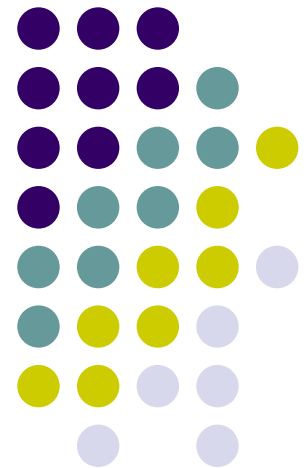
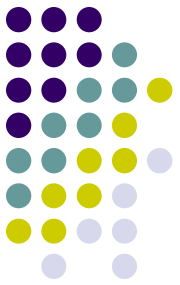


# Linking gender to results based management in the public sector: The case of Chile

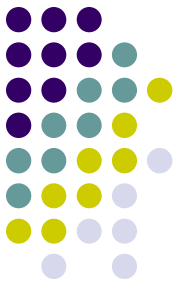




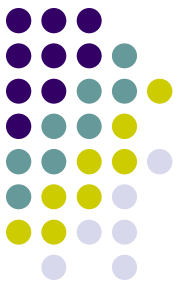
# The presentation

- **Objective:** to present an example of program linking gender objectives to performance based public management and budget
- **Structure of the presentation:**
  - What is the Management Improvement Program
  - How is gender mainstreamed in the MIP
  - Results and impact

# The Management Improvement Program



- Objective
  - To improve the quality and coverage of public services by identifying and measuring targets for the improvement of the departments' management capacity, previously agreed by the departments
- Origin
  - Modernization of the State during the 90s in Chile
- Links to the budget process
  - Instrument of management control for the public sector
  - Explicit links to the budget



# How it works

- Public sector departments establish their own targets to improve management in 4 different predefined areas
  - Human resources; Quality and Client Support; Financial Management; Planning, Management Control and Territorial Management; Gender
- If they meet the targets (or most of them), at the end of the year every civil servant of the department obtains a salary premium of between 2 and 2.5%
- If they don't meet the targets, they don't get the premium, or worse, lose last year's premium
- A network of experts monitors and evaluates progress in meeting the targets through a series of reports sent by the departments

# Areas and systems of the MIP



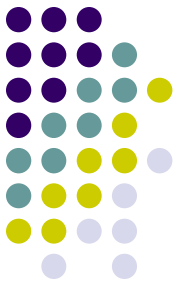
Period		Areas	Systems
Since 2001	Since 1998	Human Resources	Training
			Workplace Health and Safety
			Performance evaluation
		Quality and Client support	Information and Complaints offices
			E-Government
		Planning / Control / Territorial Management	Planning / Management control
			Auditing
			Integrated territorial Management
		Financial Administration	Procurement
	Accounting and Financing		
	Gender approach	Gender approach	

# Contributing factors for the inclusion of gender in the MIP & link to gender budgeting



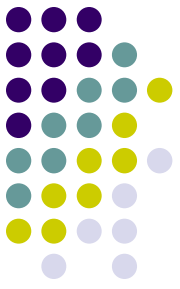
- In 2001 a new area is added to the MIP – Gender equality
- Why - contributing Factors:
  - Process of State reform (democracy and gender equality, efficiency of public services)
    - Influenced by the pressure from women’s movement
  - Influential champions:
    - National Women’s Institute & Budget Directorate of the Ministry of Finance
  - Gender budgeting wave at the international level
    - **Bottom-up approach to mainstream gender in the budget**
      - **“By engendering department programs, we will engender the budget”**

# Rationale for including gender in the MIP



- **Goal:** Achieve gender equality in access, use, and distribution as well as outcomes of the products and services delivered by the public sector
- **Operative objective:** To mainstream gender in the products and services delivered by each department of the public sector
- **Expected result:** Public sector departments operating with processes which promote equal opportunities for men and women in its production of goods and delivery of services
- **Expected process:** Public institutions will:
  - plan their services according to men and women's different needs
  - reallocate resources to reduce gender gaps in their sectors
  - Integrate to their management practices processes that promote and integrate gender in their service delivery
  - Civil servants integrate gender in their daily practices

# The MIP methodology to integrate gender in public service delivery



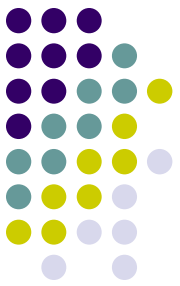
- New area added instead of mainstreaming gender in the existing areas
- Technical requirements to meet the gender targets – 4 stages:
  - Assessment
    - Identify products/lines of work to integrate gender
    - Identify changes to those products/lines of work
    - Identify changes in information systems to gather gender related information
  - Planning and working plan – deadlines; targets; persons responsible, etc.
  - Implementation of the working plan
  - Evaluation
  - Cyclic approach that updates the assessment every year

# How it works: example from the Roads Department



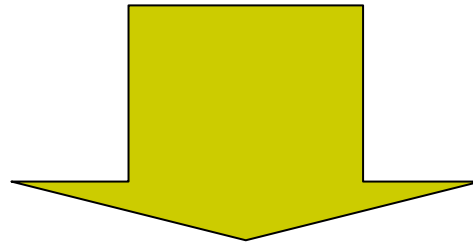
## Stage 1: Diagnostic

1. Select products to integrate gender
  - Roads infrastructure planning
  - Roads infrastructure construction
  - Roads infrastructure maintenance and use
2. Identify activities to integrate gender
  - Promote the participation of women in consultations during infrastructure planning sessions
  - Conduct study of gender impact of road infrastructure
3. Identify which information systems need to be adjusted to integrate gender in the products of the department
  - To integrate gender in the environmental and territorial studies which are conducted in infrastructure projects



# Results

- In 2002, 166 departments out of 186– that is most of the public sector, participates in the formulation of its own gender area/system of the MIP
- In 2002, 96% of services participating in MIP validates the gender area of the MIP



- This means that in only one year, the majority of the public sector is undertaking some kind of gender analysis of its business

# Impacts



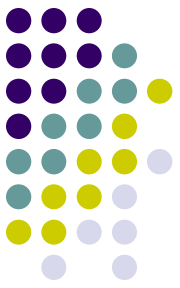
- Expected impacts:
  - Direct - changes in management procedures to produce gender aware goods and services
  - Indirect - reduction of gender inequalities and gaps in the sector
- Mixed results – three scenarios:
  - Formal validation without change in management procedures
  - Validation with change in formal procedures but not reduction of gender inequalities yet
  - Validation with change in management procedures which leads to reduction in gender gaps and sector inequalities

# Examples of changes in public management to make public services more gender sensitive: Ministry of Transportation



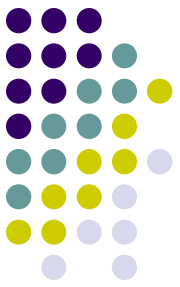
- The department promotes the participation of women in consultation process during the infrastructure planning phase
- Gender impact of infrastructure study reveals female users concern with certain aspects regarding safety of the roads and recommends improvement of certain aspects of infrastructure to improve pedestrian safety
- Change ToRs of subcontracted firms to require gender impact analysis of any infrastructure investment

# Examples of changes in public management to make public services more gender sensitive: National Health Fund

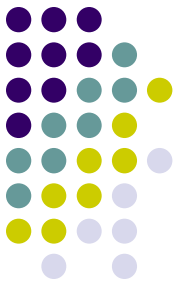


- Creation of an information system with sex disaggregated information to conduct gender analysis of the health state of the population
- New program to provide targeted health/insurance coverage to domestic violence victims
- Reduction in the cost of health insurance for women in reproductive age – traditionally higher
- Change in legislation to make possible that men benefit from their wives health insurance while unemployed

# Examples of changes in public management to make public services more gender sensitive: Museums and Libraries Department

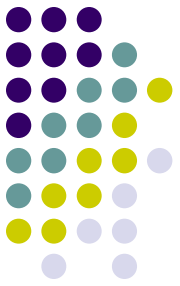


- Creation of new programs and integration of gender in old ones including:
  - Gender in museums' guided visits
  - Gender in exhibitions
  - Cultural activities around women's topics
  - Mobile libraries
- It establishes gender criteria for the purchase of new book collections



# Remaining Challenges

- Strengthen the link to the budget
- Improve the use of the information provided by the gender system to change management procedures
- Strengthen institutional actions in order to guarantee the sustainability of the changes



# Conclusions

- One of the most innovative experiences linking gender objectives to results based public sector management
- Not definitive but promising results
- An example of methodology to mainstream gender into departmental programs in the context of performance based management/budgets