for planning and action for preventing all forms violence against women. Other socio-structural factors include possible sources of stress and conflict such as poor economic conditions, bad housing, poverty, lack of job opportunities, unfavourable and frustrating work conditions and other conditions arising out of inequalities. Apart from this, the state has mainstreamed and integrated gender responsive budgeting in budget process and government program. In the case of Kerala, the policy belief is that gender focused dedicated institutions foster implementation of gender mainstreaming, help monitor implementation process, and evaluate the ongoing process.

Bacfiground
According to a study by Sakhi Resource Centre for Women, Kerala, and World Bank in 2019, gender-based violence (GBV) is a painful reality in the lives of women and girls in many parts of the world, developing and industrialised countries alike. It has been recognised as a violation of basic human rights of women and of their exercise of fundamental freedom. A study conducted in 2011 based in Thiruvananthapuram found that overall, about 50% of the women had experienced physical or psychological violence at least once in their married lives. About 44 % reported at least one psychologically abusive behaviour and 40.3% women reported experiencing at least one form of violent physical behaviour. Therefore, the state continues to move with its resolve to solve the issues pertaining to gender-based violence in the upcoming years.

Approach
Recognising the problem of increasing violence against Women and lack of Police Protection, a major initiative taken to prevent violence against women was the Year of Women Safety 2020 implemented by the Police Department, Government of Kerala.

Similarly, the ongoing Saddhairyam Munnottu initiative on gender awareness, under the state's Department of WCD seeks to encourage participation by women's organisations. Further,

Snehita, theGender Help Desk of Kudumbashree, together with their capacity building and training programmesprovide resources to guard against extant gender discriminatory practices.

Programmes in Brief:

- *Women Self Defence Training Program*
  Women Self Defence Training Program is a unique initiative of Kerala Police under its Community Policing Project. This project aims at empowering women through comprehensive awareness and practical training program.

- *Saddhairyam Munnottu* meaning "March Forward with Courage" is a programme of the Ministry of Women and Child Development (MWCD) which enforces **safe night walks by women across the state on a sustained basis** to remove fear among women of going out in the night and convey to society their equal right to always access public spaces. An amount of ₹1 crore has been earmarked for programmes under Saddhairyam Munnottu gender awareness programme of the Women and Child Development Department.

- *Snehita*, the **Gender help Desk of Kudumbashree, is 24-hour working gender help desk.** The main aim of the centre is to provide help and support to those women and children who are in distress and provide voice for their issues and concerns, also to prevent, protect and prevail over domestic violence through advocacy, empowerment, and social change. It also provides immediate help, shelter, counselling, motivation, and legal assistance to the victim of violence.

- To guard against increased violence against women and children, 28 **POCSO** courts (The Protection of Children from Sexual Offences Act) (a scheme of the Central government) which has a state share have been sanctioned of which 17 are already in place.

- **Helplines of Bhoomika, Seethalayam, Kudumbashree's Snehita help desk, One-Stop Centres and 181 Mitra helpline, were operating round the clock and a specific WhatsApp number has been created by Women and Child Development to help out in a situation where women could not stepout or call up to seek help.**

The below are some of the **key steps** taken to help against VAW:

- As part of the initiative, a patrolling team including women police was situated on roads near bus stops, bus stands, school-college premises, markets, and other public places.

- Women have been trained in major parts of the state such as Kochi City, Kozhikode, Idukki, and Thiruvananthapuram. The WSDT trainers have conducted the women self-defence training program/training in Schools, rural areas, residential areas and institutions throughout the state.

- Self-defence training will be given to 5 lakh women in larger districts and 2 lakh women in smaller districts.

- Complaint redressal system in panchayats was modified and awareness classes were organised in cooperation with Taluk legal Services Authority.

- The State Police Chief directed all the ranges to set up women crime investigation wing incorporating Inspectors and women police personnel and entrust them with investigations of major crime cases in which women victims are included.

Key Success Factors

Although there has been an increase in violence against women in the past few years, the steps taken by the state government have been extremely beneficial.

- Under the **Women Self Defence Training Program, a total of 122,210 women have been trained by** the women self-defence trainers across the state during the period from November 2018 to February 2019.
- Till September 2017, total 8,267 cases were reported to all the six branches of Snehita. Among this, 3,240 were direct case and 4,992 were reported over telephone. **The role of IT– enabled and technology apps has been critical in this aspect.**

- The budgetary allocations for the above initiatives reflect the policy and outcome level commitment of these initiatives by the state government with respect to Safety for Women.
    - A comprehensive programme of Police Department, Year of Women Safety 2020, a component of Gender Awareness scheme of Police department was allotted an amount
      ₹5.50 crore.
    - Innovative programmes under Saddhairyam Munnottu such as safe night walks, under the Ministry of Women and Child Development have been allotted ₹1 crore.
    - The Gender sensitization training program for the Kerala State Women's Development Corporation (KSWDC) for Police was provided ₹50 lakhs for self-defence and other training programs for women officials.

Concluding Remarfis

Developing capacities of law enforcement agencies, coupled with training of women in self defence, leveraging digital platforms for women to voice and report cases of all forms of violence and a budgetary support together can steer a process of change for improved safety of women.

Sustaining change also warrants continued commitment by the nodal agencies to walfi the talfi and demonstrated action, like the safe night walks organised by the Department of WCD.

11. Gender Budgeting for individual and collective needs of women &girls: the Karnatafia experience

Key Takeaways:

1. The state of Karnataka has shown a possible way of getting a better grip on the individual and collective needs of women in the budgeting process.

2. Further classification of budgets, supported with institutional training and other technical support rendered by dedicated institutions like the FPI stand as aspects of potential replication in other states/regions.

3. Gender budgeting can be made more meaningful through sustained engagement with the departments, beyond the standard issuance of budget circulars. WCD in states have to play a key coordinating role in the validation and concurrence of the Gender Budgets prepared by the various departments.

Brief Summary

Gender budgeting in Karnataka shows an evolutionary trajectory. Being an early starter, the state has moved on from a department-based support (Fiscal Policy Analysis Cell within the government) to creating a dedicated institutional support (through the Fiscal Policy Institute). Experiential learning has enabled the state to integrate individual and collective needs of women and classify these further within Parts A and B of the Budget. Gender budgeting in the state now follows a relatively deeper engagement beyond the standard issuance of budget circulars, and extends to validation workshops with the departments in coordination with the Department of Women & Chid Development.

Bacfiground

Karnataka was one of the few states in India to undertake Gender Budgeting soon after the national level initiatives in 2005–06. Karnatafia has since then undertafien various initiative towards fiscal reforms and public expenditure management. Many of its initiatives have been well-institutionalised.

- In the early days, a Fiscal Policy Analysis Cell (FPAC) under Finance Department (GoK) was set up in 2007 to support ongoing fiscal reforms programmes in the state.
- A Gender Budget Cell (GBC) was also created in FPAC in January 2007 to prepare Gender Budget and capacity building in the area of Gender Budgeting.
- Karnataka's first Gender Budget was presented in the State Budget 2007-08.

Since then, Gender Budget has been prepared and presented in the State Budget every year. FPAC was subsequently merged with Fiscal Policy Institute (FPI) in 2013 and Gender Budget Cell has been functioning at FPI and hence, Gender Budget is being prepared by FPI every year.

Approach

In order to further strengthen the process of Gender Budget preparation, effective monitoring and evaluation, and allocation of roles and responsibilities to various stakeholder departments, GoK has issued a comprehensive GO (FD 08 GIE 202, Dated: 29.01.2021). This GO broadly specifies:

i. Gender Budget related activities like Capacity Building & Training, Orientation & Validation programmes for identification & classification of Gender specific programmes and schemes, Gender Budget preparation, Monitoring & Evaluation, Data capturing &

ii. Integration of various departments lifie Finance Department, Fiscal Policy Institute, Department of Women & Child Development, Planning, Programme Monitoring & Statistics Department.

Methodology for Identification & Categorization of Programmes & Schemes in Gender Budget 2022-23: The methodology is related to the rationale and criteria adopted to identify and categorise gender related programmes and schemes in the State Budget.

Following the general methodology of Gender Budget of the Union Government (Statement 13), the Gender Budget of Karnataka first categorises the programmes and schemes by A (100% women specific) and B (30 % women specific) categories.

From FY 2015-16 onwards, in order to further fine-tune Gender Budgeting in Karnatafia, category A and B were further categorised into 'Beneficiary-Oriented (Y)' and 'Non-Beneficiary-oriented (N)'.

- Accordingly, category A programmes and schemes are sub-categorised into AY and AN and category B programmes and schemes into BY and BN.
- The Beneficiary Oriented programmes and schemes (AY & BY) are those that benefit women including girls, directly and individually.
- In contrast, the non-beneficiary programmes and schemes (AN & BN), are those that benefit women including girls, indirectly and collectively.
- All other programmes and schemes which are not categorised into A and B are considered under C category and they are outside the purview of Gender Budget.
- The criteria for identification of AY, AN, BY, BN and C in State Budget are as follows:

Broad Category	Sub-Category of Programmes and Schemes	Criteria for Identification
A	AY	AY sub-category covers those programmes and schemes which are designed exclusively and specifically for women in general and benefit them directly and individually. Hence, in this category, women beneficiaries are identifiable and the coverage of women beneficiaries is 100 per cent.
A	AN	AN sub-category includes programmes and schemes which are designed exclusively and specifically for women in general and benefit them indirectly and collectively. In this category, women beneficiaries are not individually identifiable but the coverage of women beneficiaries is 100 per cent.
B	BY	BY sub-category includes programmes and schemes which benefit women directly and individually. Although these programmes and schemes benefit both men and women, women beneficiaries are individually identifiable and the coverage of women beneficiaries varies from 30 to 99 per cent.

B	BN	BY sub-category includes programmes and schemes which benefit women directly and individually. Although these programmes and schemes benefit both men and women, women beneficiaries are individually identifiable and the coverage of women beneficiaries varies from 30 to 99 per cent.
C	C	Under this sub-category, programmes and schemes that do not fall under A (AY/AN) and B (BY / BN) are identified and classified as C category.

In adopting the above criteria for categorization, the following category specific considerationsare fiept in view:

i. Under AY sub-category, the direct and individual specific benefits may be monetary (e.g. scholarships, honorarium, incentives, loans, financial assistance and subsidies, etc.) or non-monetary (e.g. housing, shelter, work shed, employment, exclusive educational institutions for girls & women, medical facilities, nutrition, counselling, skill/vocational training, etc.).

ii. Under AN sub-category, the programmes and schemes benefit the women indirectly and such benefits reach women through community, women co-operative societies, women Self- Help Groups (SHG), infrastructure created specifically for women like working women's hostels, measure taken and organizations created exclusively for women safety, security, protection, etc.

iii. **100% women centric beneficiary oriented (AY) or non-beneficiary oriented (AN) programmes and schemes covered under A category includes specifically designed target- group oriented schemes that benefit particular categories of women** like Devadasis, victims of acid attack and domestic violence, widows, adolescent girls, pregnant and lactating mothers, differently- abled women, women from SC, ST & minority background etc.

iv. The Government programmes and schemes that are not exclusively designed for women or cover both men and women population in the state and the benefits reach women either directly or indirectly, are classified as B category programmes and schemes. The coverage of the women beneficiaries under B category programmes and schemes ranges from 30 per cent to 99 per cent.

  a. **The benefits of the BY category programmes and schemes may be monetary (e.g. scholarship, financial assistance, social security benefits and pensions, incentives, loans & subsidies, etc) or non-monetary (e.g. textbooks/uniforms/bicycles/laptops to students, free & concessional bus passes to specific categories of people, employment oriented skill training, health facilities, etc).**

  b. **Under BN sub-category, women get benefits indirectly and collectively through creation of infrastructure like schools, hostels, hospitals, training centres, shelters, community halls, quarters, seed farms, fish seeds reservoirs, rehabilitation centres, community bore wells, sports facilities etc.**

  c. **Further, under BN sub-category, allocation and expenditure on institutional setup, establishments & administrative support (e.g. Directorate/Commissionerate) to facilitate and implement women-oriented programmes and schemes** in social sectors like education, health, women & child development and social welfare **are considered** for Gender Budget.

Processes involved in Gender Budget preparation:

i. **Issuance of Gender Budget Circular:** Finance Department, GoK issues the Gender Budget circular to all Administrative Departments every financial year. The circular also contains prescribed formats for furnishing information on gender specific programmes and schemes to Fiscal Policy Institute. For preparation Gender Budget 2022-23, the Finance Department issued the Gender Budget 2022-23 Circular (No. FD 25 BPE 2021 dated 29.10.2021) to all administrative departments.

ii. **Orientation / Training Programme:** Fiscal Policy Institute organizes specific orientation and training programmes for all the administrative departments focusing upon their programmes and schemes to be included in the Gender Budget, in coordination with DWCD. The objective of these orientation and training programme is to guide and enable the departments to identify 20 and classify their gender specific programmes and schemes as per the criteria explained above. For preparation of Gender Budget 2022-23, Fiscal Policy Institute conducted orientation programme for GB 2022-23 during the period from 8 th to 10th December, 2021, for 81 officers from 51 departments.

iii. **Validation workshop** After conduct of orientation / training programmes for various administrative departments, Fiscal Policy Institute organises department specific validation workshops in co-ordination with DWCD. The purpose is to reconfirm and validate the identification and classification of gender specific programmes and schemes. **The department-wise validated and consolidated list of programmes and schemes is sent to DWCD for concurrence.**

Key Success Factors

- **Learning by doing:** While Karnataka was one of the early states to embark upon Gender Budgeting, it has been cognisant of the need to evolve. **Developing user-friendly classification scheme, within the broader national budget classification guidelines has enabled the state to have a better handle on the individual needs of women and girls as distinct from their collective needs.**

- **Dedicated institutional support:** While the initial support was provided through the Fiscal Policy Analysis Cell (FPAC), its merger within the autonomous Fiscal Policy Institute (FPI) hoighlights the criticality of dedicated institutional support perceived and duly provided by the state government to further the agenda of Gender Responsive Budgeting in Karnataka.

- **Going beyond issuance of budget circulars:** Institutionalising the role of training of departments on gender budgeting and validation workshops in coordination with the Department of WCD is beginning to provide a holistic picture of the gender budget in the state, along with efforts and challenges faced by the other departments in Gender Budgeting processes.

Concluding Remarks

The state of Karnataka has shown a possible way of getting a better grip on the individual and collective needs of women in the budgeting process. This classification, supported with institutional training and other technical support rendered by dedicated institutions like the FPI stand as aspects of potential replication in other states/regions.

12. Harnessing Disaggregated Data forGender Budgeting: Reflections from Kerala

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Key Takeaways:

1. **Kerala makes use of disaggregated data** for mapping the budget estimates with revised estimates and the actual expenses and this approach supports the policymakers to **direct their focus on areas lacking implementation or those that need additional support.**

2. 10 per cent of the state budget is mandated to be **used for women centric schemes** or schemes for which **gender disaggregated data is available** which has resulted in the separate presentation of budget and child budget statement.

3. Additionally, the state government has tweaked the **Part A and Part B of the gender budget** to ensure that the intent expressed through budget is followed in letter and spirit. Thus, **Part A covers 90-100 percent women specific schemes**; Part B includes all schemes in which the allocation is anything less than 90 percent. Kerala government also **refrains from putting the housing budget figures (PMAY-U and R) in Part A** of the budget so that there is **more fund available for women specific programs.**

Short abstract: For gender in budgeting to move beyond numbers requires **engagement in the overall planning process**. The results are contingent upon the extent to which there is **adequate support for social investment and provision of public goods** that are critical for women, so that **gender becomes an integral part of the process**.

Keywords: Gender Budgeting, Disaggregated Data

Authors : Finance Department, Government of Kerala

Applicability of this good practice: This is applicable to all governments willing to **move forward from preparing gender based statements to gender budgets**. This requires the use of gender specific and gender sensitive data for preparing the gender budget.

What problems does it solve? The **use of disaggregated data** for mapping the budget estimates with revised estimates and the actual expenses supports the policymakers to **direct their focus on areas lacking implementation** or those that need additional support.

Processes and functions: Post the 76th amendment (1996), the Kerala government mandated that local government institutions (|GI) should **prepare Women Component Plan (WCP)** and **budget 10 per cent** of the devolved funds for designing programs directly benefitting the women. **Impact assessment** for these programs were to be mandatorily conducted.

Expanding the remit of "gender aware" planning, the state government in 2017-18 mandated 10 per cent of the state budget to be **used for women centric schemes** or schemes for which **gender disaggregated data is available**. This resulted in the separate presentation of budget and child budget statement.

Further, the state government has tweaked the **Part A and Part B of the gender budget** to ensure that the intent expressed through budget is followed in letter and spirit. Thus, **Part A covers 90-100 percent women specific schemes**; Part B includes all schemes in which the allocation is anything less than 90 percent. Unlike the central and other state governments, Kerala government **refrains from putting the housing budget figures (PMAY-U and R) in Part A** of the budget so that there is **more fund available for women specific programs**.

The **availability of disaggregated data** helped the state government to **refocus the budget objectives** as per the needs of the population. For instance, while there has been a constant increase in the annual gender budget, the disaggregated data points provided evidence on the need for budgetary allocations for second generation health problems such as mental health and anaemia which otherwise was invisible under the overall gender budget.

The state government acknowledges that the **gender budget exercise over the years have contributed in improving the female labour force participation rate (FLPR)**. However, the government is also cognisant of the fact that the increase in FĮPR is due to more women joining in the lower segment of the workforce pyramid and hence **it intends to budget for increased minimum wage rates.** Basis this information, the state government has budgeted for **setting up Women Facilitation Centres**, to **support educated women's participation in the work force**.

Required Skills: Gender sensitisation of department officials towards the specific needs of women and enable them to appreciate the need for gender budget.

Lessons Learned

A. **Constraints identified within the good practice:** The **biggest obstacle** for preparing a gender budget is the **non-availability of disaggregated data** at the macro level. However, all the schemes and programs of different departments had break up of total scheme outlays into components, especially those directed at girls/women, and made available the gender disaggregated data on beneficiaries. Acknowledging this fact, the finance department requested the other departments to **share their beneficiary level data**. This helped in collating the gender related information on various interventions and **generated robust estimates for developing the gender budget**.

B. **Opportunities for doing it differently:** The Kerala state finance department has **integrated gender into planning and budgeting** through an evolutionary process. The integration started in 1996 with the **integration of "gender awareness"** in budgets. Steadily it has progressed to **mandatory provisioning of funds**, presenting **gender based statements** and now the **gender budget**. The rejigging of government focus towards a **gender just budget** underpinned by the availability of disaggregated data from departments augurs well for **sustainability** of the process.

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Tools and Techniques: The **evolution of the budgeting process** in Kerala and how disaggregated data is used to **design programs** targeted towards **gender empowerment and equality** provides important insights that are scalable, replicable and measurable in other similar settings.

Resources

Kerala State Government Budget 2020-21
(http://www.niyamasabha.nic.in/images/Gender_Budget_2021-22.pdf)

13.   CORO India's Efforts in Women's Health and Sanitation

Key Takeaways:

1. **Effective role of civil society institution and Right to Pee**: Right to Pee began as a united front of 33 organisations and activists in the city of Mumbai, brought together through the Grassroots leadership Development Program developed by CORO (Committee of Resource Organisations), an NGO working extensively in the low-income areas of Mumbai since 1989. CORO's mission is "facilitating leadership from within the most marginalized communities to steer collective action for social change." The philosophy of grassroots leadership remained deeply embedded in Right to Pee's approach.

2. **Evidence based advocacy**: Evidence-based advocacy forms the core of the Right to Pee (RTP) campaign movement. By gathering solid data and proof of the ground reality of sanitation conditions in the communities and through audio-visual documentation, CORO is able to show government officials and others in the system the need for improved sanitation and gender sensitivity.

3. Securing **budgetary provision in the Municipal Corporation budget** and Creation of **women focused infrastructure**: CORO's advocacy has led to the inclusion of RTP concerns in the BMC (Brihanmumbai Municipal Corporation) budget and in Maharashtra's Women Policy. The very first BMC budgetary provision for special women's toilets/urinals (75 lakh in 2013-14, 100 lakh in 2014-5 and 525 lakh in 2015-16); the inclusion of a separate chapter on Right to Pee in the Maharashtra State Women Policy 2015, and the provision for reserved toilets for women in the Urban Planning document of the MMR region all resulted from RTP's advocacy.

4. **Media advocacy and awareness campaigns, participatory communication through various collaborations**: CORO has been very thorough in its approach to demonstrating and achieving the set targets. They have done so by public awareness campaigns, surveys, media advocacy, capacity building, counselling, and providing legal aid to the needed beneficiaries. RTP's work has featured in leading regional (Marathi: Sakal, Maharshtra Times, BBC Marathi; Hindi: Dainik Bhaskar), national (The Times of India, DNA, Indian Express, The Hindu) and international media (New York Times, Washington Post).

5. Addressing social and economic issues of marginalized communities through **leadership development**

Short abstract: The Committee of Resource Organisations (CORO) was founded in 1989. CORO was formed with the aim of propagating adult literacy in the slums of Mumbai. Co-founded by **Sujata Khandekar** and colleagues, over the last 32 years it has evolved into a grassroots-owned organisation led, shaped, and managed predominantly by Scheduled Caste and Muslim women and men, thereby also integrating the

Muslim minorities. Coro works towards a society based on equality and justice. It does so by empowering leaders in the most marginalised communities to steer collective action for social change.

Keywords: Women Empowerment, Sanitation and Healthcare, Woman ļivelihood Improvement, Municipal Councils, Gender Budgeting, Gender Mainstreaming, Grassroot ļeadership, Rights-Based Approach

Applicability of this good practice: In the 32 years of its existence, CORO has grown into a prominent grassroots movement, with a reach into Mumbai and the surrounding state of Maharashtra. In the process, it has also become a focal point for a huge network of grassroots projects and initiatives. CORO can be described as a "network of networks" and as a "development ecology".

What problems does it solve? CORO's experience has consistently proved that addressing the root causes of the problem, facilitating evolving processes and being patient for transformative changes to unfold are key to sustainable and regenerative impact.

Required skills: Required members and fellows should be able to mobilise others to drive change collectively by influencing local authorities, connecting networks of the government, mentors, and organisations and be potential leaders. Should come from the most marginalised communities and be aware of discrimination and want to change.

Financial resources needed to carry out the good practice: As of 2020, CORO received and utilised the amount INR 76,471,580. The sources of the income for CORO are receipts and grants from the government, receipts from EdelGive Foundation, receipts from Tata trusts, receipts from Azim Premji Philanthropic Initiatives, receipts for organisational overheads, and receipts from UNICEF.
Donors include HSBC, the EdelGive Foundation, Azim Premji Philanthropic Initiatives, Manipal Foundation, among others.

Processes and Framework:
In the last 32 years, CORO has structurally evolved to be grassroots owned organisation lead, shaped and managed predominantly by Dalit and Muslim women and men from the community. It's initial focus on adult literacy later culminated into 'integrated community development' approach with community women as leaders. Strategically, CORO evolved from an implementing organisation to an organisation equipped with expertise in training, intervention research and participatory communication through various collaborations. The vision of the organisation is to create a society based on equality and justice with no discrimination based on caste, gender, class, religion, region, ethnicity, and age, amongst other factors.

Approach and Implementation:
CORO has **six** areas of work

1. **Right to Pee:** One of the key focus areas of CORO's work has been community health and sanitation. Since 1992, CORO has been working in Mumbai's low-income settlements to ensure sustainable, community-run sanitation facilities. The Right to Pee (RTP) campaign was initiated and incubated in 2011 by CORO. to advocate for free, clean, safe public urinals for women in Mumbai.

As a united front of activists, Right to Pee is committed to both confronting the insensitive system and collaborating with government to bring about impactful change.

Vision of RTP

RTP campaign envisions a society where marginalized communities and women have equal access to safe and hygienic toilets within the community and public spaces. RTP is a movement based on a constitutional rights-based approach using evidence-based advocacy across the administrative systems of the Municipal Corporation of Greater Mumbai (MCGM). While it works towards access to toilets for all genders, it has a strong focus on access for vulnerable groups like individuals with disabilities, transgender, and women.

The **Model** of this campaign was as follows:

Toilet mapping: grassroots team conduct detailed surveys and analysis of public sanitation facilities across Mumbai. By collecting solid data of the ground reality, CORO demonstrates to government and system stakeholders the need for improved sanitation and gender sensitivity.

Media advocacy: Held press conferences in which the grassroots team has presented evidence on poor sanitation to prominent news outlets. Facebook |ive streams and Twitter chats have been used to spread our message to broad audiences.

Public Interest Litigation: Right to Pee has filed Environmental Interest |itigation with other advocacy groups to demand that manufacturers of sanitary pads include a means of disposal with their products.

Awareness campaigns: Whether it's through community wall-paintings, petition signing campaigns, cultural performances, or public protest, Right to Pee uses a variety of strategies to raise the profile of our issues.

Representation in system processes: CORO's advocacy with the system has led to their inclusion on committees responsible to the planning of the city according to sanitation and gender needs. This has led to Right to Pee's inclusion as a resource organisation for an added gender sensitisation module to the curriculum of Municipal Sanitation Officers.

2. **Grassroots Leadership:** is a fellowship programme is designed to grow and scale the capabilities of grassroots leaders. Through the programme, changes are catalysed across three levels: individual, community and society.

CORO's 5-step approach is
- **Recruit**: seek out hidden talent in marginalised communities.
- **Train**: expand awareness and leadership skills. Modules to cover include: Understanding self and community, Communication and facilitation, etc
- **Support**: Provide mentoring, peer learning and financial support. This is done through- Weekly/monthly mentoring, Seed funding, Monthly stipend, Peer learning, etc.
- **Act**: Make power moves to counteract problems- Creating livelihoods and increasing access to microcredit, securing land rights and food security and Tackling violence and corruption, and ensuring Participation in local self-governance.
- **Multiply**: Fellows mobilise others to drive change collectively by educating people

3. Gender Education

Yaari Dosti (meaning bonding between men) and Sakhi Saheli (meaning women friends) are intervention research programmes that were carried out between 2000 and 2007 in partnership with the Population Council New Delhi. This research addressed unequal gender norms in order to reduce sexual risks and violence against women. Teams of young men and women from CORO communities were trained in qualitative research techniques and they also explored gender and violence issues in detail to gain a deeper understanding of them. The intervention consisted of 22 group exercises for small groups of participants and a community-wide campaign on issues of gender and sexuality.

A team of eight men and six women researchers in CORO worked with 850 young men (16-28 years) and 550 young women (16-24 years) for this research.

GEMS, Gender Equality Movement in Schools: Is an intervention with school going children between 12-15 years age group) that was initiated in the period of 2012-2017. CORO, in partnership with UNICEF and Government of Maharashtra took GEMS learning to a school-based gender sensitization program (both boys and girls 12-15 age group) which is implemented in 23000 schools (primary and upper primary schools) in the Maharashtra State. CORO is currently working for rights of children and of adolescents by making right holders aware and duty bearers accountable in 50 villages of Maharashtra.

4. Empowering Women

Women's Empowerment is one of CORO's themes in all interventions. CORO has been working on this theme since 1995 through facilitating a women's group federation (Mahila Mandal Federation). The program's objective is to challenge the harmful social norms embedded in the family, community, and system (police, administration, and judiciary) through simple behavioural strategies.

CORO is currently working in Mumbai, Nasik, and Ahmednagar with the 14,0000 families as a unit of intervention and focusing on changing social norms related to VAWG.

- Police and health systems that are reached for immediate help by women in distress are included as part of the intervention.
- Given the responsibility of 350 households in their locality, CORO's women leaders, called Case Registration Centres (CRCs), facilitate dialogue between family and community, mediate conflicts, and take legal action if required.
- Each of 32+ CRCs is supported by a local Self-Help Group, Mahila Mandal, and a community task force.

The organisation is doing so by:
- **Awareness Campaigns**: By using rallies, poster campaigns, attention is directed to the collective responsibility to stand against VAWG.
- **Legal Aid**: CRCs legal capacities are built, for instance with paralegal training to have sufficient knowledge to file domestic violence cases and even take them to court.
- **Family Counselling**: CRCs are given training by social workers to counsel families and address conflicts in a professional, strategic manner.
- **Advocacy**: By bringing issues of VAWG to the attention of system stakeholders such as the local police and justice system, the team engages in vigorous advocacy on the behalf of community women.

- **Capacity Building**: In addition to being trained in various behavioural strategies and technical skills related to tackling VAWG, our women leaders also facilitate such capacity building in the community through formal and informal engagement.

5. Single Women's Issues

Through the Single Women Organisation (Ekal Mahila Sangathan), CORO empowers single women to become leaders of social change in their own communities across the Beed, Jatur, Osmanabad and Nanded districts of Marathwada. The organization facilitates the formation of Mahila Mandals and Self-Help Groups that conduct trainings on rights and opportunities to secure property ownership, documents, and government support. They also conduct surveys to assess the needs, issues, and environment faced by all single women in their communities.

This is done through:
- **Securing government schemes**: A variety of government schemes are available for single women, but due to a lack of knowledge and system support most go unavailed. CORO connectssingle women to these schemes by helping them secure identity documents, bank accounts, and apply for support.
- **Property rights**: Due to the patriarchal property system, often single women are excluded from ownership of their own homes. CORO helps them reclaim their rightful property and become secure.
- **Employment and education**: CORO supports single women to re-enrol in education and seek jobs. Single women's Mahila Mandals and Self-Help Groups run various skill trainings and provide collective funding schemes to raise the seed money for entrepreneurial ventures.
- **Surveys**: Their own single women leaders administer and analyse baseline surveys to gauge the status of single women across villages. The door-to-door strategy also helps to raise awareness about the Single Women Organisation.

6. Water Scarcity

In each village, residents take on the responsibility for surveying existing groundwater retention structures, planning for further construction and gathering requisite funds. CORO facilitates the process of social change and the involvement of key stakeholders from the village and system.

The approach is as follows:

- **Hydrogeological & socioeconomic surveys**: With the support of their technical partner, ACWADAM, the land of each village is thoroughly surveyed to design a tailored groundwater management strategy. CORO's also conducts socioeconomic surveys to inform our people-centric strategy.
- **Collective village funding**: In each village, a fund management committee (gramkosh) is initiated with equal numbers of men and women as active participants. This committee is responsible for managing the money for the rainwater harvesting initiative, having a dedicated bank account, and also being an inclusive, collective decision-making platform for the village's endeavours to harvest rainwater.
- **Groundwater retention structures**: Men, women, and youth in each of the villages volunteer their labour for one hour every day for the benefit of their communities. They dig ditches, construct check dams, and prepare fields for maximum rainwater harvesting.

> **Key Accomplishments/KPIs:**
>
> - CORO has been recognised as a resource organisation in a school-based gender sensitisation program to 25,000 schools in Maharashtra in collaboration with Maharashtra Government and UNICEF
>
> - Right to Pee has been successful in securing budgetary provision in the Municipal corporation budget and is strongly advocating for bringing the issue in the City Planning process. State women'spolicy has included RTP demands.
>
> - Scale up of the Grassroots leadership Development program State-wide (1032 grassroots leaders, 300+ mentors and 280 organisations from 35 districts of Maharashtra and 14 districts of

Lessons learned

A. Constraints identified

- Addressing social and economic issues of marginalized communities through leadership development 'from within'.
- Gender sensitization among adolescents with focus on school children and related systems like families/villages/government departments.
- Combating violence against women through challenging and changing social norms.

Constraints identified specific to the **Right to Pee** campaign:

- Lack of infrastructure such as lack of basic women facilities/urinals/toilets.
- Lack of Capital expenditure: No action plan on the budget, no policies have been made to help with the Right to Pee campaign even after more than a decade of its start.
- Inefficient allocation of money: Budgetary allocations have not been made at the centre; hence it is unclear as to where it should be spent on.
- The governing authorities would not pay heed to the demands if there was no proof of need. The organisation had to conduct a needs-based study to prove themselves and the cause.
- The demands do not always necessarily transform as infrastructure. The time taken is large for issues that need immediate attention.
- The Women's policy has been revisited in 2021 directly after 2014 which is a considerable gap.
- Operational expenditure is null.
- Even if toilets exist at some places, there are no separate urinals for men and women.
- It has also been found that women feel uncomfortable using public washrooms because of lack of privacy in the sense that due to overuse of infrastructure, the latches on the door are broken; windows are demolished, which allows people to peep through the window, and isolated buildings which women generally feel unsafe in.

B. Opportunities for doing it differently:

- Creating **policies specific to needs** for spending money efficiently and effectively: The policies must include access to safe and clean washrooms available at every block of an area
- **Formation of Vigilance Committees** can be helpful for women, especially the young and the old as they must feel safer accessing them.
- After more than a decade after its inception, CORO realised that every individual's experience, understanding and socio-cultural **background is different**. Hence their demands and policies will need to be modified.
- There needs to be a **strategy for collaboration** with other organisations/third parties which may help and contribute to the same factors.
- On the backdrop of GJDP and the Jearning Community programme (focused with youth and adolescents), in the last year CORO and five other organisations initiated and facilitated a collective process called "Yuva Manthan" to address the issues of urban youth and adolescents. Through this process, CORO reached out to 300 youth and adolescents. Currently 30 young men and women have been identified as potential leaders and are now involved in working on the issues of education and livelihood in their communities. This outcome is a seed for deeper and scale-up program in near future.

Tools and techniques:

CORO has been known to be very upfront in their methods of implementation of their plans and programmes. They have primarily approached problems by:
- Public awareness campaigns
- Surveys
- Media Advocacy
- Capacity Building
- Counselling
- Dd steering collective actions
- And even providing Jegal Aid to the needed beneficiaries

Resources:

ANNUAJ REPORT 2019-20.pdf (guidestarindia.org.in)

14. Stree Nidhi: A Micro-Finance Institution dedicatedly working for Women SHGs

Key Takeaways:

1. **Stree Nidhi has combined the strength of SHG federations and technology driven operations ensuring last mile connectivity to reach SHGs in a transparent and efficient manner**.

2. It has revolutionized and ushered in a **new era in SHG financing with innovative solutions** such as (i) biometric authentication of borrowers using Tablet PCs and (ii) mobile application for SHGs.

2. Stree Nidhi has evolved **customized loan and saving products** to meet varying needs of SHGs in a cost effective and timely manner preventing the incidence of high-cost borrowings from other sources.

3. It has **world class IT systems** in place to meet members' needs and aspirations to access financial services at their doorsteps. Stree Nidhi has introduced online work module, a unique intervention to (i) mark attendance of staff in field for monitoring; & (ii) capture work done to generate DA amount payable reducing the drudgery involved for women in the process.

Short abstract: Stree Nidhi credit cooperative Federation ltd., is promoted by the Government and the Mandal Samkahyas to supplement credit flow from banking sector and is a flagship programme of the Government. It provides timely and affordable credit to the poor SHG (Self Help Group) members as a part of the overall strategy of **SERP** (Society for Elimination of Rural Poverty) and **MEPMA** (Mission for Elimination of Poverty in Municipal Areas) for poverty alleviation.

Keywords: Women Empowerment, Poverty Elimination, Credit Provision, Micro Finance, Municipal Councils, Gender Budgeting, Gender Mainstreaming

Applicability of this good practice: Stree Nidhi aims to be a self-sustainable, technology driven financial institution striving for financial empowerment by providing credit and other financial services in transparent manner to ensure sustainable incomes to poor women. By reaching to the needy members of SHGs, financial services such as extension of credit, with focus on livelihoods, minimizing high-cost borrowing, and ensuring strengthening of SHGs and their federations, the organization will accomplish its mission.

What problems does it solve? The microfinance crisis in Andhra Pradesh unfolded the emergence of Stree Nidhi to extend financial services to SHGs in a cost effective and transparent manner with the support of State Govt. and SHG federations.

Required skills: Required members must have experience in working with SHGs and Federations/Microfinance institutions/Community based organisation. Should be able to mobilise others to drive change collectively by influencing local authorities, connecting networks of the government, mentors and organisations.

Financial resources needed to carry out the good practice: Own funds has reported to being Rs. 924.88 crore in 2018-19 (latest data). The loan portfolio of Stree Nidhi has increased from Rs. 2427.32 crore as on 31st Mar 2018 to Rs. 3183.55 crore as at the end of Mar 2019, registering a growth of 31.15% on year-on- year basis. Total income for the year 2018-19 has increased to Rs. 310.36 crore from Rs. 256.08 crore for the year 2017-18, achieving growth rate of 21.20%. Expenditure for the above period has increased from Rs. 197.17cr to Rs. 243.39 crore, increasing by 23% in FY 2018-19.

Objectives and Framework:

In tune with its objectives, vision, and mission, Stree Nidhi has constantly endeavoured to evolve its policies, products, services, processes and procedures in all aspects of its functioning. The workings of Stree Nidhi are unique in nature which enabled it to become a distinct organisation in the field of micro finance in the country.

The **objectives** of the institution to supplement credit from banking sector include the following:
- ✓ to alleviate poverty by ensuring access to affordable, adequate and timely credit to SHG members for taking up livelihood enterprises and augment their income on a sustainable basis and insulate them from high-cost borrowings.
- ✓ to work in convergence with SERP, MEPMA, Govt. Departments and Non-Govt. Organisation in extending services to the poor.
- ✓ to leverage technology for speedy delivery of services at the doorsteps of community in a transparent and hassle-free manner.
- ✓ to extend loans for purposes suiting to the needs of SHGs and their federations.
- ✓ to support institutions of the poor at Village / Slum / Mandal / Town level.
- ✓ to provide social security to the poor through customised insurance schemes.
- ✓ to provide banking services in remote and unbanked areas as a Banking Correspondent.

Approach and Implementation:

Stree Nidhi functions as Business Correspondent (BC) and Village Organizations (VOs) as Customer Service Points (CSP) or the existing CSPs of the Banks in Gram Panchayats are associated depending on the situations. The VO identified 'Village level Entrepreneur' (V|E) ensure viability of CSP services. The branchless banking model in rural and tribal areas is piloted for providing **affordable basic banking services** to SC/ST and all other community members for facilitating access to financial services.

A major policy initiated by RBI recently was to modify the definition of microfinance and this enabled growth of MFIs significantly as it not only enables financing of higher order livelihoods but also increase per member lending catering to their various needs. However, this calls for more

appropriate ways to appraise the livelihood activities and responsible lending. Stree Nidhi has placed both these mechanisms in place.

Financial Inclusion: Recognising the need for making banking services within the reach of underserved community, Stree Nidhi positioned itself as a Corporate BC to SBI and Andhra Bank and provides banking services through BC points engaging SHG members as Village level Entrepreneurs. These BC points established in 1200 locations in interior villages have not only enabled the community to access banking services but also provided gainful employment to SHG members.

Community Participation in Management: The Governance of Stree Nidhi is through Managing Committee (MC) consisting of elected representatives of SHG women, nominees from the State Govt., and an experienced professional as Managing Director. The MC is focussed on governance with developmental orientation taking care of aspirations articulated by SHG women.

Technology enabled systems: Technology is the lifeline of Stree Nidhi as almost all operations are automated to deliver services expeditiously at the doorstep of members in a transparent, cost effective, and hassle-free manner. This was possible as Tablet PCs are provided to 18000 VOs and SIFs across the state. Further 'Mana Stree Nidhi' app enables SHGs to get required information, adjust loan repayments, and indicate loan requirements of members.

Strong Online monitoring system: Stree Nidhi evolved a dynamic monitoring system for measuring staff productivity based on online module for reporting work done in the field. This combined with real time power BI analytics, ensures higher productivity from staff leading to improvement in all performance parameters.

Appraising viability on the basis of HLPs on time: Stree Nidhi has gained expertise in financing livelihoods of the poor. Over a period, Stree Nidhi migrated to a paperless system of appraising livelihood finance on the basis of plans prepared online. These online modules are downloaded for a specific activity with necessary inputs for interacting with SHG members in need of loan. Stree Nidhi has instilled confidence in the community that Stree Nidhi will come to their rescue and a large number of members have taken up livelihood enterprises with the support of Stree Nidhi successfully.

Figure 1: Loan Disbursement to SHGs from Stree Nidhi and Banks

			(Rs. cr.)
	2016-17	2017-18	2018-19
Stree Nidhi	1235.98	1636.23	1899.36
State Bank of India	1,142.52	1,515.26	1617.83
APGVB	1,808.37	1,973.12	1713.04
TGB	735.88	892.46	918.6
Andhra Bank	1,146.28	865.71	849.07
Others	846.35	1162.95	952.19

Role of SERP and MEPMA in functioning of Stree Nidhi

SHGs and their federations in both the rural and urban area are promoted and nurtured by SERP and MEPMA respectively.

- **Society for Elimination of Rural Poverty (SERP)**

  SERP is an autonomous society, established by the State Government and registered under Societies Act, headed by a Government officer. SERP has played a key role in facilitating social mobilization of rural women and organizing them in to SHGs and their federations in the entire state. The efforts made by the SERP in coordination with Stree Nidhi have resulted in better functioning of VOs and MSs, created awareness in members and unlocked the potential to take up livelihoods and access credit from Stree Nidhi.

  Support extended to Stree Nidhi
  - i. The master data of SHG members in rural areas is maintained and shared by SERP to Stree Nidhi on a regular basis.
  - ii. SERP staff play a key role in propagating the services of Stree Nidhi among the community and enabling them to avail credit and other financial services from Stree Nidhi.
  - iii. Extending support in grading of institutions of the poor

- **Mission for Elimination of Poverty in Municipal Areas (MEPMA)**

  MEPMA is an autonomous society established by Govt. of Telangana and headed by an IAS officer. At district level, the implementation of activities take place under Project Director, MEPMA. The main objective of MEPMA is to improve quality of life of urban poor through community owned and managed institutions.

  MEPMA **extends support** to Stree Nidhi by:
  - i. Providing master data on SHG members, facilitating propagation of products and services among urban poor and enabling credit access from Stree Nidhi and prompt repayment of loans.
  - ii. The staff of MEPMA are also compensated for their services by linking to performance and ex-gratia in case of demise of employees.
  - iii. The activities implemented by SERP and MEPMA for strengthening of institutions of the poor i.e., SHGs and their federations provide a strong foundation for Stree Nidhi to purvey its financial services to community effectively.

The convergence between Stree Nidhi, SERP and MEPMA ensures that the needy SHG members in rural as well as urban area are provided with affordable and timely credit and other financial services from Stree Nidhi for augmenting their incomes.

> **Key Accomplishments/KPIs:** During the FY 2018-19, Stree Nidhi has reached as many as 7,01,066 members in 2,03,977 SHGs and cumulatively 23.08 lakh members since inception.
>
> The credit flow under micro finance witnessed tremendous growth in the year 2018-19 both from banks and MFIs. There are more than one crore SHGs in the country formed with the help NRLM, GOI and NABARD as also other agencies.
>
> The outstanding credit from MFIs and banks last year was Rs. 68,868 cr from NBFCMFIs and Rs. 61,046 cr from banks and these have major stakes and have shown growth of 37% and 33% over the year 2017-18. In certain states of the country there is a rapid growth in credit portfolio of

Lessons learned

C. Constraints identified*

- Stree Nidhi in its efforts to mobilize low-cost financial resources, endeavoured to mobilize the same in the form of term loans from different Central Govt. institutions, viz. National Cooperative development Corporation (NCDC), National Scheduled Tribes Finance and development Corporation (NSTFDC), etc. So far, Stree Nidhi availed term loans much lower than anticipated

- During 2015 to 2019, 6676 VOs/SLFs (Village Organisations/Slum level Federations) out of 22485 VOs/SLFs were covered by Social Audit. There was misappropriation in 1532 VOs/SLFs involving Rs. 17.94 cr of which Rs. 13.16 cr has already been recovered. Thus, a stronger system of social audit must be put to place as is a mechanism to ensure compliance with checks and controls at grass root level.

D. Opportunities for doing it differently*:

- Conducting Gram Sabha creates awareness on the need to adhere to checks and controls.

Tools and techniques:

In order to devise suitable strategies for excellence and vision planning, Stree Nidhi organises **strategy meets**. Senior officers of Stree Nidhi, under the guidance of professional experts, viz. Ex-CGM, NABARD, CEO, MAS and Principal Secretary, R&D, Govt. of Telangana have given valuable inputs for evolving suitable strategies to strengthen the ability of institution to deliver credit and other services to community more effectively.

Resources:

[STREENIDHI ANNUAL REPORT 2018-19-2.pdf (telangana.gov.in)](#)

Note: *There has not been a reliable publication of Stree Nidhi's constraints and opportunities. Hence it can only be documented after its respective stakeholder consultation.

15. Realising Gender Equality in Telangana through multi-pronged approach

Key Takeaways:

1. Highest level of policy commitment and regular deliberations through a **dedicated committee of senior officers of the state government** continue to drive the gender equality and women's empowerment agenda in Telangana.

2. A **comprehensive approach is key to gender equality policies and actions**. Women's safety, for instance would call for interventions at the level of policing, sensitization of the officials, creation of care facilities, skilling of women and an enabling ecosystem of easy availability of subsidised credit for promoting women's entrepreneurship.

3. Gender responsive budgeting requires **creation of administrative mechanisms and appointing state/departmental level focal points to coordinate** the process throughout the budget cycle.

Brief Summary
The Government of Telangana has taken a multi-pronged approach for ensuring gender equality in the state. The focus areas consist of safety of women passengers in public transport, counselling, creating dedicated facilities for women for personal hygiene and skill development of women for enhancing livelihoods opportunities or employability among women.

Approach
The state government in Telangana has demonstrated through concrete actions to ensure gender equality and women's empowerment. Some of these actions are listed below:

i.   Commitment to ensuring safety among women & girls
The State Government had initiated a Scheme for Safety & Security of women in 2014-15 and had been releasing funds every year for implementation of activities related to safety & security of women since then. For Safety & Security of girls and women in Telangana State, the WD&CW Department has supported to establish Creche centre various courts: (i) at Hon'ble High Court, Telangana; (ii) supervised the renovation of the Family Court, Criche Centre & the POCSO Court located in the District Court, Warangal District. The Hon'ble Chief Justice of India inaugurated the Ten- Court has appreciated complex in Hanumakonda District and the efforts of Women Development and Child Welfare Department, Government Telangana on renovation of POCSO court and Child care centre at Warangal Family Court premises.

ii.   Bharosa Centres for Counselling
To support women and children affected by violence in private and public spaces, within the family, community and at the workplace, Rs.3.00 crore has been released to Hyderabad Bharosa Centre and

Rs. 75,00,000/- to (5) Bharosa Centres i.e. Khammam, Jougulamba, Gadwal, Medchal, Nalgonda and Siddipet Districts (Rs. 15, 00,000/- to each Bharosa Centres). Bharosa centres are being run by the Police Department, funded by the WD&CW Department.

Apart from the Swadhar and Ujjawala home, (13) Institutions are being run for Women who are in difficult circumstances such as 2 Service homes located at Warangal and Hyderabad, 2 - State homes located at Mahabubnagar and Hyderabad, 2 Collegiate homes for girls functioning at Warangal and Hyderabad, 1 - Old Age home located at Hyderabad, 1- Rescue Home at Hyderabad, 5 - Working Women Hostels are being run by the state Government at Mahabubnagar, Warangal, Khammam, Nizamabad and Hyderabad Districts to support vulnerable women.

iii. Prioritising personal hygiene needs for women & girls

To ensure personal and menstrual hygiene of women & Children, the **Department has supplied 2lakh sanitary napkins to women and children residing in institutions of the state** like Swadhar Grehs, Ujwala Homes, Service Homes, State Homes, Rescue Home, Collegiate Homes, Working Women Hostels, Government Children Homes, Private CCls and Sakhi Centres in the State and also to the migrant women and children residing in shelter homes. The sanitary napkins were provided by the P&G to the Department at free of cost.

The WD&CW Department has provided **breast feeding cabins (2), incinerators (2) and sanitary vending machin**e (1) for the women who visit the Family court at Warangal District to provide safe and secured environment at the court premises. And also provided incinerators at State home, Service home & Collegiate Home for girls.

iv. Responses during the current pandemic

Temporary toilets for women were constructed for migrant labourers in Medchal District in co-ordination with Municipal Commissioner and Medchal District Administration.

The WD&CW Department responded by providing e**mergency kits for migrant women and children**and around 1500 kits were distributed to Women and Children who were travelling in Shramik Trains. These kits continue to be distributed at regular intervals, in places where large congregations of migrant workers are taking shelter during their travel.

v. Linking safety, skilling and entrepreneurship for women

To ensure, safety of women passengers and gender equality, the Department has provided (16) she taxies to the (16) women cab drivers to encourage women entrepreneurs to own and operate taxi services for women travellers. The Department has released 35% subsidy and 10% margin money to (16) Women Cab Drivers for purchasing cabs.

The state government of Telangana has i**nitiated to build one of India's first motor training centreexclusively for women** at Kukatpally Mahila Pranganam, an amount of Rs. 38.00 lakhs has been sanctioned to Executive Engineer, TSEWIDC, Hyderabad towards establishment of the Driving Training Track in the Mahila Pranganam, Kukatpally, Hyderabad.

To promote gender equality, the Women Development and Child Welfare Department, Government of Telangana offers **skill development training programmes** on Jute and allied fibre products to the Trans Women.

Key Success Factors

- It is not merely about budgetary allocations per se. The Government of Telangana has ensured that there is a regular policy level discussion on the gender issues and efforts should be made to identify areas of public intervention. To enable that gender budgeting is not left as a one-time annual affair, the state government has constituted a high-level committee of senior officers to regularly deliberate on various issues pertaining to safety & security of women and girls in the state.
- The concept of gender sensitization is included in all the training programmes/ workshops conducted by the various departments for different stakeholders.
- ḷinking women's safety with skills training and promotion of entrepreneurship coupled with

  subsidised loans for women entrepreneurs.
- Executive Order appointing a designated officer to focus on gender budgfeting issues in the state. Smt K.R.S. ḷaxmi Devi, Joint Director (Schemes), WD& CW Department has been appointed as the Nodal Officer for Gender Budgeting vide. Proceedings.No.1041/ TS/SRCW/2017, Dated.03.11.2021.

Concluding Remarks

The experience of Telangana suggests that policy commitments need to be adequately supported with action that extend to creating specific facilities and infrastructure for women's safety, personal hygiene and providing counselling services. It is critical to look at gender budgeting in a broader framework than silos. Supported by designated officials mandated to coordinate the task of gender budgeting, the state is seeking to realise holistic approach for safety of women. ḷinking safety of women and girls with skill development and providing necessary credit support for promoting women's entrepreneurship testify the overarching approach for ensuring gender equality and women's empowerment in Telangana.

16. Catalysing women's economic empowerment in Mizoram: Integrating awareness campaigns & skill development through W10K experiment

<u>**Key Takeaways:**</u>

1. **Leveraging media** to generate community level support and awareness on women's issues is key to
triggering for making programmes more gender-sensitive.

2. **Acknowledging the facilitating role of civil society groups** and organisations helps governments in providing customizing customised solutions for care to different women cohorts.

3. **Investment of public resources in skills enhancement** of women and girls **can contribute to mobilizing extra-budgetary resources** and creating an **accelerated pathway for economic empowerment of women.**

Brief Summary
With the initial state support, a civil society initiative like the W10K run in Mizoram (that was conceived by a select group of motivated young women in the state) has been able to generate awareness on issues of care for women who are survivors of difficult circumstances. By harnessing the strength of media, one-time resources from individuals and private entities could be mobilized for skills enhancement among women and expanded livelihoods opportunities.

Background & Approach
The Department of Women and Child Development in Mizoram is tackling the serious issues of women welfare through multiple initiatives.

Specific schemes for women survivors of difficult circumstances
The Swadhar Greh Scheme is for the benefit of women victims of difficult circumstances who are in need of institutional support for rehabilitation so that they could lead their life with dignity. The Scheme envisages providing shelter, food, clothing and health as well as economic and social security for these women.

W10K for Swadhar Greh Homes in Mizoram

'W10K' stands for Women's Day 10 km run which was organised by four young women from Mizoram, henceforth referred to as the 'W10K team'. The Run took place in Aizawl on 8th March 2021 followed by a baking class for representatives of Swadhar Greh Homes from each district. In Mizoram, W10K is an initiative to financially empower the women of Swadhar Greh homes and to encourage community support for them.

A good policy implemented on real ground is not void of its own challenges and subsequent needs. Each Swadhar Greh home faces a unique scenario that comes with the territory, the culture, the circumstances and the character of the women it houses. These scenarios cannot realistically all be encapsulated in the general scheme of Swadhar Greh, so each home has to find ways to adjust and make the most of what is available in order to best support the women. W10K has been formulated to address those unique problems in Mizoram, which can be encapsulated in financial empowerment to help provide a means to cover their needs and to address the environment of victimhood and survival towards resilience and a flourishing life.

In essence, W10K is about supporting the Government's Swadhar Greh scheme through the following:
  a. Equipping the women of Swadhar Greh by providing skill development.
  b. Building confidence and support system for victims to pull themselves out of their plight.
  c. Creating public awareness of the availability of Swadhar Greh homes.
  d. Encouraging the community to actively take part in lifting up sections of the society.

The W10K team consisted of four women with different backgrounds and skills united with the heart for giving back to the society. After assessing the goal and action steps as a group, they were able to delegate the tasks within the 1-month frame before the 8th of March 2021. They made a funding proposal to the Women and Child Development Department of Mizoram followed by a series of coordination with potential stakeholders. They made arrangements for the venue, ticket sales, the volunteers, medical assistance, refreshments, media, measurement of the running track, medals and certificates. After the W10K Run, they made further arrangements to call representatives from each Swadhar Greh home in Mizoram to carry out a baking class. The class was a residential session over 2 days in Aizawl.

The two main tools and techniques used for the W10K were **enthusiasm** and **media**. **As a charity event, the success of W10K relied solely on the willing participation of the public whether through donations or participating in the 10km run**. The team had to persuade all the stakeholders that their vision was worth investing time and money. They persuaded through personable enthusiastic communication both offline and online.

The W10K team demonstrated two important skills: **teamwork and being proactive.** Each team member took complete responsibility for the success of the events and carried out whatever task they could carry out without expecting others to do it. Having a proactive attitude within a team framework meant that even a small team of 4 could pull off two big events in a short period of time. They understood working as a team, which meant proper delegation and good communication so that each team member knew what was going on in real time. They supported each other through trial and error without judgement. Each team member had already held leadership positions and carried out sizeable projects in the past. Their **experience** as well as existing **leadership** skills and **coordinating** skills were an asset to the smooth running of the program.

Required financial resources needed to carry out the good practice
The funding for the run relied mostly on the grant by the Women and Child Department of Mizoram as well as the generosity of the public. The W10K Run required funding for medals, prize money and printing T-shirts which was provided for by the Department. They made considerable negotiations were made with each vendor to lower the price as much as possible and many amenities and serviceswere donated as well. The residential baking class that followed the Run was funded by the ticket and t-shirt money received from the Run. Each attendee was also able to return with a few baking equipments through collected donations.

Key Success Factors
- Allocation of public resources by the DWCD in the state of Mizoram was also able to crowd-in donations and support from the private individuals and organisations. It is crucial to acknowledge the complementarities that government resources can create to support a gender-sensitive initiative. The state perhaps by taking the first step through financial support to the W10K initiative helped in attracting resources from individuals and non-government sources.
- A determined set of people, within the government supported by the individuals who conceptualised the initiative contributed to its success.
- As in development policy formulation and regular budget allocations, even for gender responsive budgeting, there is need to allow for compromises on the immediate objectives in the interest of the long-term goals of gender equality and women's empowerment. Learning to accommodate to specific scenarios and requests and nudging stakeholders to join the pursuit is critical for developing allies for gender responsive budgeting..

Concluding Remarks
Partnering with civil society gender responsive initiatives can be a credible way of generating public awareness and crowdfunding support to the public resources.

17. CEHAT's Approach to Gender Mainstreaming through 'Dilaasa' model

Key Takeaways:

1. Centre for Enquiry into Health & Allied Themes (CEHAT) is a **research centre that works on various women related fields** such as health systems and services research, health rights and health finance, gender and medical education, and health and human rights.

2. **'Dilaasa',** a wing under CEHAT, is a **hospital-based crisis centre which provides assistance and** psychosocial support **to women** who were subjugated to domestic violence. It also works towards pushing for recognition of domestic violence as a public health concern within the medical context that is largely unresponsive to issues such as domestic violence perceived as falling beyond the medical purview.

3. CEHAT has **integrated gender in undergraduate medical education** in select colleges in Maharashtra with the aim to sensitise medical students and health professionals to gender inequity and its interaction with health. They have also **provided training to doctors and nursing staff** by conducting Training of Trainers (ToT) aimed at introducing the concept of gender and related issues.

Short abstract: CEHAT, established in 1994, is a research centre of Anusandhan Trust that undertakes, through its centres, **studies on health and allied themes; provides education and training, initiates and participates in interventions and advocacy efforts** on relevant issues, and **works on several projects** covering health systems and services research, health rights and health finance, gender and medical education, and health and human rights. A branch of Cehat, **Dilaasa** i.e. reassurance in Hindi, is a **hospital- based crisis centre** which aids women who were subjugated to domestic violence.

Keywords: Women Healthcare, Violence against Women, Primary Healthcare, Municipal Councils, Gender Budgeting, Women and Child Welfare, Gender Mainstreaming

Applicability of this good practice: The work carried out by the two Dilaasa Departments and the Training cell has been recognised by the World Health Organisation (WHO) as a "good practice". This joint initiative with CEHAT has received recognition from the United Nations Development Program (UNDP) as one of the **best practices in Gender Mainstreaming.** The International Federation for Health and Human Rights Organisation (IFHHRO), Netherlands too has acknowledged it as one of the few good practices that **demonstrated the role of the Health Professionals in responding to Human rights violations and advocating for "Right to Health Care".** This good practice is applicable to autonomous bodies, regional governments, state, and national governments involved with budgeting processes.

What problems does it solve? Dilaasa, **India's first hospital-based crisis centre**, was set up in order to provide **psychosocial, emotional, and legal support to women reporting domestic violence**. It started at a time when there were no specific laws on addressing violence against gender and no policies on health sector in responding to violence. The first centre was set up in 2000 at the K. B. Bhabha Hospital, Bandra as a collaboration between Municipal Corporation Greater Mumbai (MCGM) and CEHAT. Dilaasa has now

become a part of the integrated services of the hospital i.e., it is a department and thus functions accordingly.

Required skills: Classifying the allocated expenditure into the key focus areas of violence against women, gender-based assistance, analysing current and past data related to key gender equality indicators. Allocation of needs-based funds is a necessary requirement.

Financial resources needed to carry out the good practice: In 2006 the municipal corporation (BMC) took up Dilaasa initiative to replicate in one of the government hospitals and a dedicated fund was allotted. BMC used its existing pool of budget to undertake basic infrastructure development for setting up the Centre. CEHAT's gender advocacy to integrate it in the existing health system i.e., public hospital of BMC were followed by development of protocol for integrating Dilaasa model in National Health Mission (NHM) through an expert committee led by Ministry of Health in 2013. To integrate the gender resource budgeting in the budget process, a budget line item for Dilaasa was created under NHM budget of Maharashtra and this marked the beginning of GRB initiative in the state.

Dilaasa has been funded by the NHM and budgetary allocations have also been made by Municipal Corporation of Mumbai (BMC). Post Maharashtra, Kerala also picked up the Dilaasa model and had it integrated as budget item. More funds are being allocated for research by the teachers in the under-graduate medical colleges and for students who take projects that stands at the intersection of gender and health.

NUHM prepared the budget in tandem with CEHAT, which was divided into a one-time infrastructure cost, and a recurring service delivery cost.

Processes and Framework:

1. **Integration of gender with respect to undergraduate medical education**
   CEHAT, with the support of Directorate of Medical Education and Research (DMER), Maharashtra University of Health Sciences (MUHS) and UNFPA, implemented a project on integrating gender in medical education in Maharashtra. Its aim is to sensitise medical students and health professionals to gender inequity and its interaction with health. Specifically, the Gender in medical Education (GME) project seeks to achieve gender sensitisation and awareness on public health issues such as **sex selection, abortion, and violence against women** by integrating gender perspectives in the MBBS curriculum.

2. **Integrating Gender with Infrastructure**
   The organisation has invested in improving other aspects of Gender Mainstreaming which include:
   - Providing **training** to doctors and nursing staff such as conducting Training of Trainers (ToT) aimed at introducing the concept of gender and related issues of marginalisation, sexual and reproductive health rights, and gender-based violence.
   - Conducting **situation analysis** to capture basic information regarding available infrastructure, facilities, and human resources.

- Building **need-based infrastructure,** such as computers, tables and chairs, and other paraphernalia to provide supportive working environment
- And lastly, based on the outcomes of the project, **advocacy was undertaken** at the state and national level for the integration of gender in the medical curriculum.

3. *Dilaasa*

Needs of the women are at the core of the functioning of Dilaasa. Utmost importance is given to ensure safety of the women and to **enable them to heal from abuse** and take control of their life. The ideological position of Dilaasa can be described as:

- locating the **importance of domestic violence** as an issue within the larger societal context of gendered inequalities and violence.
- Pushing for recognition of domestic violence as a **public health concern** within the medical context that is largely unresponsive to it as its perceived as falling beyond the medical purview.

Approach and Implementation:

13 hospital based Dilaasa crisis centre in Central and Western Mumbai have been recognized as essential services by concerned authorities. Their counselling services approach and process are listed below:

7. **Counselling**: The counsellors at Dilaasa have been trained in women centric perspective and skills. Feminist counselling gives the counsellor a perspective through which women's experiences can be understood in view of their general oppression in society.
8. **Methodology of training / inducting new counsellors**: A new counsellor at Dilaasa undergoes an intensive three-month long training which includes observing live sessions, undertaking counselling sessions in the presence of senior counsellors, and subsequent discussions on the sessions to identify development areas.
9. **Training and orientation of staff**: The training given to hospital staff enables the organization to screen cases of domestic violence and refer them to the crisis centre. Referral can happen from the various wards or at outpatient departments (OPD) of the hospital.
10. **Linkages with shelters**: Depending on the situation, women may be provided temporary shelter as "admission" for upto 48 hours at one of Dilaasa's hospitals. There is also provision of temporary shelters at two shelter homes in Mumbai.

Key Accomplishments/KPIs:

Core groups of trainers has been formed in five hospitals and a second crisis centre intervention department has been set up in another public hospital, the Kurla Bhabha Hospital.

Dilaasa has **helped more than 2000 women**. It has filled a major gap in the public health system and provides excellent gender representation through its approach towards domestic violence.

Lessons learned
Constraints identified

- **Slow dispersion of funds:** Most of these funds allocated by the National Rural Health Mission (NRHM) are not provided to service providers whenever there is a need thus adversely impacting

the quality-of-service delivery in hospitals. Recurrent budget is also lacking in the hospitals because of which the staff have to spend from their pocket at times.

- **Lack of capacity building**: At Dilaasa, the resident doctors are transferred frequently and their replacements are not as comprehensively trained. While training programmes are funds are available, they are not administered timely thereby reducing the effectiveness of capacity building initiatives.
- Dilaasa is funded by the NRHM and it has a third-party agency that recruits the medical professionals on its behalf. However, they take a **considerable cut from the amount allocated for the salaries** of the professionals to pay the third-party which adversely affects the morale of the team.
- Dilaasa model is not PAN India and it needs to be picked up by the other states also.

Opportunities for doing it differently:

- Zero tolerance towards domestic violence needs to be adopted urgently as part of political messaging and political agenda.
- Cybercrime has increased greatly in the digital age and is generally hard to trace. In addition, most women don't recognise it as a "crime", hence they don't act on it.
- Women facing domestic violence in India have very little in terms of formal support. Hospitals with appropriate support through capacity building and with constant improvisation through research, can have Crisis Intervention Departments as an integral part of their services without any additional burden on resources.
- Police officers & lawyers should be declared protection officer. This way deterrence can be induced in the abusers and lawyers can file the Domestic Incident Report (DIR) without waiting for the protection officer.

Tools and techniques:

The adoption of Gender budget as a dedicated line item in National Health Mission, declaration of **support systems as essential services** to cater to needs of survivors of domestic violence, **increased training & awareness** courses for professionals, **effective communication** in the form of **adequate messaging, effective access to support by the policymakers, and adequate Monitoring with the help of an in-house committee consisting of a** Nodal Officer (Senior Medical Officer) and Heads from key departments like Gynaecology, Medicine, Surgery, ENT, Nursing, etc., have all played an important role in making this a successful initiative. Based on ten years of experience in offering services within a public hospital setting to women experiencing domestic violence, Dilaasa **offers a prototype for successful replication** in public hospital settings elsewhere in India.

Resources:

Cehat | Announcements
www.cehat.org/announcement/1589302838

18. Efforts of the KSPB & Kudumbashree in Gender Mainstreaming Strategy for Kerala

Key Takeaways:

1. Gender Budgeting in Kerala is part of **gender mainstreaming strategy** and focuses on a gender-based analysis and an equality-oriented evaluation of distribution of resources. The most used tool of GB is an **ex-post gender sensitive analysis** of the Budget focusing on the expenditure side by breaking up the financial allocations scheme wise by gender.

2. Kerala follows a **Pragmatic Approach to Gender Budgeting which is a five-step** comprehensive approach which includes a description of the situation, gender aware policy appraisal, ex-post Gender Responsive Analysis, moving beyond financial numbers, and assessment of the impacts.

3. The state also has good number of institutions working in area of effective gender budgeting. While **Kerala State Planning** board assists the state government in formulating a development plan based on a scientific assessment of the resources (material, capital and human) available to the state with special focus on Women, **Kudumbashree** works through three-tier community-based organization for empowerment of women.

4. Kudumbashree includes **participatory planning** systemically in their budgeting process. Enabling participation with local level self-help groups has enabled Kerala to be far ahead of their counterpart states. In addition to that, the pandemic of 2020 has also led Kudumbashree to learn to be better equipped to deal with the failures of its public health system and plan according to their percentage of total budgetary outlays.

Short abstract: The **Kerala State Planning Board**, an advisory board under the State Government of Kerala, was constituted in 1967 with Chief Minister as Chairman and a non-official as part-time Vice-Chairman. The board assists the state government in formulating a development plan based on a scientific assessment of the resources (material, capital and human) available to the state. A comprehensive economic review of the state is prepared by the board every year. **Kudumbashree,** a flagship project launched by the Government of Kerala for poverty eradication and Women focused empowerment, works with Local Self Government Institutions to address three levels of empowerment of women – Economic, Social and Women's empowerment - in a **holistic and participatory way**.

Applicability of this good practice: Kudumbashree as a Local-Self Government has developed, deliberated, and integrated women with aspects such as employment, women health and sanitation, mobility, entertainment, etc. The planning machinery and the Departments have prepared the Annual Plan for 2020-21 with the objective of post-disaster livelihood and infrastructure restoration keeping in mind the need to build a new and better Kerala.

What problems does it solve? Considerable emphasis has been placed in the Budget on **restoring women's livelihoods by promoting women entrepreneurship**, both agro-based and non-agro based, traditional and non-traditional. Individual women start-ups, nano-micro enterprises under IT and Industries sector, the special livelihood development package of Kudumbashree, SHGs of other organisations have played a major role in this activity.

Required skills: Budget making and collation of data to create a gender-friendly and women-based budget and allocate resources accordingly.

Financial resources needed to carry out the good practice:
Almost 40% of the State's annual plan budget was allocated directly to the **local government institutions** which include Kudumbashree.
In 2020-21, aggregating resources earmarked for girls/women across Departments of **Rs. 1509.33 crores (7.3 percent)** have been provided for women specific schemes. For Kudumbashree Gender development scheme, **Rs.8 crore** has been allotted.

Processes and Framework:
The state government has taken a pragmatic and practical approach to resolving gender issues through the adoption of gender budgeting, in addition to ex-post gender sensitive analysis. It follows a **Pragmatic Approach to Gender Budgeting which is a five-step** approach and is detailed out in the subsequent pages.

Participatory Budgeting in *Kudumbashree*
Kudumbashree was launched in 1998 as a community network that would work in tandem with local self-governments for poverty eradication and woman empowerment. It was conceived as a joint programme of the Government of Kerala implemented through Community Development Societies (CDSs) of Poor Women, serving as the community wing of local Governments.
- It developed an innovative methodology to identify the poor using non-economic parameters.
- It empowers women to strengthen the economically backward people in village areas. Kudumbashree aims at improving the productivity of women farmer groups.
- SHGs are forms and are largely homogeneous. There are 10 to 20 members in each, and meetings are conducted on a regular basis for socialising.
- Kudumbashree covers more than 50% of the households in Kerala. Its initiatives include basic necessities and welfare provisions such as food security, health insurance, housing, enterprise development.

For effective convergence of the programme, Kudumbashree operates as a **three-tier community-based organization (CBO)** at the Panchayat/Municipality level, which has democratically elected governance systems under the new Panchayati Raj. At the primary level, there are the **Neighbourhood Groups (NHGs)** with 10 to 204 members, where eligible women can enrol themselves as members. These NHGs are then affiliated to an **Area Development Society (ADS)** at the ward level. All the ADSs in a Panchayat/Municipality are then affiliated to a **Community Development Society (CDS)**. The membership of Kudumbashree is through its NHG and opens to women belonging to both 'poor' and 'non-poor' households, commonly referred to as BPL and APL households.

Approach and Implementation:

The **five-step Pragmatic Approach** has encouraged scholars and activists to move beyond financial numbers towards more meaningful ways of using the GB methodology for addressing issues of concern to women. It is briefly described below:

1. A **description of the situation** of girls/boys, women/men in each sector which helps analyse the situation and identify women's priorities. This is reflected in the range of social and economic indicators used, like disparities in levels and type of education, low levels of female employment, etc. Issues of violence against women, particularly domestic violence, rocketing dowry demands, problems of single/deserted women, and so on are areas of grave concern. Such data helps identify and incorporate the felt needs of women into the policies and programs of different Departments.

2. A **gender aware policy appraisal which is** an assessment of the extent to which the sector's policy addresses the gender issues and gaps described in the first step. The appraisal helps to identify and address women's needs and priorities and even check whether the government policy is gender sensitive.

3. An **ex-post Gender Responsive Analysis** of the Budget focusing on the expenditure and allocations should look at where the funds been allocated, have the programmes addressed the identified gender gaps, and what is the adequacy of the allocations made.

4. **Moving beyond financial numbers** and monitoring whether the money allocated has been spent as planned, what was delivered and to whom.

5. **Assessment of the impacts** of the policy/programme/scheme and the extent to which the situation described in the First step has been changed in the direction of greater gender equality. This requires clear and thorough checking of impacts of the programs to be conducted for future analysis and helps in making any minor/major changes in the policy-making mechanisms.

The approach and implementation of Kudumbashree as a participatory planning and budgeting division is described below:

The members of the NHG i.e., the bottom layer of the CDS prepare a micro plan based on their needs. The ADS (Area Development Society) governing committee receive all the NHG micro plans, integrate them, and prepare the mini plan. The mini plans are integrated by the CDS into 'CDS town plan 'or action plans. The CDS plans form the anti-poverty sub plans of the municipality.

Key Accomplishments/KPIs:

Kudumbashree is today one of the **largest women-empowering projects** in the country. With around 37 lakh members and coverage of over 50% of the households in Kerala, it has been built around three critical components of **micro credit, entrepreneurship, and empowerment, to address t**he basic needs of the less privileged women, thus providing them a more dignified life and a better future.

Allocations to women increased from **14.6 percent in 2018-19 to 16.9 percent in 2019-20**, due to the government's policy of increased focus on livelihoods for women, skill development/training, prevention of violence, and strengthening the "Care Economy".

Lessons learned

Constraints identified

- **Lack of gender disaggregated data** and the absence of a broader vision of including women in the development planning process has limited the gender budgeting methodology on real budgets to achieve even the technical objective of estimating the flow of budgetary resources to women.
- **Difficulty in tracking resource flow in the Pragmatic approach.** While the methodology does allow for monitoring the flow of funds of each project to get some idea of how much flows to women, this normally does not get done since it requires field level surveys. Lack of gender-based disaggregated data adds on to the problem.
- The promotion of agriculture by using self-helped groups is successful and with contribution from government can be even better. However, in recent years, there has been a **decrease in the support and participation** from other women and SHGs.
- **No GRB exists at local government. They are** yet to be educated on the concept of gender budgeting.

Opportunities for doing it differently:

- With the reduction in the Plan size in 2020-21, **not many new schemes for women, children or transgender persons, have been proposed**. However, there could be a reprioritization of schemes or components within schemes given the focus on rebuilding Kerala.
- The **pragmatic approach** to gender budgeting should have a focus on **schemes rather than finances** and to then ensure that funds are made available for these schemes.
- Including gender into Budgeting has to **move beyond numbers**. To **engage with the overall planning process** it is dependent upon adequate support for social investment and provision of public goods which are critical for women, so that gender becomes an integral part of the process.
- Evolving a **methodology for disaggregating composite schemes by gender** to identify how much of the allocations to composite expenditure schemes is benefiting women and girls based on gender disaggregated beneficiary data or in which women's share has been specified by the Departments concerned is needed.

Tools and Techniques:

Kudumbashree was formed to create gender equality and women empowerment by organizing **community-based organisations** under the leadership of local Self Government. Its **linkage with government** ensures effective monitoring and supervision of all the activities from grassroot level. Gender Budgeting in Kerala is part of gender mainstreaming strategy and focuses on a gender-based analysis and an equality-oriented evaluation of distribution of resources. The most used tool of GB is an **ex-post gender sensitive analysis** of the Budget focusing on the expenditure side by breaking up the financial allocations scheme wise by gender. In addition to that, Kerala has also inculcated a pragmatic and holistic approach in GRB implementation.

Resources:

Gender Budget, Government of Kerala 2020-2021
Gender and Child Budget 2020-2021
Evolving a Pragmatic Approach to Gender Responsive Budgeting: Mridul Eapen, Hon. Fellow, Centre for Development Studies

Part B

International Practices & Cases on GenderResponsive Budgeting

1. Mainstreaming Gender Perspectives: The Austrian Approach

Key Takeaways:

1. Austria, through **political and legal frameworks**, has implemented **gender mainstreaming strategy** in its national policies. By introducing gender perspectives into **holistic public financial planning**, the country **achieves equality for all genders**, across all departments, as a mandate.

2. Various processes and steps have been introduced to achieve this. Some of these **consist of (i) inclusion of at least one gender equality objective** and **one measure for implementation in** regular budget cycle documents, (ii) **collecting, compiling, communicating, and publishing** gender disaggregated data by an operational unit, and (iii) **implementing a uniform approach** in terms of performance budgeting.

3. Increased **number of training courses** offered by the management academy (Verwaltungsakademie) are helping (i) **raise gender competence at the federal level**, and (ii) improving **knowledge of the legal framework** necessary to facilitate the implementation of provisions.

Short abstract:. Austria, officially the Republic of Austria, is located in the southern part of Central Europe. Composed of nine federated states, Austria is a parliamentary representative democracy with a directly elected Federal President as head of state and a Chancellor as head of the federal government. Through **political and legal frameworks**, the country has **implemented gender mainstreaming** strategy in its national policies.

Keywords: Public Finance Management, Gender Mainstreaming, Gender Budgeting, Gender Impact Assessments

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt same **strategy to incorporate Gender Perspectives into the process of public finance management**.

What problems does it solve? By introducing gender perspectives into holistic public financial planning, Austria achieves **equality for all genders, across all departments**, as a mandate.

Required skills: Civil engagement, recording and analyzing data related to key gender equality indicators, carrying out thorough Gender Impact Analyses (GIAs), and inter-departmental collaboration.

Financial resources needed to carry out the good practice: No additional funds have been made available for ensuring good GB implementation. However, it has been claimed that the implementation of performance budgeting, including GB needs sufficient time to evolve and grow.

Processes and steps involved:

- A **1998 constitutional amendment** mandated authorities to implement measures to achieve equality of genders.
- Regular budget cycle documents to **include at least one gender equality objective** and **one measure for implementation**, both of which are legally binding.
- An **operational unit** was founded to **collect, compile, communicate and publish** gender disaggregated data. **Impact assessments** for all programs are to be mandatorily conducted.
- A **uniform approach** in the context of **performance budgeting** has been implemented.

Key Accomplishments/KPIs:

In 2011, a cabinet Decision established **gender mainstreaming criteria for all ministries and departments**, as well as in legislation, funding programmes and public procurement.

Gender mainstreaming, including gender budgeting, and gender-neutral language have since been successfully implemented to a degree.

Lessons learned

E. Constraints identified

Limitations of the infrastructure means that only a **few departments in line ministries are directly involved**. **Due to lack of resources**, GIAs concerning dimensions of direct benefits, employment, education, income are **not collected and analyzed effectively**. There is an increased need for specific training or awareness- raising activities.

F. Opportunities for doing it differently:

- **Clarity in Responsibilities and Coordination**: Fostering transparency and accountability and involving departments responsible for finance, performance, gender equality and line ministries would bring in the desired clarity in roles & responsibilities and aid in coordination amongst departments.
- **Public Sector Involvement**: Enhancing the degree of involvement of independent research, public institutions and officials throughout the public sector would bring in the desired rigour and comprehensiveness to the project.
- **Focused Resources**: Ensuring availability of resources for GB implementation in terms of personnel, expert advice and monetary resources to ensure high-quality Gender Impact Assessments.

Tools and techniques:

Gender Budgeting: Federal ministries and supreme authorities have to formulate one gender equality objective and one measure for its implementation within the regular budget cycle. The Federal Ministry of Finance has to define the same with a focus on the influence of the tax system on distribution of paid and unpaid work between women and men.

Training and Awareness: An increased number of training courses offered by the management academy (Verwaltungsakademie) **aimed to raise gender competence at the federal level**, and **foster and improve knowledge of the legal framework** to facilitate the implementation of provisions comes in handy.

Gender Statistics: An operational unit in charge of producing sex-disaggregated statistics. The mandate of the unit is active data-gathering and analysis.

Together, gender budgeting, increased training & awareness, and gender statistics are aiding in the **strategyto incorporate Gender Perspectives into the process of public finance management**.

Resources:

https://eige.europa.eu/gender-mainstreaming/countries/austria

https://www.tandfonline.com/doi/full/10.1080/09540962.2021.1927516?src=

Gender budgeting in Europe: Developments and challenges edited by Angela o'Hagan and Elisabeth Klatzer DO'Hagan, Angela & Klatzer, Elisabeth & Addabbo, Tindara & Steinþórsdóttir, Finnborg & Gunluk-Senesen, Gulay & Himmelweit, Susan & Villota, Paloma & Rosselli, Annalisa & Bettio, Francesca & Jubeto, Yolanda & Villa, Paola & Faber, Christina & Schlager, Christa & Mader, Katharina & Picchio, Antonella & Elson, Diane & Olmo, Alicia & Cirujano, Paula & Heijstra, Thamar & Alarcón-García, Gloria. (2018). Gender Budgeting in Europe: Developments and Challenges.

2. Quantifying Progress in Korea through Gender Impact Assessments

Key Takeaways:

1. The **2006 National Finance Act** in Korea has made it **mandatory for all ministries to submit a (i) gender budget statement and (ii)balance sheet**. The Gender budget statement is an important **report, as it assesses whether the budget benefits women and men equally** and helps **remedy the gender discrimination.**

2. Adopting a more **statistical/data-based approach** has led to a sound understanding of the **magnitude, trends and effectiveness of targeted expenditures** on women and girls to improve the expenditure effectiveness of budgets.

3. The **methodology adopted by the Korean Government** to analyse impact of the budgetary processes
helps (i) add accountability to the process and (ii) **integrate** budgetary assessment with gender equality.

4. The **utilisation of Gender Impact Assessment (GIA) indicators** allows the budget process to be **objectively analysed**, leading to better planning for the next budget.

Short abstract:. Korea, or the Korean Peninsula, is a region in East Asia. Gender budgeting was introduced in Korea through the National Finance Act enacted in 2006. This Act requires **gender budgeting statements to be included** from the FY 2010 budget bill. This bill **regulates the monitoring of resource allocation and on-ground impact** of gender budgeting efforts. This GRB Good Practice reinforces the importance of having a **sound understanding** of the **magnitude, trends and effectiveness of targeted expenditures on women and girls** to improve the expenditure effectiveness of budgets.

Keywords: Gender budgeting, impact analysis, gender budget statements, statistics

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt same strategy to add accountability to the process and monitor progress. This has led to **researches on gender budgeting institutionalization and the practice of gender budgeting**. Just like the think tank National Institute of Public Finance and Policy (NIPFP) of India, KWDI, think tank of Korea played a crucial role in the development of the process, reflecting the importance of research and civil engagement.
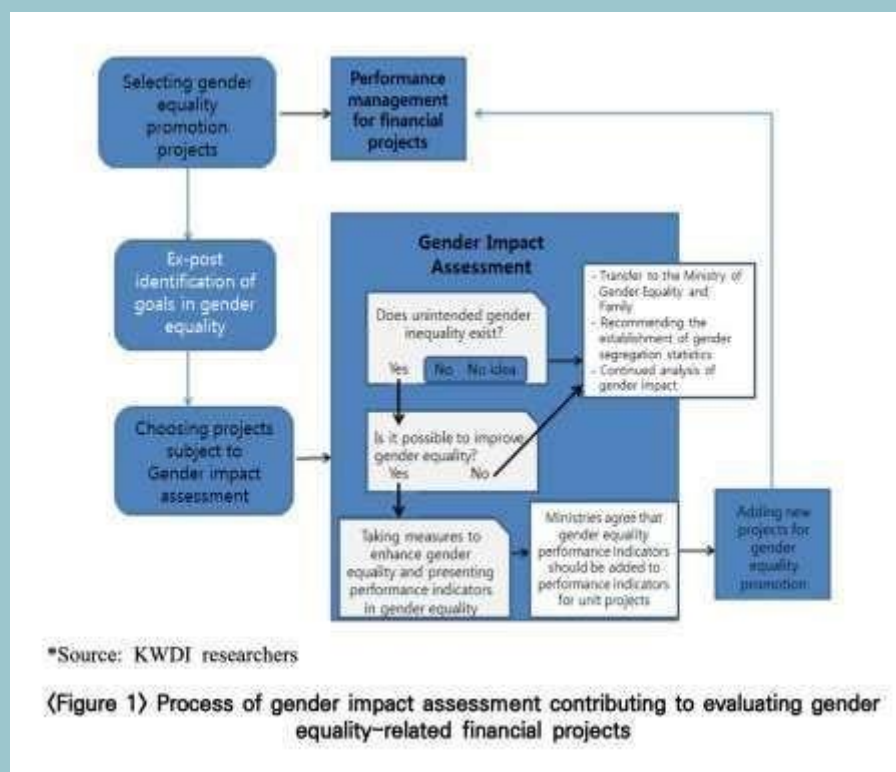
What problems does it solve? The analysis helped to review the gender budgeting process, **integrating impact with important technical skills** and taking a more **statistic/data-based approach**. This led to a sound understanding of the magnitude, trends and effectiveness of targeted expenditures on women and girls to improve the expenditure effectiveness of budgets.

Required skills: Training and capacity building to prepare gender budgeting statement, **produce gender disaggregated breakdown** of beneficiaries, **analysis** of the gender gap and incorporating all findings in the forthcoming budget.

Financial resources needed to carry out the good practice: As of 2019, the government of Korea has spent KRW 25.4 trillion in **analyzing and assessing projects from a gender-sensitive perspective** to **re-allocate resources and improve** the projects and their performance, thereby expanding their effects on gender equality.

Processes and steps involved: The combined efforts of **The Korean Women's Associations United** and the **Government of Korea** resulted in the Gender Equality and Family Committee proposing a resolution calling for GRB.

The **2006 National Finance Act** furthered the resolution by **making it mandatory for all ministries to submit a gender budget statement and balance sheet**. In its budget guidelines for 2006-2007, the Ministry of Planning and Budget required that every ministry reports on budget allocations that aimed to promote gender equality. The Gender Budget Statement was to be included as part of this database.

*Source: KWDI researchers

〈Figure 1〉 Process of gender impact assessment contributing to evaluating gender equality-related financial projects

Gender budget statements

Gender budget statement is a **report assessing whether budget benefits women and men equally** and **remedy the gender discrimination.** It is prepared by each administrative agency and compiled and submitted by the MOEF to the National Assembly. The Overview of gender budget statements submitted includes 'significance', 'comparison against total budget, year-on-year budget comparison, 'status of major gender budget projects', 'features of a budget bill prepared for a given year'.

On the basis of gender budget statement, gender-sensitive settlement of accounts is drafted. This is a statement to **evaluate whether women and men have equally benefited** from the budget and whether the budget has been **executed towards addressing gender discrimination** in accordance with Article 57 of the National Finance Act. The statement includes the results of execution, and the effect analysis and evaluation of gender equality.

⟨Table 1⟩ Status of Gender Budget by Year (2010 to 2019)

(Unit: Number, KRW Trillion, %)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Annual Avg. Growth
Organization	29	34	34	34	42	42	43	42	41	33	1.4
Projects	195	245	254	275	339	343	331	350	345	261	3.3
Gender budget	7.5	10.2	11.3	13.3	23.0	26.2	28.0	29.6	33.9	25.4	14.5
Gender equality budget	(2.3)	(2.6)	3.2	4.1	10.7	18.8	19.8	4.9	6.6	9.1	16.5
Central government budget	292.8	309.1	325.4	349.0	355.8	384.7	398.5	410.1	432.7	469.6	5.4

* Source: KWDI Center for Gender Budget (2019a: p.3)
** Note: Gender budget is based on the budget approved by the National Assembly; Gender equality budget is based on the budget approved by the National Assembly (For 2011, it is based on the budget proposal by the government); and Central government budget is based on the budget (including total expenditures and extra budget).

Key Accomplishments/KPIs:

- The process successfully inculcated **training and capacity development**, which is a crucial factor in increasing openness towards gender-responsive policies throughout the public sector
- There is greater **awareness of gender statistics**, which is the foundation for understanding gender equality.
- Gender sensitivity has improved through the process of **analysing general policies with genderperspectives**.
- Public authorities **voluntarily introduced provision and regulations** in gender budgeting, based on GIA.
- The **legally compulsory nature of gender budgeting** in Korea is counted as a significant achievement in the region.

Lessons learned

Constraints identified

- A **lack of awareness** of officials on the importance of gender-disaggregated data is reflected in some of the reports from self-assessment which argue that 'there is no gender discrimination' without any supporting data of gender statistics or usage of simple statistics of sex ratio.

- The **lack of clear selection criteria** for the target projects may affect the credibility of the gender budget statements.
- **Roles and responsibilities** of the budget & planning officer and the gender equality policy officer who oversee the process were not specifically defined.

Opportunities for doing it differently:

- Apart from quantitative data and statistics, the budget statements should also include the **importance of gender budgeting** and **specific issues like women's rights** that are worth addressing. This would ensure that gender sensitive policies including gender budgeting are not routinized by the government officials, losing their political significance and transformative power.
- It may be useful to **add gender equality goals to a performance plan** and compiling projects with gender equality goals only in the plan.

Tools and techniques: The methodology adopted by the Korean Government to analyse impact of the budgetary processes helps add **accountability** to the process and **integrate** budgetary assessment with gender equality. The utilisation of GIA indicators allows the budget process to be **objectively analysed**, leading to better planning for the next budget cycle.

Resources:

https://www.unisa.edu.au/siteassets/episerver-6-files/global/eass/hri/ichiisharpjapan-korea-conference-paper-2-12-13.pdf

https://www.elibrary.imf.org/view/journals/001/2016/150/article-A001-en.xml

https://unstats.un.org/unsd/gender/Jordan_Mar2012/Presentations/Panel%204/Panel%204_2_Republic%20of%20Korea_4th%20global%20forum_Revised.pdf

https://www.slideshare.net/gdlnkdis/gender-impact-assessment-in-korea-current-situation-and-challenges

Evaluation and Future Challenges of 10-year Old Gender Budgeting in Korea (2019)
Sun-Joo Cho, Taek-Meon Lee, Young-Sook Kim, Hyo-Joo Kim, Min-Jung Sung, Do-Yeon Kwon, Byeongkwon Kim, Hae-Ram Kim, Ju-Hee An, Su-Ji Kim

3. Morocco: Gender-Equitable Public Policies

Key Takeaways:

1. **Morocco's approach supports gender equity through (i) careful data analysis** and encourages the (ii) **directing of public funds** towards the **empowerment of women through transparency** in financial allocation and expenditure.

2. The **mandatory inclusion of gender equality in terms of (i) objectives, results and performance indicators of line budgets**, coupled with the (ii) **annually produced Gender Report (GR) streamlines the exchange of budgetary information** between all executive departments and produces metrics to evaluate progress and impact. The process also **increases the participation of Parliament** in the budget debate.

3. The **structured participation of civil society and other stakeholders** is a vital element to the success of the Moroccan model, under which Inter-agency groups **exchange good practices**, expert groups are asked for their **advice**, and a **structured dialogue** is facilitated regularly.

Short abstract: Morocco, officially the Kingdom of Morocco, is the north-westernmost country in the Maghreb region of North Africa. Morocco was an authoritarian regime, with the Moroccan Constitution providing for a monarchy with a Parliament and an independent judiciary. The country has a long-standing history with Gender Responsive Budgeting (GRB), with sustained, high-level political interest in addressing gender equality. Since 2014**, gender priorities have been reflected in and integrated throughout the budgeting process** with the support of the Parliament.

Keywords: Gender Responsive Budgeting, Gender Report, Public Finance, Budget Call Circulars, Public Policies

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments looking to institutionalize gender equality by incorporating gender-disaggregated data and generating subsequent policies can gain from this case study. This approach **supports gender equity through careful data analysis** and encourages the **directing of public funds** towards the empowerment of women through transparency in financial allocation and expenditure.

What problems does it solve? The **mandatory inclusion of gender equality** in terms of objectives, results and performance indicators of line budgets, coupled with the **annually produced GR streamlines the exchange of budgetary information** between all executive departments and produces metrics to evaluate progress and impact. The process also **increases the participation of Parliament** in the budget debate.

Required skills: Ability to identify key equality indicators and assess the impact of policies and programs.

Financial resources needed to carry out the good practice: In 2018, **AFD** became one of the donors of the GRB initiative, together with the **European Union**, which started supporting the GRB mechanism a year earlier. This support initially took the form of a €100 million loan to the Kingdom of Morocco: A €1 million grant has also been allocated to **UN Women** to help various key institutions take ownership of GRB.

Processes and steps involved:

Ongoing efforts in Morocco have resulted in **GRB being progressively integrated into the budget reform process**. The work on GRB began in **2002,** under the Ministry of Economy and Finance in partnership with UN Women. An Organic ļaw of finance in 10 years was introduced to achieve gender equality through the budget processes.

Article 19 of the constitution also explicitly stated that **gender equality must be protected with respect to civil, political, economic, social, cultural and environmental rights**. The constitution also introduced the **principle of gender equality** that the government works towards the achievement of gender equality and equal representation of women everywhere, and in decision-making bodies.

An annual Gender Report was mandated, containing information on each sector, disaggregated by gender. The **Center of Excellence for Gender Responsive Budgeting (CE-BSG)** was established under the Ministry of Economy, Finance and Administration Reform to address the integration of gender responsiveness in the budget policies.

The **structured participation of civil society and other stakeholders** is a vital element to the success of the Morocco model, under which Inter-agency groups exchange good practices, expert groups are asked for their advice, and a structured dialogue is facilitated regularly.

Morocco's legal and institutional framework supports GRB through 3 priorities:

   i.   **Enhancing the performance of public management:** In the organic ļaws related to local authorities, there was gender inclusion, especially when setting objectives of programs, as well as well-defined indicators for measuring results. Mandatory Gender Reports accompanied the draft budget law tabled before Parliament.

   ii. **Rules for financial equilibrium of the budget law and improved transparency:** The new Finance ļaws define matters of gender equality across a budget process that is performance-oriented and transparent, allowing for seamless exchanges of information across departments, and publicly declaring financial allocation and expenditure.

   iii. **Increasing the role of Parliament in the budget debate:** Enhancing Parliament's role in the budget debate increases responsibility and accountability for ministerial departments in reducing inequalities through GR analysis. Thus, Parliament is one of the most important recipients of the GR.
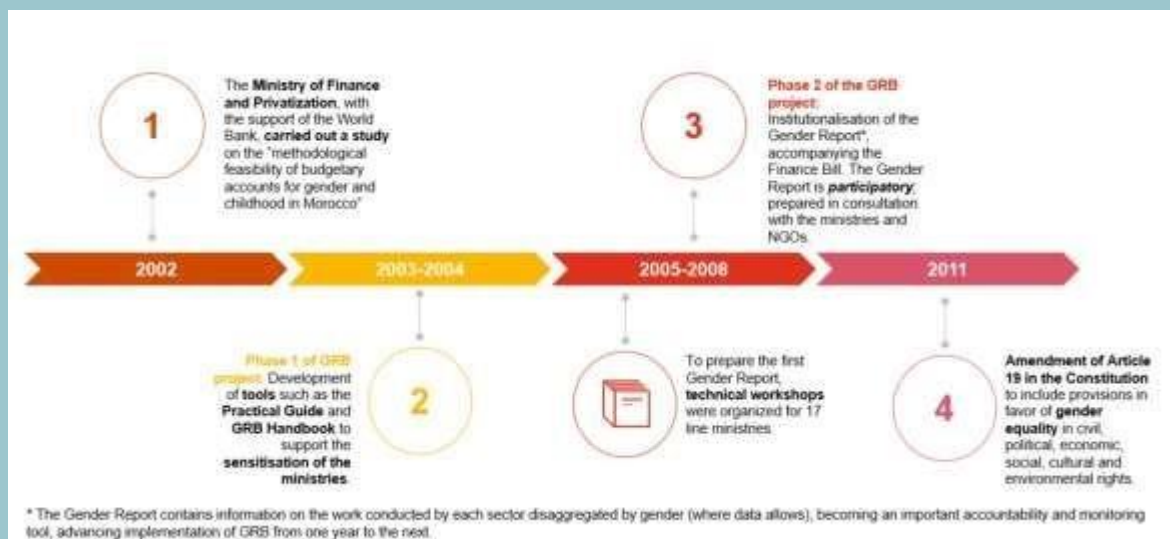
Key Accomplishments/KPIs:

- **A distinct framework** that allows for collaboration, accountability and transparency among all ministerial departments in the GRB process.
- **Specific training** for CE-BSG members in GRB concepts and approaches to gender-responsive strategic planning methodologies.
- Establishment of a **knowledge management platform** and the creation of the **institutional website** of the CE-BSG.
- The **organization of awareness-raising and training sessions** for parliamentarians and NGOs.
- **Participation in international events** on GRB and hosting of foreign delegations to share and exchange on best practices in GRB (Northern Macedonia, ECWAS, Kenya, Ivory Coast, Iraq, Palestine)

Lessons learned

Constraints identified

- Important to establish a **clear line of communication** on GRB concepts.
- Compilation of GR is coordinated by the Gender Report Cell of the Directorate of Planning and Financial Forecasts, Ministry of Economic Planning and Development, **leaving some sections incomplete**.
- The documentation of analysis of indicators differs across the departments leading to **subjectivedocumentation**.

Opportunities for doing it differently:

- **Improve communication on concepts** to dispel ambiguities and popularize the produced tools.
- Introduce **measures for mandatory participation** of various ministries in the GRB process.

- **Strengthen dialogue** between program managers and stakeholders for better analyses of on- ground indicators.
- **Focus on gender-sensitive indicators** rather than simply disaggregated indicators

Tools and techniques: The case methodology of including **gender needs and priorities into budget call circulars**, and the **institutionalization of annually produced GR**, allows for policymakers to better identify and act upon areas of disparity, and uplift women through public finance policies. The **emphasis on transparency** increased **public participation** and increases **accountability** on behalf of legislators & Parliament ensures that voluntary agencies are held accountable for their work, and fulfil their responsibilities to civil society.

Resources:

https://www.oecd.org/gender/Gender-Budgeting-in-OECD-countries.pdf

https://gender-financing.unwomen.org/en/highlights/gender-responsive-budgets-case-of-morocco

https://www.afd.fr/en/actualites/morocco-equality-and-gender-responsive-budgeting

https://cebsg.finances.gov.ma/uploads/fichiers/EN_Fiche_Profil_BSG_Maroc_13-04-2021_16-27.pdf

Budget Call Circulars and Gender Budget Statements in the Asia Pacific: A Review by UN Women, Debbie Budlender

4. Optimising Gender Budgets in Rwanda by Monitoring Resource Allocation and Impact

> **Key Takeaways:**
>
> 1. The **gender budgetary process** in Rwanda has been **jointly led by the Finance and Gender Ministries** and the close cooperation between them has been the most crucial aspect of the process.
>
> 2. Rwanda has established **Gender budgeting statements** to (i) assess **resource allocation** and (ii) improve **planning.**
>
> 3. Rwanda has also set up the **Gender Monitoring office** to **oversee** the process of gender budgeting through the entire budget cycle.
>
> 3. Specialised **institutions needed for planning, budgeting and monitoring purposes have been established** such as the National Institute of Statistics, which contributes to the generation of sex-disaggregated data that is critical for the gender budgeting process.
>
> 4. The **discretion available to the ministries and other government entities and line departments to identify critical issues** have allowed civil servants to **consider the most effective approach for their respective ministries/departments to addressing agreed goals on gender equality and women's empowerment in the country.**

Short abstract:. Rwanda is a low-income, agriculture-based developing country in Africa that has made impressive progress in rebuilding after civil conflict in the 1990s. It has the **highest percentage of women parliamentarians** in the world which shows the country's commitment to gender equality. The **gender budgetary process** in Rwanda has been jointly led by the **Finance and Gender Ministries** and the close cooperation between them has been the most crucial aspect of the process.

Keywords: Gender monitoring office, resource allocation, ministry of finance, gender budget statements

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt same strategy to adopt a constructive approach to address gender-oriented goals through the government budget. The initiative established **Gender budgeting statements** to assess **resource allocation** and improve **planning**, and later established the **Gender Monitoring office** to **oversee** the process. This **accountability mechanism**, not only for the budget expenditure but also for analysing the gender budget process as a whole has made Rwanda's Gender Responsive Budgeting (GRB) process one of the most successful in Africa.

What problems does it solve? Assessing government programmes and budgets from a gender perspective is **central in decision making by lawmakers and policy makers**. The Good practice helps

ensure that there is a **fair share** in resource allocation, resources are **targeted to the right beneficiaries** and these targeted beneficiaries **access** these resources. The **assessment** in Gender Budget Statements, and further **auditing and capacity development** by Gender Monitoring Office are powerful tools for **providing alternative proposals on how government budget can address the gender issues** in a fair manner and adopt it across sectors.

Required skills: Ability to develop gender indicators, undertake gender analysis of expenditures in monetary terms, and draft a gender budget statement

Financial resources needed to carry out the good practice: During the fiscal year 2019/2020, GMO's overall budget was 864,585,941 Frw (Ordinary budget 716,279,475 Frw and externally financed was 148,306 466 Frw). The overall budget execution rate was 86.6%, for ordinary budget and 34%for projects budget).

Table 2: 2019/2020 Budget Execution

N°	Source of Budget	Approved Budget	Revised Budget	Expenditure	Balance	% of budget execution
1	Government of Rwanda	728,676,476	716,279,475	620,602,043	95,677,432	86.64
2	Development funds	197,153,498	148,306,466	50,287,344	98,019,122	34
Total		925,829,974	864,585,941	670,889,387	193,696,554	77.60

Processes and steps involved: Gender Budget Initiative in Rwanda started with the **formation of the Ministry of Gender and Women in Development** as part of Government's commitment to gender equality. Gender Budget Initiative officially started in 2002, under the joint partnership of the newly found **ministry of Gender and Women in Development and the Ministries of Finance and Planning**. The process was carried out in two legs:

Phase 1

    a. The first step involved **creating gender awareness and choosing pilot ministries** for the initiative.
    b. Four ministries - health, education, agriculture, and infrastructure- were chosen as pilots because they had **substantial shares in the budget and had significant impact** on the overall social economic development of the country.
    c. **Providing training to the officials** focused on explaining gender budgeting concepts and methodologies and sharing experiences from other countries that had undertaken this process.
    d. The government developed **gender budget statements to be incorporated into program budgets** which can guide budget allocations and make them more gender-sensitive

Phase 2

    a. Beginning in 2009, the **second phase was led by the Ministry of Finance,** with support from UNIFEM, (now UN Women).

b. Ensured **implementation of the initiative in the four pilot areas** and in **local governments**. It sought to build a system of monitoring and evaluation of targets, collect sex-disaggregated data, and develop indicators on gender-oriented goals for each sector.

c. One important accomplishment in this phase was that the Ministry of Finance submitted the national budget in 2010/2011 with Gender Budget Statements of the four pilot sectors, following the issuance of the first budget call circular. The **call circular made the submission of Gender Budget Statements mandatory in the pilot sectors**.

d. From fiscal year 2011/2012, the central level made **Gender Budget Statements mandatory for all ministries**. For fiscal year 2013/14, the Gender Monitoring Office determined that **all districts and almost all ministries complied** with the Gender Budget Statement requirement (Gender Monitoring Office, 2014).

The Gender Monitoring Office (GMO) was a key instrument in the process. The GMO develops gender specific performance indicators and comprehensive monitoring and evaluation system, gender disaggregated data collection system, tools and mechanisms for mainstreaming gender in various development sectors, and guidelines for periodic reporting by different stakeholders.

Key Accomplishments/KPIs:

- The Ministry of Finance and Economic Planning developed **gender budgeting guidelines** that all public institutions ought to follow, thereby **ensuring consistency** in the process.

Gender Budget Statement Preparation Format					
Reporting Ministry/District:					
Fiscal Year:					
Program Name:					
Sub Program Name:					
Gender Situation Analysis	Output	Planned Activities	Indicators	Targets	Approved Budget
Prepared by the Director of Planning					
Approved by the Chief Budget Manager					

Guidelines for mainstreaming Gender by MINECOFIN in the 2nd Planning and Budget Call Circular

- **Institutions needed for planning, budgeting and monitoring purposes were established** such as the National Institute of Statistics which can contribute to the generation of sex-disaggregated data that is critical

- The **discretion left to ministries and other government entities to identify critical issues** allowed civil servants to **consider the most effective approach to addressing agreed goals**. For example, when planning for distribution of lime among farming households to address the area's high soil acidity, Nyamagabe now allocates more funds to purchase and supply of the agro-inputs to female-headed households.

- The **Gender Monitoring Office** monitored the entire process, providing an accountability mechanism that is often lacking in gender budgeting initiatives.

- **Half of Rwandan parliamentarians are women**, suggesting that they could play an important role in ensuring that the work proceeds.

Lessons learned

Constraints identified

The first phase of the process did not meet its goal because the **Ministry of Finance wasn't given centre stage**. However, this was **rectified in the second phase.** The establishment of **GMO** ensured that the drawbacks of the process quickly come to light and are noted.
Major constraints included **not covering the requested number of sub-programmes**, **planning gender interventions without allocating financial resources**, and **apparent misunderstanding of what constitutes a gender issue.**

Opportunities for doing it differently:

- For a more gender sensitive monitoring and reporting, the districts should continue to invest in **capacity building initiatives** specifically in **Result-based monitoring and evaluation**.
- As pointed out by Gender Monitoring Office, the process can be improved by **decentralizing GBS** across various organs of the Districts and among Heads of thematic Units (Social protection, Infrastructures, Education, Agriculture, Health, etc).
- There is scope to **improve impact reporting** on identified gender issues rather than reporting achieved targets.

Tools and techniques: A **strengthening of gender networking**, **developing gender analysis tools** adapted to Rwandan context, **building capacity of stakeholders**, **conducting research and surveys** on gender critical issues and **developing gender sensitive indicators** at national and local levels have all played a critical role in taking this initiative forward in Rwanda.

Resources:

- https://books.google.com/books?id=-JgYEAAAQBAJ
- https://www.elibrary.imf.org/view/journals/001/2016/152/article-A001-en.xml
- http://menengage.org/wp-content/uploads/2014/06/Rwanda-Gender-Policy.doc
- http://docplayer.net/23994147-Report-of-the-gender-equality-and-the-knowledge-society-ge-ks-in-rwanda.html

5. Creating Transparency in Gender Resource Budgeting by Integrating Assessment with Planning in Andalusia

Key Takeaways:

1. As part of its Budgetary process, the Government of Andalusia **has a mandatory presentation of the annual impact report** as part of the Finance Bill which contributes to **streamlining budgetary information** from all executive departments and serves as the basis for **measuring progress** in integrating the **gender focus into different policy actions** and its translation into the budget.

2. **A G+ program was launched to identify and categorise the government projects** in accordance with the impacts that these programs generated. This enables the Government to **focus on the high impact programs** that have the capacity to achieve gender equality.

3. A **Gender Impact Budget Commission was set up to define the G+ Program** and ensure that other important elements of Andalusia's GB strategy are performed, including **drafting of a Gender Impact Report for the Budget** and the **Gender Budget Audits.**

Short abstract: Andalusia is one of Spain's 17 Autonomous Communities (AC), located in the south of the country. As part of its Budgetary process, the Government of Andalusia every year presents an ex ante **evaluation of the resources** that the Andalusian Government **allocates to the promotion of gender equality.** The **Gender Impact Assessment (GIA) Report** along with **G+ Program** forms the main pillars of the region's gender budgeting strategy.

Keywords: Gender impact, gender audit, gender equality, budget, planning, strategy

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt **same strategy to anchor gender equality within the budgetary process.** The process expands the horizon for equal opportunities by **publicly presenting the government's financial allocation and the expenditure** thus creating a pathway for improved utilisation of public funds. Andalusia itself has been at the forefront of helping other nations and cities adopt the process including technical assistance provided to the governments of Chile and Korea and collaborating with several Balkan states in the Gender Responsive Budgeting (GRB) projects.

What problems does it solve? The mandatory presentation of the annual impact report as part of the Finance Bill contributes to **streamlining budgetary information** from all executive departments and serves as the basis for **measuring progress** in integrating the gender focus into different policy actions and its translation into the budget. The GIA report functions as a powerful tool for making the **budget**

management transparent, providing opportunities for targeted policy decisions, and annual review of those decisions.

Required skills: Ability to identify key gender equality indicators and assess impact of the public programs for gender mainstreaming.

Financial resources needed to carry out the good practice: As such no additional funds are required to implement this process. However, to incentivise the executive departments, the Andalusian government has created a **G+ fund** for encouraging them to remain committed for achieving gender equality in Andalusia by means of incorporating the gender perspective into the budgeting process within the G+ Programme framework. The strategic positioning of the Gender Impact Budget Commission provides the required impetus to the gender budgeting process.

Processes and steps involved: For promoting Gender Equality in Andalusia, the Andalusian government had passed a Decree in 2010 mandating publication of the **Gender Impact Assessment Report** as part of the Finance Bill. The intention was **to measure the effects and outcome of public finance on men and women**.

As methodology for budgeting and measuring the gender based outcomes, a G+ program was launched to **identify and categorise the government projects** in accordance with the impacts that these programs generated. Based on the categorisation, the Andalusian Government **focussed on the high impact programs** that had the capacity to achieve gender equality.

A **Gender Impact Budget Commission** was set up to define the G+ Program and ensure that other important elements of Andalusia's GB strategy are performed, including **drafting of a Gender Impact Report for the Budget** and the **Gender Budget Audits**. Based on the conclusions of these audits, a **Strategic Orientation Document** (Spanish acronym DOEs G+) is prepared **to set out the roadmap** to be used to implement each programme in the next budget planning. The G+ Programme consists of 3 stages-

Identification and classification of programmes using the G+_ Scale: Budget programmes **are classified according to their capacity to impact gender equality**. A G+ Scale was created for this purpose to give out a rating (G+, G, g1 and g0 in descending order) which is then subjected to annual review by the Gender Impact Assessment Commission.

Drafting and fulfilment of Strategic Guidance Documents: In this stage, the **G+ Scale rating of each one of the budget programmes is linked to the content and scope of the actions** it is designed to carry out. Each executive department designs strategic plans that act as the route map for the future budget programme. Once that is done, the methodologies and materials are made available that are needed for applying and implementing the different applications.

Monitoring and assessing results: The Gender Impact Budget Commission ensures that other important elements of Andalusia's GB strategy are performed, including a Gender Impact Report for the Budget and the Gender Budget Audits. The Gender Impact Report is **compiled using contributions from all management centres** and **includes information about the progress of the budget programme actions** so that Strategic Orientation Documents can be monitored on an annual basis. The report has three sections- Reality, Representation and Resources – Results.

Reality: a series of statistical indicators on the Autonomous Region of Andalusia showing **how the situation of gender inequality has changed with respect to official annual measurements**. In the most recent report of 2021, there were a total of 145 gender indicators, 96 of which were analysed with a longitudinal perspective and 43 with comparative dimension between Andalusia and Spain.

Representation: includes **how gender representation has changed in general administration personnel** of the Government of Andalusia. 2021 Gender Impact Report shows definite improvement in the proportion of women in posts of greater responsibility and higher salary, and the feminisation of the whole group more marked.

TABLE 1. Evolution of budget programmes according to G+ scale

G+ classification	2021				Variation 2021/2020	Variation 2021/2020
	Number of programmes	Initial credit	%			
G+	61	21,458,622,514	70.4%		-5.8%	1,173,740,309
G	59	5,858,516,276	19.2%		4.5%	250,227,120
g1	32	2,489,129,374	8.2%		12.2%	270,983,718
g0	7	653,182,865	2.1%		161.9%	403,920,889
TOTAL	**159**	**30,459,451,029**	**100%**		**7.4%**	**2,098,652,036**

2021: 2021 Budget with consolidated budget allocations of Administrative Agencies, Special Regime Agencies and Consortia in the Andalusian public sector. Similarly, this year for the first time, the Public Business Agencies are included. Initial credit excluding the debt, the Andalusia Agricultural Guarantee Fund, FYC, section 35.00 and institutions.

2020: Figures of the initial 2020 Budget modified to make the comparison homogeneous with the data of the 2021 Budget. Initial credit excluding the debt, the Andalusian Agricultural Guarantee Fund, FYC, section 35.00 and institutions.

Source:https://www.juntadeandalucia.es/export/drupaljda/Executive_Summary_IEIG2021_EN.pdf

Resources: Results shows the **allocation of the budget with respect to the G+ analysis**. Along with the general procedural allocation, Gender Impact Report 2021 also looked at budget spending with respect to the Covid-19 crisis.

Key Accomplishments/KPIs:

☐ **Inclusion of new gender equality objectives and actions** in planning documents for different areas of governance.

• **Improving the budget cycle and tools** by including a gender objective defined for the budget programmes with the greatest (potential) impact on reducing gender inequality according to the G+ Scale.

☐ **Identifying areas to be prioritised** in order to ensure continued progress.

☐ **Inculcating Gender diagnosis** in each area of governance.

☐ **Influencing the culture in the public administration** through training and awareness activities about gender issues.

☐ **Drafting technical knowledge and methodologies** for measuring the gender impact of budget and propose gender equality effective policy objectives.

Constraints identified

- **Gender equality indicators have to be updated regularly**. There might be difficulty in quantifying some qualitative indicators. It is important to continuously conduct appraisals and identify corrective measures for reducing and eliminating inequalities in society.

- The **G+ fund functions as the 'driving force'** for the executive Departments to guarantee gender mainstreaming in their departmental projects. Till the time there is a realisation of the need for gender mainstreaming, the G+ fund has to be continued for generating the desired results.

Opportunities for doing it differently: For a complete assessment, the **analysis should take an inclusive view of the budgetary programmes**. It has also come to light that training works best when it is supported by complementary activities.

Including public managers with involvement in key processes to facilitate the design, implementation and/or evaluation of public budget is important. In the recent report of 2020-2021, the programme has included public business agencies that work with the Andalusian public sector into the budget accounting system. This reflects an increasing trend towards broadening the analyses of the Resources-Results element

Tools and techniques: The **stepped methodology adopted** by the G+ program for categorising the projects of the Executive Department **has enabled the policy makers to focus on the 'low hanging fruits' first** to demonstrate the possibility of achieving gender mainstreaming as part of the financial results. The **inclusion of the GIA report** as part of the Finance Bill has **induced transparency** in the budgetary process of the Andalusian Government.

Resources:

http://www.juntadeandalucia.es/haciendayadministracionpublica/planif_presup/genero/genero.htm

O'Hagan, Angela. 2015. Favourable Conditions for the Adoption and Implementation of Gender Budgeting: Insights from Comparative Analysis. Politica Economica/Journal of Economic Policy XXXI/2: 233–252.

Good practices in gender mainstreaming — Towards effective gender training — Mainstreaming gender into the policies and the programmes of the institutions of the European Union and EU Member States

6. A Policy-Based GRB Approach in Timor-Leste for Promoting Gender Equality

Key Takeaways:

1. **Timor-Leste has implemented** political and legal frameworks that are **vital steps towards achievingequality for women and girls**, allowing them to enjoy their right to a life free of violence, **within an inclusive and gender-equitable economy.**

2. The country has adopted a **universal policy approach to implement GRB good practices** across ministries and civil society, which is built upon a **foundation of sustained, long-term efforts and an ethos of transparency**.

3. The **participation of independent groups and numerous governmental and non-governmental stakeholders** has encouraged equal rights for women and men, while broadening the horizons for uplifting women in terms of domestic violence, equal opportunity, and more.

Short abstract: The Democratic Republic of Timor-ḻeste is an island country in Southeast Asia. Previously colonised by Portugal and Indonesia, the country became the first new sovereign state of the 21st century in 2002 and joined the United Nations. Timor-ḻeste's **commitment to gender equality is reflected in its constitution** and through the **adoption of legal and normative frameworks** as a foundation to accelerate gender equality and women's empowerment. Since 2010, Gender Responsive Budgeting (GRB) has been adopted as a **strategic policy approach** to integrate gender perspectives into planning and budgeting processes.

Keywords: Gender Responsive Budgeting, Gender Working Groups, Gender Budget Statements, Gender Mainstreaming

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with policy-making processes can draw from the Timor-ḻeste approach **to institutionalise gender into their policy-making and budgetary processes**.

What problems does it solve? Following periods of political and civil unrest, Timor-ḻeste recorded unprecedented cases of violence against women and girls. The political and legal frameworks implemented in Timor-ḻeste are a **vital step towards achieving equality for women and girls**, allowing them to enjoy their right to a life free of violence, **within an inclusive and gender-equitable economy**.

Required skills: Ability to coordinate across various departments, autonomous bodies and stakeholders, capacity to analyse budgets and policies from a gender perspective and integrate gender into policy development.

Financial resources needed to carry out the good practice: While no additional financial resources are necessarily required, the socio-economically disadvantaged country of Timor-Ļeste saw contributions from a number of partners, including **UN Women, UNDP and UNICEF** who worked to streamline the process. Other donors included the **Governments of Australia** (Governance for Development initiative), **Ireland** (Irish Aid), **Norway and the European Union**. With incremental and sustained approaches to GRB being implemented by local authorities, Gender Budget Statement for 2019 Annual Action Plan mentions the allocation of **$1.17 million** to promote gender equality, **$138.59 million** to reduce gender inequality and **$1.04 million** for the empowerment of women and girls.

Processes and steps involved:

1. Timor-Ļeste's GRB efforts were formally introduced through **Parliament Resolution No.12** in 2010, but the foundations were laid as part of the country's initial establishment, supported by the UN.
2. Numerous concentrated efforts by **multiple stakeholders**, including the national women's machinery (Secretary of State for Equality and Inclusion), the Prime Ministers' Office and Ministry of Finance **have a vital role in leading and driving GRB**.
3. Other **UN bodies and external governments** were instrumental in **providing funding and streamlining processes**.
4. In 2011, **Gender Working Groups (GWG) were established in each ministry and state secretariat, as well as at district level**. This was achieved by designating high-level municipal public servants as GWG members, led by the Municipal President.
5. The **participatory element of civil society organisations (CSO)** saw CSOs and academia stakeholders including women's network Rede Feto and its members, particularly Fokupers and Alola Foundation, **actively engaging and advocating GRB** with the National Parliament and ministries for resource allocation.

Government reports on **budget execution via trimestral and annual reports** which include analysis on gender and child rights since 2017. **Gender equality monitoring frameworks and progress reports** are developed for various gender policies and international commitments.

Key Accomplishments/KPIs:

☐ **Explicit inclusion of gender equality objectives** in planning and budget documents across different departments and ministries.

☐ **Training and awareness raising** activities for ministries and parliamentarians.

• **Office for the Promotion of Equality (OPE)** to provide policy advice on gender equality within the Prime Minister's Office, concerning gender mainstreaming in legislation, policy and programmes and establishment of Gender Focal Points across line ministries and districts.

☐ **Adoption of Law against Domestic Violence (LADV)** -Budgets allocated to provide support to shelters of gender-based violence survivors.

Lessons learned
Constraints identified

Owing to Timor-Ļeste's history of colonisation and political and social unrest, **numerous constraints of infrastructure** for communication and collaboration, organisation, and funding existed, **requiring assistance from autonomous bodies and foreign governments** to achieve early goals. Due to the unrest, restoring general civil order was the first point of order for authorities, which has been an ongoing process since their declaration of sovereignty in 2002, owing to which the process of implementation of GRB was slow and gradual.

Opportunities for doing it differently:

While gender priorities were explicitly defined as commitments in early budget circulars and mandates, not much information was given as to how this may be achieved. **Clear communication on goals, methods for achieving them, and regular impact assessments is expected to expedite the process greatly**.

Tools and techniques:

Timor-Ļeste's **universal policy approach** to implement GRB good practices across ministries and civil society is built upon a **foundation of sustained, long-term efforts and an ethos of transparency**. This, combined with the **participation of independent groups and numerous governmental and non- governmental stakeholders** has encouraged equal rights for women and men, while broadening the horizons for uplifting women in terms of domestic violence, equal opportunity, and more.

Resources:

https://asiapacific.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2021/02/grb%20book%20english_final.pdf?la=en&vs=816

https://www.dfat.gov.au/about-us/publications/Pages/timor-leste-gender-responsive-budgeting-policy-note

https://www.unescap.org/sites/default/files/7.%20Timor%20Ļeste.pdf

Budget Call Circulars and Gender Budget Statements in the Asia Pacific: A Review by UN Women, Debbie Budlender

7. Creating Gender Responsive Budget Cycle in Ukraine through Gender Analyses & GRB Education

Key Takeaways:

1. Ukraine's approach **broadens the horizons of economic efficiency and gender equity** through **transparency in budget allocations** that take into account the **varying needs of men and women**, thereby creating a model for the **improved utilisation of public funds.**

2. **Integrating Gender Responsive Budgeting (GRB) into the budgetary processes** helps **bridge the gap between declared gender equality policies and allocation of resources for implementation.**

3. **Gender analysis** is the core of Ukraine's GRB approach. In the initial stages, the Ministry of Finance implemented the **collection of data on inequalities in programmes**, as a metric for evaluating further work. The data collected supported necessary changes to make the programmes more gender- responsive and helped to further institutionalise GRB.

4. Ukraine has invested in GRB **education of both government officials and the general public**, leading to a more holistic approval of GRB processes, and higher civil participation in the budgeting process.

Short abstract: Ukraine is the second-largest country in Europe after Russia with an area of 603,628 km^2. Its population of 41.4 million makes it the eighth-most populous country in Europe. The country's **Gender-Responsive Budgeting (GRB) programme** was **implemented between 2013 and 2020**, during which it was the largest global international project working with GRB.

Keywords: Gender Responsive Budgeting (GRB), Public Finance Management (PFM), Gender Budget Cycle, Gender Perspectives, Gender Analysis

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt the Ukraine strategy to anchor gender equality within the budgetary process. The Ukraine approach **broadens the horizons of economic efficiency and gender equity** through **transparency in budget allocations** that take into account the **varying needs of men and women**, thereby creating a model for the **improved utilisation of public funds**.

What problems does it solve? The purpose of the GRB project was to '**Increase economic efficiency and transparency in budget allocations that take into account the different needs of different groups of women and men**'. Applying gender perspectives to PFM institutions and practices **ensures equity between men and women**, via creation of a **budget plan that works for everyone's benefit** through equitable and fair distribution of resources. Integrating GRB into the budgetary processes helps **bridge the gap between declared gender equality policies and allocation of resources for implementation**. This includes both direct and indirect financing.

Required skills: Ability to collect gender data and conduct subsequent analyses. Collaborative framework of communication between different departments and ministries. implement changes in budget programmes and plans based on feedback in each budget cycle.

Financial resources needed to carry out the good practice: No additional financial resources are necessarily required. However, the Ukraine GRB project received initial funding from the Swedish Government and was implemented in partnership with the Ministry of Finance (MF) of Ukraine.

Processes and steps involved: In 2012, the Swedish Government through Sida (Swedish International Development Cooperation Agency) **launched pilot projects** in the Ivano-Frankivsk and Jugansk oblasts (regions) to popularise and showcase the benefits of GRB to government stakeholders. Following the successes of these projects, the MF officially requested bilateral cooperation with Sweden to **facilitate the national introduction of GRB in February 2013**.

Implemented by NIRAS in partnership with CPM, the GRB project was designed to run concurrently on national and oblast state levels to improve understanding of GRB and encourage implementation in all levels of the government.

Gender analysis is the core of Ukraine's GRB approach. In the project's nascent stages, the MF implemented the **collection of data on inequalities in programmes**, as a metric for evaluating further work. The data collected supported necessary changes to make the programmes more gender-responsive and helped to further institutionalise GRB.

Based on these results, **working groups provided recommendations** on objectives, activities, indicators and resources to make budget programmes more equitable. Over time, **the scope of GRB expanded from pilot oblasts to other areas**, including ministries and sectors. Today, GRB is a vital element of the processes of almost all parts of the country, thanks to active engagement and cooperation of relevant actors at State and Oblast levels.

The practical implementation of the GRB approach consisted of the following steps:

STEP 01 Identify gender issues in a sector (situation analysis). This step aims to identify key target groups of the programme, understanding their situation and capabilities.

STEP 02 Collect information (input data about the programmes under analysis). This step aims at gathering key data about the programme, its goal and objectives, principal beneficiaries, implementers, and expenses.

STEP 03 Conduct gender analysis of activities (measures, services). This step aims at studying the key programme activities and determining their impact upon gender equality in a given sector.

STEP 04 Conduct gender analysis of budget allocations/expenditures. This step allows assessing the allocation of budget funds between different groups of women and men as the programme beneficiaries.

STEP 05 Developing objectives and recommendations to improve gender equality (measures/services). This step aims at preparing recommendations to achieve greater gender equality within the programme.

(Source: https://www.niras.com/media/p1qocqbj/grb-book-final.pdf)

The three core elements of Ukraine's GRB process are:

- Gender budget analysis
- Amending programmes and budgets
- Consistent integration of GRB into the budget process and documents.

<u>Key Accomplishments/KPIs</u>:

Creation of a **gender-responsive budget cycle.**

Regulations governing budget relations have been **made gender-responsive**.

75% of all oblasts local budget programmes are **analysed from a gender perspective**.

Utilisation of ICT-In November 2018, the Prometheus website launched an online education course "Gender-responsive budgeting for community development" to educate on gender budgeting and gender budget analysis methodology. Around 9000 people passed the online course In less than two years, and over 9000 women and men in Ukraine have received a certificate of completion.

3,000 **civil servants gained knowledge and practical skills** on GRB application, many becoming GRB advocates.

1075 **budgets passports** at the local level **include gender aspects**.

Lessons learned
Constraints identified

- Because MF implemented GRB as a PFM enhancement, focus was removed from structural gender issues within budget programmes, leading to a **simplistic identification of beneficiaries**.
- **Political support** for changing budget programmes according to recommendations was needed and **often lacking**. Thus, many programmes that showed gender gaps remained unchanged.
- The **legislation contains no binding provision** for use of the GRB approach in the budget process, the Key Spending Units (KSUs) encounter difficulties in implementation at both state and local levels.

Opportunities for doing it differently:

- **Better cooperation between MF and gender mechanisms** (Ministry of Social Policy's Department for Gender Equality, State Commissioner for Gender Equality and others) would further strengthen the scope of GRB.
- **Political and legislative support at all levels** of GRB work to incentivise ministries and departments towards implementation. **Mandatory development of binding internal regulatory frameworks** in KSUs is necessary.
- GRB work should take into account **larger gender issues** such as care economy, overall funding envelopes and fiscal space, and cross-cutting of gender issues.
- **Publishing of a GRB Statement** as part of the budget cycle, to enhance accountability and inform on gender impact of policies and programmes would be useful.
- **Investment in infrastructure** for the collection of gender-disaggregated data would greatly enhance the scope of GRB work.

Tools and techniques:

The methodology adopted by the Ukrainian government is built upon the **foundation of gender analyses**, which aids in **evolving programmes and plans to suit the changing landscape of gender-specific needs and preferences**. The **emphasis on transparency,** as well as **education of both government officials and the general public**, leads to a more holistic approval of GRB processes, and higher civil participation in the budgeting process.

Resources:

https://www.niras.com/media/p1qocqbj/grb-book-final.pdf
https://library.fes.de/pdf-files/bueros/ukraine/12554.pdf
https://journals.indexcopernicus.com/search/article?articleId=2925693

8. Integrating Gender Perspectives into Medium-Term Expenditure Frameworks in Ecuador

Key Takeaways:

1. The Ecuadorian approach to Gender Budget (GB) **aims to create an equitable budget plan for both men and women** through means of **gender budget analyses and advocacy**, **affirmative actions** and **allocation of specific funds** for actions favouring gender equity **through its municipalities.**

2. It also **broadens the horizons of economic equity and efficiency** by **creating awareness** in each sector of the gender issues underlying political and administrative decisions thereby **allowing for more participation** in the development of political, social and economic agenda.

3. To implement Gender Responsive Budgeting (GRB), the **Ministry of Finance (i) developed a classification system to institutionalize gender budgeting in public finances**, (ii) incorporated a **compulsory requirement to report gaps in gender equality into the Organic Code on Planning and Public Finance**, and (iii) **issued Budget Guidelines**.

Short abstract: The Republic of Ecuador is a country in north-western South America, which was colonized by Spain during the 16th century, achieved independence in 1820, and emerged as a sovereign state in 1830. Ecuador's history of GB dates back to 1996, with the institutional status of gender issues being strengthened in 1998 by the inclusion of women's rights in the Political Constitution. The Ecuadorian approach to GB **aims to create an equitable budget plan for both men and women** through means of **gender budget analyses and advocacy**, **affirmative actions** and **allocation of specific funds** for actions favouring gender equity through its municipalities.

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt the Ecuadorian strategy to anchor gender perspectives within the budgetary process. The Ecuadorian approach **broadens the horizons of economic equity and efficiency** by **creating awareness** in each sector of the gender issues underlying political and administrative decisions thereby **allowing for more participation** in the development of political, social and economic agendas.

What problems does it solve? In the years between 1995 and 2005, Ecuador grappled with a series of crises, from structural adjustment policies to political instability which manifested in a succession of three governments in five years, and the debilitation of democratic institutions. Owing to this instability, free exercise of human rights was impaired, with women and girls being the hardest hit demographic

segment. According to statistics, **women and girls recorded less access to basic social services, lowerpay, little to no participation in decision-making, and endured violence and harassment**. Due to a mixed ethnic and cultural demographic, Ecuadorian women faced dual discrimination- as women and on account of their ethnic and cultural origins. The Ecuadorian agenda to **include the needs and preferences of genders within their budgetary planning** meant that, despite these socio-economic circumstances, **progress was made in recognition of women's rights and government policies on gender issues**.

Required skills: Sustained political will to implement GRB and develop the necessary infrastructures. Ability to collate and analyse gender-specific data, and create subsequent budget plans taking into account gender needs and priorities.

Financial resources needed to carry out the good practice: No additional financial resources are necessarily required. However, the Ecuadorian government was aided by contributions from multilateral organisations such as **UNIFEM** and the **United Nations Volunteers (UNV)** program. The country also has a dedicated **National Council for Women (CONAMU)** functioning as the oversight organ for government budgets and policies with a gender perspective.

Processes and steps involved: The **Constitution mandates fundamental principles**, such as non-discrimination and equal protection of law; the right to decide when and how many children to procreate; the right to receive equal remuneration for work of equal value; equal rights and opportunities for women and men to access and determine productive and ownership resources among others.

To implement GRB, the Ministry of Finance **developed a classification system to institutionalize gender budgeting in public finances**. In 2010, authorities incorporated a **compulsory requirement to report gaps in gender equality** into the Organic Code on Planning and Public Finance.

B**udget guidelines were issued** with instructions on how to incorporate a gender focus in government budget circulars and to revise the budget classification system to include gender equity in functional classification alongside other spending areas. This classification system enables expenditures for the promotion of gender equality to be registered similarly to sectorial spending. **The gender equity classification (referred to as Function K)** includes spending to promote and support social and political participation and the exercise of citizenship; a life free of violence; sexual and reproductive rights; mechanisms for care providers; equality of opportunity in access to work; equality of opportunity to access financial and non-financial resources; access to resources to obtain sustainable development actions; and ancestral knowledge.
Function K and the amounts of funds allocated grew substantially from 2010 to 2012.
The next step was to **transform the functional classification into a Catalogue for Orientation of Expenditure on Gender Equality Policies (COGPIG)**. This enabled the following:
   i.   linking activities of institutional programs with strategic aims and goals.
   ii.   Recognizing the cross-cutting application of expenditures on equality to other groups in the population.
   iii.   Facilitating monitoring of the budget execution.

To encourage COGPIG, budget guidelines mandate that **institutions define at least one activity that relates to gender equality policies**, to be registered in COGPIG.

For monitoring and accountability, the guidelines stipulate those institutions must present **reports on the use of gender resources registered and results obtained**.

Key Accomplishments/KPIs:

The **establishment of infrastructures** to prevent discrimination on basis of gender.

Policies and credit lines to uplift rural women in terms of economic status and

poverty. **Higher rates** of female literacy.

Lower rates of domestic violence.

CONAMU devised programmes for implementing economic and labour policies with a gender perspective, as well as mechanisms for coordinating and negotiating intersectoral agendas.

Increased participation of women as candidates in national elections and for senior positions.

Lessons learned

Constraints identified

- **Lack of clear national statistics** on domestic and gender-related violence.
- **Cultural perception and prejudice** of women in positions of power dampen prospects of women in political parties and positions of leadership.
- **Lack of legislative measures** for allocating resources to the design, execution, and monitoring of programmes and projects geared to promoting equal opportunities and the elimination of gender gaps.
- **Lack of resources**, both financial and human, for CONAMU.

Opportunities for doing it differently:

- Necessary to **integrate gender perspectives into national and sectoral budgets** to promote gender equality, and for the full exercise of women's rights.
- **Strengthening existing mechanisms for communication and data collection**, with an added element of civil society participation. Better coordination between entities upholding the institutional status of gender to derive better outcomes.
- Need for **large-scale awareness-raising activities** and supporting the organisation of girls, youth, women teachers and mothers to maintain their legislative rights and monitor the on-ground realities of gender discrimination.
- **Additional resources, both financial and human**, to be dedicated toward CONAMU to enable gender goals.

Tools and techniques: The Ecuadorian **constitutional mandates** of non-discrimination and equal protection of law, as well as others that protect gender priorities, coupled with the nation's long-term concerted efforts towards **integrating gender perspectives into their budgeting**, has enabled a gender-sensitive and responsive environment within which women may flourish. **Function K introduced clear classifications for problem areas**, which could then be worked upon in a dedicated manner. **Budget guidelines** under COGPIG ensure both **transparency and accountability** in terms of departmental efforts,

while CONAMU-enabled **awareness-raising** and gender sensitizing activities ensure that GRB **tools and methodologies are deeply ingrained** in the political, legal and social framework.

Resources:

- https://www.un.org/womenwatch/daw/Review/responses/ECUADOR-English.pdf
- https://www.adb.org/sites/default/files/project-documents/51355/51355-001-tacr-en_0.pdf
- https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_111403.pdf

9. Analysing Macro Policy and Budgeting for Fostering Gender Equality in Tanzania

Key Takeaways:

1. Tanzania's **gender budgeting efforts** serve to **highlight priority themes and challenges** in different sectors and domains, and **present recommendations for action** by different stakeholders, thereby **integrating gender equality in macro-policy.**

2. A **Gender Mainstreaming Working Group—Macro Policy (GMWG-MP)** has been established to provide a **forum for dialogue between the government and other stakeholders** on gender-oriented economic policy matters.

3. Staff have been **trained in gender planning and budgeting** and a **gender budget statement training manual and a GRB manual** have also been developed. **Various ICT tools** have been leveraged to promote **exchange of knowledge on gender issues**, and **integrate gender analysis** in teaching curriculum and research agenda.

Short abstract: Tanzania is a low-income, agricultural-based developing country, which, like Uganda and Rwanda, has made significant progress in improving macroeconomic control and strengthening growth. As in these other countries, women need more education, better health care, and better work opportunities. Tanzania's **gender budgeting efforts** were stimulated by a **coalition of nongovernmentalorganizations** and aim to **highlight priority themes and challenges** in different sectors and domains, and **present recommendations for action** by different stakeholders.

Keywords: Gender mainstreaming, Tanzania Gender Network Programme (TGNP), Gender Mainstreaming Working Group (GMWG), Macro Policy, Gender Equality and Women Empowerment (GEWE)

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt same strategy to **anchor gender equality within the budgetary process.** The process serves to **highlight priority themes and challenges** in different sectors and domains, and **present recommendations for action** by different stakeholders, thereby **integrating gender equality in macro-policy.**

What problems does it solve? The initiative started after a review by UNIFEM in 2008 that noted that the **awareness of budgeting was widespread but its implementation was inconsistent**. To solve the issue, the programme focuses on **mainstream gender issues** as a prerogative for output/outcome-oriented budget and addressing gender-oriented issues.

Required skills: Training on data gathering and gender-oriented issues, identifying key thematic areas for gender equality, drafting gender budget statements

Financial resources needed to carry out the good practice: The initiative is supported by the **MoFP, UN, and European Union (EU)** along with other selected ministries. However, funding still remains largely donor dependent.
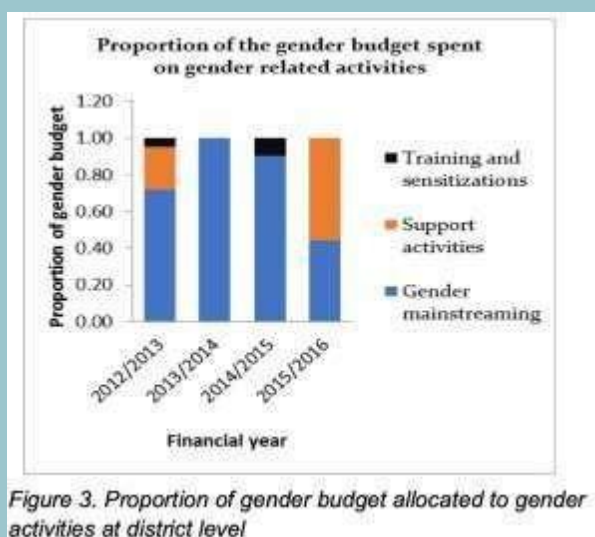

Figure 3. Proportion of gender budget allocated to gender activities at district level

Processes and steps involved: The Gender Budget Initiative (GBI) was started in 1997 and is led by the **Tanzania Gender Network Programme (TGNP)**, a non-governmental organisation working in a civil society coalition called FEMACT (feminist action). The aim of the initiative is to **influence the national budget and its budgetary process to adopt gender interpretations** so as to reach and benefit both genders on a more equal basis.

TGNP and its coalition partners have **used gender budgeting techniques to analyse the macro-economic framework and its implications** for social policies, expenditures, taxation and debt.

A Gender Mainstreaming Working Group—**Macro Policy (GMWG-MP)** was established to provide a **forum for dialogue between the government and other stakeholders** on gender-oriented economic policy matters, and was housed in the Ministry of Community Development, Gender and Children. It commissioned the Tanzania Gender Networking Program to study issues relevant to guiding fiscal policies. Through GMWG-MP, the United Nations (UN) Women has provided technical assistance in sex disaggregating existing and potential monitoring indicators for the FYDP II. The indicators have been shared with the Government for consideration during the drafting of the FYDP II's Monitoring and Evaluation (M&E) master plan. The group has also **facilitated policy dialogues on GBV and gender auditing** in the then Ministry of Health and Social Welfare (MoHSW). The latter led to the review of cost- sharing aspects of maternal health, which in turn led to the introduction of free medical services for pregnant and lactating women.

Since 2010, the Ministry of Finance has given **gender-specific instructions to national and local government agencies in developing their budgets**. It has earmarked two ministries, the Ministry of

Agriculture and the Ministry of ļabor, and two local government authorities, Temeke Municipality and Morogoro District Council to pilot a new phase of the implementation of gender budgeting.

In 2013, the women's caucus in Parliament, the Parliamentary Budget Committee, and other groups planned for the **implementation of gender budget statements.** A gender budget statement training manual and a GRB manual were also developed.

The **information and analysis of data** was informed by the **rights-based approach to gender equality and women's empowerment,** which articulates the demands by individuals to live in an equitable and secure environment as a legitimate claim.

The steps taken in detail were as follows: 1) A desk review of key documents 2) Training on data gathering with Ministries Departments and Agencies (MDAs) 3) Identification of key thematic areas in consultation with MDAs 4) Compilation of national statistics in collaboration with the NBS 5) Interviews to elaborate information and showcasing case studies 6) Consultative forums with Gender Focal Points (GFP) from MDAs.

Leveraging ICT tools

Gender analysis has been **integrated in teaching curriculum and research agendas** in some specializations, such as in the social sciences and humanities, management, law and education, and is being encouraged even in the natural and applied sciences and engineering. The gender training institute of the TGNP and the Bachelor of Arts in Gender Studies at the Mwalimu Nyerere Memorial Academy **offer certificates/degrees in gender studies**. Networking and community outreach programmes by HĮIs have also been developed to **promote the exchange of knowledge on gender**

Key Accomplishments/KPIs:

The GBI has **given civil society a rare opportunity to influence government policy and strategy**, as well as those of donors.

Progress has been seen in key areas especially Ministry of water. An institutionalised gender analysis in Tanzania secured a 3 per cent increase in budget allocations to the Ministry of Water for infrastructure projects that typically benefit women.

Because of a long history of development studies in Tanzania, there are **more researchers and activistsavailable with the basic skills of gender-analysis of budgets**.

Permanent ministerial secretaries attended **orientation sessions** and staff for gender-oriented issues, from ten regions and the district councils, were **trained in gender planning and budgeting.**

Lessons learned

Constraints identified

- There is a need to **analyse and promote issues from both gender equality and an empowerment of women perspective**, to cover the inclusion of men both as agents of change and beneficiaries in the equality work.
- Considering women as a **homogeneous group can marginalise special population categories**, such as people with disabilities and the elderly in the Gender analysis.
- **Financing GEWE activities remains a challenge and largely donor dependent**. Most institutions struggle to quantify and track investments made in gender interventions. This is only recently being addressed through the Public Financial Management Reform (PFMRP).

Opportunities for doing it differently:

- The **knowledge management function** for MDAs working on GEWE and donors supporting these activities need to be strengthened.
- **Increasing funds allocation to GEWE activities** across all levels of implementation (MDAs).
- **Developing strategies for mapping and monitoring of mainstreaming GEWE** in the key economic sectors.

Tools and techniques: Tanzania's gender budgeting strategy can be adopted by others to **anchor gender equality within the budgetary process. It** serves to **highlight priority themes and challenges** in different sectors and domains, and **presents recommendations for action** by different stakeholders, thereby **integrating gender equality in macro-policy.** A Gender Mainstreaming Working Group—**Macro Policy (GMWG-MP)** provides a **forum for dialogue between the government and other stakeholders and training in gender planning and budgeting enables capacity building of relevant stakeholders** involved in the process.

Resources:

- https://books.google.com/books?id=DWXMDwAAQBAJ
- http://www1.worldbank.org/publicsector/MexicoWorkshop/WinnieByanyima.doc
- https://books.google.com/books?id=-JgYEAAAQBAJ
- https://docplayer.net/153080266-The-united-republic-of-tanzania.html
- https://www.ndi.org/sites/default/files/Handout%202%20-%20Gender%20Budget%20Initiative%20Case%20of%20Tanzania.pdf

10. The Penang Model for Preparing Gender-Responsive and Participatory Budgeting (GRPB)

Key Takeaways:

1. The Penang State Government **is using a blended approach of gender-responsive and participatory budgeting** to **guide public expenditure** for addressing the **needs of its citizens in two pilot municipalcouncils.**

2. The model demonstrates the idea of **'needs-based gender budgeting' and as the process in itself is transparent**, the **acceptability of the budget among the citizens is high.**

3. **Advisory organisations such as PWDC** have a critical role to play in this model for **building the capacities of all stakeholders** for preparing gender responsive budgets.

4. For long-term sustainability of the participatory process, it is essential to **institutionalize GRPB into public administrative processes at both community and local government levels.**

Short abstract: With a vision to make Penang the **number one city globally in terms of people-centered governance**, Penang Women's Development Corporation (PWDC) is working in close collaboration with the Penang Island Municipal Council (MPPP) and Seberang Perai Municipal Council (MPSP). Using a **blended approach of gender-responsive budgeting and participatory budgeting**, the Penang State Government aims to **guide public expenditure** in addressing the **needs of its citizens in both municipalcouncils**. The **Penang Model offers** its stakeholders the opportunity to be **agents of change** and give them a **sense of ownership** to the budgetary process.

Keywords: Gender budget, participatory budgeting, strategic needs, empowerment

Authors: Penang Women's Development Corporation

Applicability of this good practice: The good practice provides robust evidence for a participatory governance model through empowering its citizens, especially women, to become agents of change for their communities. It is able to **demonstrate the feasibility of the participation process and government- citizen partnership** for developing an effective, equitable and inclusive budget. Governments at all levels can draw lessons from the Penang Model to **establish similar partnerships** in their constituencies to **prepare a participatory gender responsive budget** that is embedded in gender equality and social justice.

What problems does it solve? The model demonstrates the idea of **'needs-based gender budgeting'**. By involving both men and women in the planning and budgeting process, the budgetary process provides the desired platform and space for **integrating the needs of the common citizens**. Instead of the government alone deciding on the plans and allocating the financial resources, it is the **citizens**

who along with the government plan and prepare the budget. The **process in itself is transparent** and hence, the **acceptability of the budget among the citizens is high**.

Required Skills: Initially there is a need to **inculcate a common understanding of gender budgeting and participatory budgeting for all stakeholders**. The **importance of citizen's participation** in the budget making process needs to be clearly articulated and for which there is a need for **expert advice**. Organisations like PWDC are the catalysts that can bring the change in the mindset, intent and action of the policymakers towards a more gender just budget. These **advisory organisations work with all the stakeholders to build their capacities for preparing a gender responsive budget**.

What financial resources are needed to carry out the good practice? Compared to the total values of the budget, the **additional financial expenses for adopting a participatory approach for budget development is miniscule.** The expenses are mainly towards **hiring an advisory organisation** and the **administrationcosts for conducting the participatory workshops.**

Processes and steps involved: The Penang Model was developed during the last decade. Initially, the Penang local Government focused on developing a gender responsive budget. To that extent, a gender mainstreaming conference was held in 2010 to deliberate on the way forward. **In 2011, the Penang Women's Development Corporation (PWDC) was institutionalised for achieving the objectives of gender equality and social justice**. Between 2012 and 2015, while **GRB was implemented**, in parallel the discussions shifted towards the **integration of participatory approach** for developing the GRB. Between 2016 and 2018 a study trip was undertaken by officials from the Penang local Government to Berlin to understand the process of developing a GRPB.
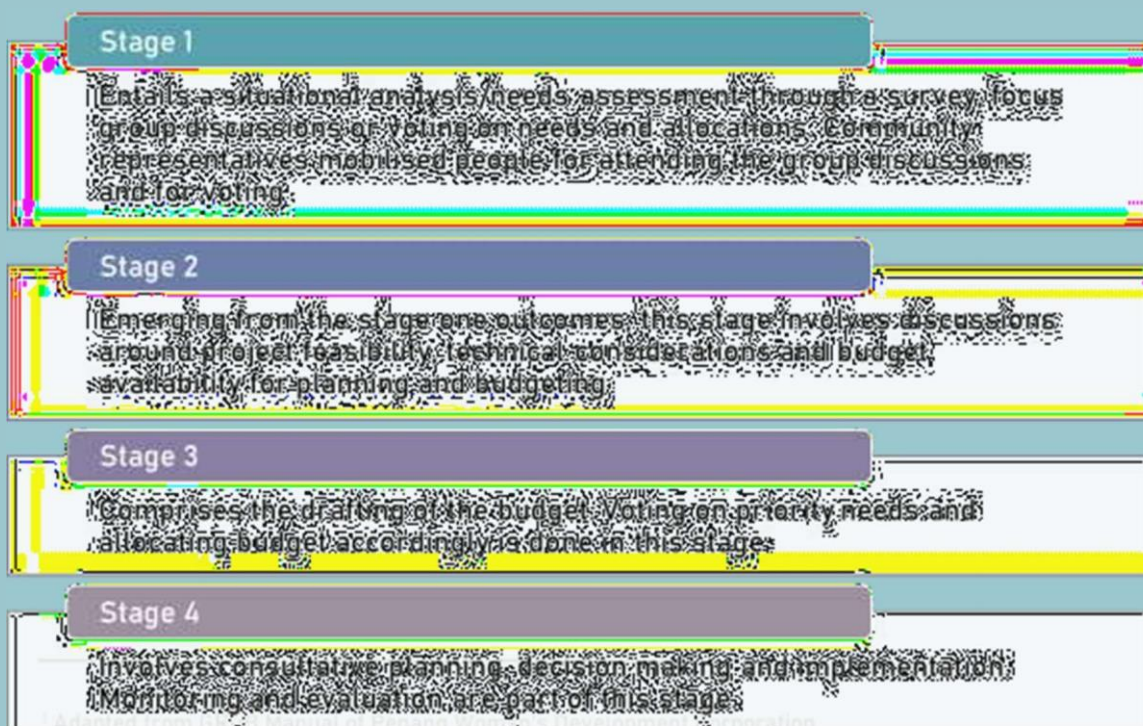
Following the visit, a Strategic Plan of Action (2016–2018) was formulated **to implement GRPB in two municipalities** of Penang as pilot. The Strategic Plan of Action consisted of 3 key areas:

 i. **Strengthening the structure and mechanisms** within the State and local governments.

 ii. **Integrating GRB in budget cycle** (enhancing sex-disaggregated data, gender analysis)

 iii. **Providing capacity building**, for local government staff and other stakeholders

In 2019, the GRPB was implemented in two municipalities Penang Island Municipal Council and Seberang Perai Municipal Council. The key strategies adopted for implementing the GRPB are:

 a. **Piloting services** based on the common priorities of authorities and communities.

 b. **Engaging the community** in identifying actions, implementation and monitoring the impact.

 c. **Using GRB tools**- sex-based user counts, needs analysis and sex-disaggregated beneficiary analysis to inform budgeting priorities.

 d. **Working with government staff** to facilitate transfer of knowledge, and building linkages with the community.

The GRPB model is underpinned by the following **four stages**:

Stage 1

Entails a situational analysis/needs assessment through a survey, focus group discussions or voting on needs and allocations. Community representatives mobilised people for attending the group discussions and for voting.

Stage 2

Emerging from the stage one outcomes, this stage involves discussions around project feasibility, technical considerations and budget availability for planning and budgeting.

Stage 3

Comprises the drafting of the budget. Voting on priority needs and allocating budget accordingly is done in this stage.

Stage 4

Involves consultative planning, decision making and implementation. Monitoring and evaluation are part of this stage.

Adapted from GRPB Manual of Penang Women's Development Corporation

Key accomplishments[3]:

1. **Distinct framework** that "allows communities to express their priorities in a participatory, democratic and gender-sensitive way".

2. **Bridge between the community and local administration**, which has helped in increasing budget allocations to improve living conditions.

3. **Address the strategic needs of women** — through workshops on violence against women and promoting leadership among women.

4. **Women's empowerment** — opportunities for women to take up leading roles, mobilize participation in the surveys and FGDs and in supporting the registration and voting exercise.

Lessons Learned

A. **Constraints identified within the good practice: Sufficient time needs to be allocated** for preparing the budget as providing opportunity to all for participating & giving their views on the budget is a time taking process. The **platform needs an expert hand** to acknowledge the diverse voices from

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[3] Adapted from GRPB Manual of Penang Women's Development Corporation

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different interest groups, summarise these varied viewpoints, and come to a conclusion on the final list of budget activities. Additionally, **understanding of the gender differentiated challenges is a critical aspect of developing a gender budget**. Thus, even in participatory mode of discussion, it will be essential that men are cognisant about the issues faced by women and allow the planned solutions to be a part of the budget. **Power equations needs to be levelled** during the discussions so that women and people from the marginalised groups get the desired space to voice their concerns and ensure the integration of resolutions as part of the budget.

B. **Opportunities for doing it differently:** Going forward, for sustaining the participatory process, it will be essential to **institutionalize GRPB into public administrative processes at both community and local government levels**.

Tools and Techniques: The Penang Model provides robust evidence for a participatory governance model through empowering its citizens, especially women, to become agents of change for their communities. The role of **participatory process and government-citizen partnership** for developing an effective, equitable and inclusive budget is critical and insights can be drawn from this by others to **establish similar partnerships** in their constituencies to **prepare a participatory gender responsive budget** that is embedded in gender equality and social justice.

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11. Leveraging ICT tools for Participatory Gender Budgeting in the USA

Key Takeaways:

1. USA's deployment of **ICT-enabled participatory budgeting produces the required gender data** to inform future budget policies and **expand the horizons of Gender Responsive Budgeting (GRB)** by streamlining gender preferences and priorities into the decision-making process.

2. This strategy helps **create an environment of inclusivity within the budgeting process,** and **foster transparency and accountability in decision-making** through means of technologies for data collection, reporting and communication.

3. The use of ICTs in GRB **creates channels through which civilian participation is integrated into thebudgeting process**, thereby creating a system that is truly responsive to gender needs and priorities as they evolve in real-time.

4. The Participatory Budget (PB) is an **annual cycle** that has the following stages: ideas collection, proposal development, citizen's vote, and implementation of winning projects. The PB process is led by a **Steering Committee,** and supported by the **Budget Delegates Committee** and the **Participatory Budgeting Project.**

Short abstract: The United States of America (USA) with a population of more than 331 million people is the third most populous country in the world. The US's relationship with **ICT-enabled participatory budgeting** began in 2009 in Chicago and has since spread to more than 20 cities, some of which have now multiple PB processes. Through means of civic participation, the US model can **produce the required gender data** via Information Communication Technologies (ICTs) to inform future budget policies and **expand the horizons of Gender Responsive Budgeting (GRB)** by streamlining gender preferences and priorities into the decision-making process.

Keywords: Participatory Budgeting (PB), Gender Responsive Budgeting (GRB), Information Communication Technologies (ICTs)

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt the US strategy to **create an environment of inclusivity within the budgeting process,** and **foster transparency and accountability in decision-making** through means of technologies for data collection, reporting and communication.

What problems does it solve? The use of ICTs in GRB **creates channels through which civilian participation may be integrated into the budgeting process**, thereby creating a system that is truly responsive to gender needs and priorities as they evolve in real-time. Unlike many processes of political participation, **low-income residents constitute a large proportion of the participants, allowing for**

greater representation for members of society who have been disenfranchised. Most PB processes in the US **enable voting rights for residents who are otherwise ineligible to participate in general elections** because of age or immigration status, **making PB a more inclusive democratic assembly of the city**. The use of ICTs also enables **information to be collected and categorised automatically,** eliminating margins for human error and prejudice within the process of financial planning.

Required skills: Infrastructure for ICTs is required to allow for access and effective participation amongst all demographics of society. Ability to **collect and analyse data** presented by ICTs, **conduct gender audits** to assess the effectiveness of ICT-enabled GRB processes, **and political and civil will to participate** are additionally needed to make the process efficient and effective.

Financial resources needed to carry out the good practice: Besides **initial investments into ICTs** and **subsequent infrastructure requirements** (such as computers in public spaces, etc.), no additional financial resources are necessarily required. However, individual cities in the US have their own localised PB processes in place, which are **sponsored by various kinds of communities** such as districts, neighbourhoods and schools.

Processes and steps involved:
PB in the US began in Chicago with a single pilot project in 2009 and has evolved to over 50 active PB processes across 14 cities in 2016-2017. While the process varies from city to city, featuring diverse organizations, stages and methods, it generally follows **an annual cycle of the following stages**:

• **Idea Collection: Citizens brainstorm ideas in a variety of settings** (face to face meetings, online forums, online maps, polls, surveys etc.). Cities employ ICTs such as OpenPlans' Shareabouts an interactive map that includes a form to submit ideas, or Open Town Hall, a popular platform to maintain citizen discussion forums on topics relevant to the city administration.
• **Proposal Development:** Groups of either elected or volunteer citizens **categorize and develop ideas collected into proposals** with help from experts and city staff. These are then evaluated and aligned with community needs and their potential impact
• **Vote:** After project proposals are finalized, **citizens vote** to decide which projects to fund. For example, the Stanford Crowdsourced Democracy Team offers a platform for digital/online voting, used in Jong Beach, Vallejo and Cambridge.
• **Implementation:** The city **executes the winning projects**.

In the US, the PB process is led by a Steering Committee, comprising city staff, representatives of local community organizations, and other volunteer citizens. Together, they plan and facilitate the PB process, starting by determining the rules, dates, and methods to be used. Additionally, **Budget Delegates Committees** that are formed by citizens who are either selected within the Idea Collection assemblies or recruited as volunteers, develop ideas into proposals by categorizing, filtering, merging, and refining ideas in close collaboration with city staff. A third actor in the US is the **Participatory Budgeting Project**, a national non-profit that offers consulting and training on best practices to cities, organizations, and citizens.

Another important facet of ICT-enabled participatory budgeting in the US is communications and outreach. For outreach purposes, authorities use email, text messages, phone calls, and social media

(e.g., Facebook and Twitter) as well as flyers and traditional media (including TV, radio and newspapers). City officials and local community groups also use newsletters and council websites to inform residents.

An interesting area of research and development for PB and citizen participation in the US is gaming. **The Big Easy Budget Game was used in New Orleans to collect simulated budgets created by citizens.** Similarly, CitizenBudget uses the same approach for budget consultations. @Stake is a game for facilitating idea-collection or budget delegate training.

<u>**Key Accomplishments/KPIs:**</u>

More than 50 sites have initiated a PB campaign over the past two years, either at the district level (85% of all cases) or citywide.

Chicago **increased the number of participants in idea collection by 26%** by using "robocalls" (automated phone calls) as well as purpose-specific platforms such as Textizen, a web platform designed to send, receive, and analyse SMSs to residents of a city.

Digital voting was particularly successful in Cambridge's first PB cycle in 2015, where the majority of voters participated by submitting online ballots (around 82%).

In April 2002, the Berkman Center for Internet and Society at Harvard University launched a **six-week online module on "Violence against Women on the Internet"** to educate on the various ways in which violence against women is facilitated through the use of the Internet, as well as ways in which the Internet may be used as a site of resistance to such violence.

Lessons learned

Constraints identified

- **Lack of defined channel of communication** between community members and budget delegates. Tools specially designed to support communication and collaboration of groups aren't effectively utilised (e.g., Slack, Asana, etc.).
- **Unequal access to ICT tools** can lead to implicit gender divide hidden in the process.
- **Technical difficulties in ICT-enabled processes** such as difficulty with grouping and merging of similar ideas, prioritizing, providing feedback on tickets, problems with online voting, and a lack of resources to effectively combat these issues remain of high concern.

Opportunities for doing it differently:

- Steps must be taken to ensure **that women benefit equally from ICT**, including equal access to ICT-related education, training and entrepreneurship opportunities and equal access as producers and consumers of ICT through public and private partnerships.
- There is a **need for more transparency** and for all stages where decisions are made to allow for more direct forms of democracy. More participation and dialogue involving city staff is needed.
- **Mainstreaming and monitoring** of a gender perspective in all ICT initiatives would be useful.
- **Collecting sex-disaggregated data** on the use of ICT and women's participation in policy-making as well as developing targets, indicators and benchmarks to track the progress of women's and girl's access to the benefits of ICT.
- **Promoting residents' ability** to have direct input and decision-making power over proposals.

- **Publishing more data about the processes involved**, that make it easy to understand individual phases, the evolution of individual ideas, their connection and potential impact on the community, as well as the facilitation of citizen collaboration.

Tools and techniques: The US model of ICT-enabled GRB **empowers the people to decide how to spend public money**. This can be a good thing for many reasons. It **better reflects citizen interests, holds policymakers more accountable, improves implementation and, as a result, increases the standard of living**. Through the use of communication tools, **information on budget allocations and government expenditure** can be made readily available, allowing for back-and-forth between civilian society and legislators.

Resources:
- https://www.egovspace.co.in/achieving-participatory-budgeting-goals-through-the-use-of-ict/
- https://hal.inria.fr/hal-01519127/document
- https://www.participatorybudgeting.org/
- https://www.un.org/womenwatch/daw/public/w2000-09.05-ict-e.pdf

12. Empowering Nigerian Women through GWIN Gender Responsive Budgeting Programme

Key Takeaways:

1. **Growing Girls and Women in Nigeria (GWIN) is an innovative GRB programme that links government budgeting processes to specific targets** to improve the lives of disadvantaged girls and women in Nigeria**.**

2. GRB Project objectives include (i) **mainstreaming gender into policy and budgetary process**; (ii) **building and empowering a critical mass of stakeholders** to influence the budgetary process by carrying out evidenced-based advocacy to influence the budget process; and (iii) **creating and managing a virtual observatory of the project to ensure sustainability**.

3. In 2020 and 2021, the Centre for Gender Economics (CGE) Africa came up with **new developments to be accommodated to the GRB process**. These were: Governments should **mainstream gender sensitivity in all stages of the budgeting cycle** from preparation, passage and approval, monitoring and reporting, evaluation and audit. **The gathering and analysis of relevant gender disaggregated data** is to be undertaken by the National Bureau of Statistics and other data gathering agencies

4. Five Ministries and Departments relevant from the gender perspective were considered in the initial stages for steering the GRB process. These comprised – Ministry of Water Resources, Ministry of Agriculture, Ministry of Works & Ministry of Health and Ministry of Communications

Short abstract: Nigeria, a country on the Gulf of Guinea, is a multi-ethnic & culturally diverse federation, and the largest economy and most populous country in Africa. About 87 million people live in extreme poverty in Nigeria (World Poverty Clock, June 2018), which is about 50% of the entire population. Women suffer unequal treatment with regards to access to education, labour, and land ownership, amongst others. **GRB in Nigeria is premised on the country's national and international obligations** under standards to respect, protect and fulfil the fundamental rights and freedom of women and girls from violence, inhuman and degrading treatment.

Keywords: gender budgeting, Growing Girls and Women in Nigeria (GWIN), mainstreaming gender

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt same **strategy to plan effective allocation of resources based on set indicators**. The process **expands the horizon for equal opportunities** by investing in the empowerment of girls and women in Nigeria.

What problems does it solve? **Growing Girls and Women in Nigeria (GWIN) is an innovative GRB programme that links government budgeting processes to specific targets** to improve the lives of disadvantaged girls and women in Nigeria.

Required skills: training, carrying out evidenced-based advocacy to influence the budget process; and creating and managing a virtual observatory of the project to ensure sustainability.

Financial resources needed to carry out the good practice: Initial amount 3billion Naira startup funds
Processes and steps involved: Nigeria started its GRB journey with the **Nigeria Gender Budget Network (NGBN)** which began in 2004 and was facilitated by the **Centre for Democracy and Development (CDD) and UNIFEM (now UN Women)**. **GWIN** was started in 2015 as an initiative of the federal government of Nigeria to empower hard-to-reach women and girls in the country. **Five Ministries** – Ministry of Water Resources, Ministry of Agriculture, Ministry of Works, Ministry of Health and Ministry of Communications **were chosen for the pilot phase**. The initiative was **coordinated by Nigeria's FederalMinistry of Finance** which integrated tangible results for girls and women in the annual budgets of Ministerial Departments. The **Ministry of Women Affairs and Social Development monitored theimplementation.**

Example of the process from Ministry of Communication:

S/N	Ministry	Focus	Target	Achieved
2	Federal Ministry of Communication Technology	Girls and women access/receive reliable and relevant daily information content via any mobile device.	2 million	nil
		Secondary school girls gain access to ICT tools and mentorship to prepare them for career in the ICT sector	1,200	1,850
		Young girls provided with 3-day general ICT training, the best 200 receive higher level training certification by Huawai and 200 certified provided job placement	1,000	400
		IT Club Managers gain access to ICT tools for effective IT club management and mentoring of beneficiaries of Girls ICT Club	48	28

Source: Convention on the Elimination of All Forms of Discrimination against Women

In April 2021, the Centre for Gender Economics (CGE) Africa called for the implementation of a Gender Responsive Budgeting (GRB) as part of measures to protect the interests of women and engender societal development in the country.

The organisation's GRB Project objectives include **mainstreaming gender into policy and budgetary process**; **building and empowering a critical mass of stakeholders** to influence the budgetary process by carrying out evidenced-based advocacy to influence the budget process; and **creating and managinga virtual observatory** of the project to ensure sustainability.

Key Accomplishments/KPIs:

Two million female farmers received cell phones to improve access to and the exchange of information.

Lessons learned

Constraints identified

- The major challenge inhibiting the full realisation of gender responsive budgeting remains **non-sustainability of established initiatives and programmes**.
- Focus was more on **results indicators and not the budget**.

Opportunities for doing it differently: In 2020 and 2021, the Centre for Gender Economics (CGE) Africa came up with **new developments to be accommodated to the GRB process**. These were:

- Governments should **mainstream gender sensitivity in all stages of the budgeting cycle** from preparation, passage and approval, monitoring and reporting, evaluation and audit.
- **The gathering and analysis of relevant gender disaggregated data** is to be undertaken by the National Bureau of Statistics and other data gathering agencies.
- **Training and capacity building** of stakeholders involved in the process.
- **Increased budgetary provisions** accompanied by full releases and utilization of appropriated funds.
- **The Audit Reform Bill,** currently pending in the National Assembly, to specifically include gender audit as one of the audits to be carried out by the Auditor-General of the Federation.
- The **preparation and dissemination of Gender Budget Statement** by the civil society, in collaboration with relevant agencies of government for the year 2021 budget cycle.

Resources:

- https://dailytrust.com/centre-calls-for-action-on-gender-responsive-budgeting
- https://www.blueprint.ng/tackling-sgbv-through-gender-responsive-budgeting/
- https://unstats.un.org/unsd/gender/mexico_nov2014/HighļevelPanel%20Nigeria%20paper.pdf
- https://guardian.ng/business-services/nigeria-and-poor-gender-based-budgeting-records/
- https://www.refworld.org/pdfid/582d75584.pdf

13.   South Africa's GRPBMEA Framework: Mainstreaming Gender across Public Policy Cycle

Key Takeaways:

1. The **Department of Women, Youth and Persons with Disabilities (DWYPD)** has developed the **Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA)** framework that sets out South Africa's **approach to mainstreaming gender across the public policy cycle.**

2. The framework seeks to solve the problems of i) **gender inequality and the exclusion and subordination of women** at a political, economic and social level; and (ii) **weaknesses in the institutionalisation of gender mainstreaming** across the state machinery.

3. The Department has leveraged **ICT tools** for the GRPBMEA framework such as developing a **training manual** for all managers and converting it into an **e-learning platform**.

Short abstract: South Africa has an **extensive history of gender budgeting.** The recent Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (**GRPBMEA**) framework seeks to build on the learnings of earlier initiatives, especially Women's Budget Initiative (WBI), by shifting from gender blind instruments and interventions towards those which are gender responsive and ultimately gender transformative. It aims to achieve this by mainstreaming gender across the public policy cycle.

Keywords: Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA), Policy, Gender Mainstreaming

Applicability of this good practice: Autonomous bodies, regional governments, state and national governments involved with budgeting processes can adopt same **strategy to mainstream gender across the public policy cycle**.

What problems does it solve? The GRPBMEA framework is set out to solve two major problems (i) **gender inequality and the exclusion and subordination of women** at a political, economic and social level; (ii) **weaknesses in the institutionalisation of gender mainstreaming** across the state machinery, which prevent state actors from addressing these problems.

Required skills:
- Gender situational analysis, diagnostic, needs assessment, consultation, and prioritisation.
- Gender planning, development of theories of change/ programme theory, programme planning and design, development of gender-sensitive indicators, baselines, targets and budgets based on policy priorities and evidence.
- Generation and analysis of gender-relevant data and performance information.

- Programme and sector evaluations, including value for money assessments expenditure and performance reviews.

Financial resources needed to carry out the good practice: The national department for **Women, Youth and Persons with Disabilities** receives a share of the national budget for carrying out its activities. In 2022/23 financial year, the department budget will increase to R853 million from R791 million to **strengthen initiatives for the economic empowerment of women**; promoting the rights of persons with disabilities; and supporting youth development. (Budget Review 2020). Currently, only R156 million goes to **interventions targeted at women**.

Processes and steps involved: South Africa has an **extensive history of gender budgeting** such as the **Women's Budget Initiative (WBI)** which started in 1995, in the early years of the post-apartheid government, and was driven by **research-oriented non-governmental organisations** and the **Joint Standing Committee on Finance** in the national parliament. Other initiatives included- **Commonwealth secretariat (1998 & 1999) Provincial initiatives**, and **Departmental initiatives**.

The **Department of Women, Youth and Persons with Disabilities (DWYPD)** is the custodian and steward of gender policy in South Africa. Its primary role is to develop policy and ensure that the country's gender priorities, including those arising from national and international commitments, are mainstreamed across the state machinery towards achieving gender equality and better development outcomes for women and girls. To this end, the DWYPD **developed the GRPBMEA** that sets out the **country's approach to mainstreaming gender across the public policy cycle**. It seeks to build on the learnings from earlier initiatives, and describes the problem statement, provides a comprehensive overview of the policy and legislative landscape, articulates the approach to GRPBMEA, identifies implementation priorities and the roles and responsibilities of critical departments in this regard. The

Figure: Graphic depiction of gender-responsive planning, budgeting, monitoring and evaluation framework

framework has been developed through **collaboration with key government partners**, including the Department of Planning, Monitoring and Evaluation – the DOW's sister department – and National Treasury. It has also been enhanced through **consultation with civil society stakeholders**. It is intended that, following consultations with stakeholders, the Framework will be submitted to Cabinet for consideration.

Source-
https://www.dpme.gov.za/keyfocusareas/gwmeSite/The%20PME%20Forum%202018/Gender%20Responsive%20Planning,%20Budgeting,%20Monitoring%20and%20Evaluation%20Framewo... pdf

Key Accomplishments/KPIs:

Women's empowerment and gender equality is to be seen as not just a social sector issue but one that **cuts across all sectors and desired outcomes**, especially economic empowerment, political participation and representation at all levels.

The framework is a **comprehensive, integrated, sustainable and multi-institutional approach**.

There now exists **stronger institutional accountability** to gender equality commitments and gender-responsive institutions and system of public administration.

The framework **serves as a catalyst to affect a system-wide paradigm** shift towards gender mainstreaming across the state machinery and ensures the allocation of adequate resources for women's empowerment and gender equality linked to broader public finance reforms.

Leveraging ICT tools in GRPBMEA Framework

The Department has developed a GRPBMEA training manual for all managers with the national school of governance and plans to include it as part of the compulsory training course for senior management. In partnership with UN Women, it is converting this module to an e-learning platform in keeping with the rise of digital economy. The platforms can be used by Members of Parliament for continuous development.

Lessons learned

Constraints identified

- Gender-based discrimination is often **intensified by intersections of race, class, nationality, age, sexual orientation/identity, and other dimensions** which necessitates targeted programmes that respond to the needs of different groups of women.
- Without **active prioritisation of women's empowerment within public budgeting**, policies are unable to yield the desired results.

Opportunities for doing it differently: Given South Africa's history in GRB initiatives, the GRPBMEA **builds on the existing government-wide policies, programmes, systems and procedures**, particularly those relating to planning, budgeting, monitoring and evaluation.

Lessons to be inculcated from past experiences:

- The introduction of sustainable, effective system-wide changes in the public sector can take a minimum of five years to take root and be embedded into day-to-day practices. Therefore, a **pragmatic, multi-pronged strategy is required.**
- Individual role-players and champions are key but there is a need to **embed GRPB across multiple institutions**, including public administration, parliament, CGE, other state institutions, political parties, civil society.
- External expertise is valuable but excessive reliance on consultants should be avoided, rather **skills and technical capacities should be built across the system.**
- Further, the **implementation strategy should be informed by the need for pragmatism** based on a range of factors, including contextual analysis, political priorities, available resources and capacity and risk analysis etc.

Tools and techniques: The **development of a Country Gender Indicator Framework (CGIF)** forms a key component of the GRPBM&E framework. The CGIF draws from a **range of existing indicator frameworks** at a global, continental, regional and national level.

The indicator framework is based on an **overall theory of change** which positions programme outcomes as contributing towards gender outcomes and impacts at a country level. The latter are to be aligned with the relevant gender indicators across the SDGs, the AU Gender Strategy, the African Gender Development Index, the SADC Gender and Development Protocol, the NDP and other relevant policy frameworks, as reflected in the figure below. The programme performance indicators are to be drawn from multiple sources, including sectoral policies and the NDP outcomes.

Figure 3: Gender Indicator Framework pyramid
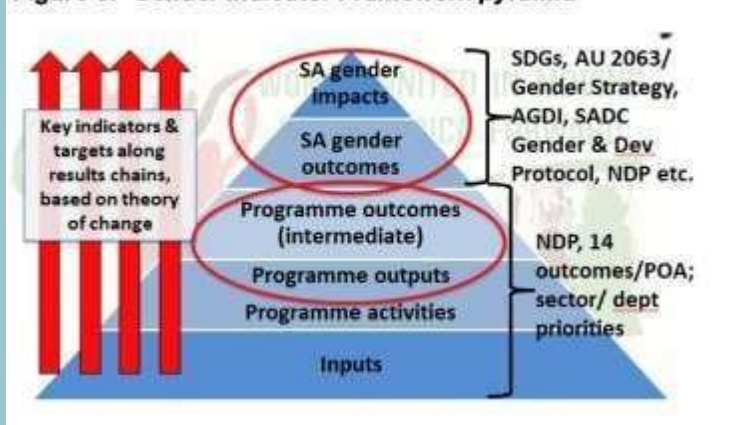
Source-
https://www.dpme.gov.za/keyfocusareas/gwmeSite/The%20PME%20Forum%202018/Gender%20Responsive%20Planning,%20Budgeting,%20Monitoring%20and%20Evaluation%20Framewo... pdf

Resources:

- https://pmg.org.za/committee-meeting/30328/
- https://www.dpme.gov.za/keyfocusareas/gwmeSite/The%20PME%20Forum%202018/Gender%20Responsive%20Planning,%20Budgeting,%20Monitoring%20and%20Evaluation%20Framewo. . pdf
- http://www.women.gov.za/images/GRPB-framework-250119A.pdf
- https://imaliyethu.org.za/a-gendered-approach-to-budgeting-in-south-africa/
- https://twendembele.org/reports/country-gender-indicator-framework/