

2018 Gender Budgeting Training Plan



PRESUPUESTO CON
PERSPECTIVA DE GÉNERO

Approved by the Gender Budgeting
Impact Commission on 30 may 2018

2018

Gender Budgeting Training Plan

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Edit: Consejería de Economía, Hacienda y Administración Pública. Junta de Andalucía

Design: Lumen Gráfica, S.L.

DOI: SE-1462-2018

ISBN: 978-84-8195-396-1

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1. Introduction

Achieving gender equality, as an objective of public action and policy, is a commitment that enjoys strong support from the international community and the majority of governments worldwide. Equally, it is nowadays recognised that the public budget is an ideal instrument for achieving gender equality through public policies. This is not only because of the transversal nature of the budget, but also because of its potential for negotiation and its capacity to reassign resources more effectively and efficiently.

The Government of Andalusia implements its gender responsive budgeting (GRB) strategy based on the firm conviction that a budget sensitive to the equality between women and men encourages the creation of a virtuous circle in which policies in themselves facilitate the reduction of gender inequalities and generate greater economic growth and social welfare.

The main lines of work pursued through the Government of Andalusia's gender responsive budgeting strategy are as follows:

1. The mainstreaming of gender equality in the Andalusian Public Administration through the public budget, by implementing the relevant legislation and creating promotional and leadership mechanisms (Gender Budgeting Impact Commission of the Autonomous Region of Andalusia) and methodological models for the entire administration (Gender Impact Assessment Report on the Budget of the Autonomous Region of Andalusia).
2. The introduction of a system to include gender equality in the annual budget planning and monitoring process.
3. The evaluation of budget planning and implementation from the gender perspective through gender budgeting audits.
4. The development of gender budgeting training, awareness and dissemination strategies to increase the involvement of the staff responsible for preparing and managing budgets.

Since the outset, this strategy has been accompanied by constant efforts to promote a cultural change regarding gender and budgeting, and to strengthen the skills of the technical staff with budgeting responsibilities in the different levels of the Andalusian administration. The integration of gender into public budgets requires a determined approach to mainstreaming equality, understood as a process through which this focus is integrated into institutions through specific rules or mechanisms to include it in existing routines and behaviours, to the extent where it becomes an essential element of regular and continuous institutional practices and acquires a significant role in the organisational structure and the definition of institutional aims and methodologies.¹ Gender mainstreaming therefore demands changes in the operational and technical components of public processes, but also in the regulatory and conceptual structures that underpin the vision, practices and, in short, institutional culture of public administrations.

This objective can only be achieved by constantly updating the skills of staff with responsibilities in this field, using customised, flexible and accessible formats to minimise the loss of specialist knowledge through permanent staff mobility, building applied knowledge, consolidating commitments to equality and, in short, steering changes in individual and group attitudes, beliefs and values with a view to sustaining transformative actions from a gender perspective in the institutions.

According to UN Women, training for gender equality is a transformative process that aims to provide knowledge, techniques and tools to develop skills and changes in attitudes and behaviours. It is a tool to effect collective transformation towards gender equality through consciousness raising, empowerment, learning, knowledge building and skill development.²

The Secretariat-General for Finance and Sustainability (SGHFS after its Spanish initials), which is a department of the Regional Ministry of Economy, Finance and Public Administration, believes that it is essential to step up efforts to train the staff involved in planning and managing budget actions to enhance the transformative capacity and effectiveness of these actions in correcting gender imbalances. The SGHFS is the driving force behind the 2018 Gender Budgeting Training Plan because, in accordance with the provisions of Decree 107/2018 of 19 June, regulating the organic structure of the Regional Ministry of Economy, Finance and Public Administration, this is the executive centre with powers to “undertake studies, reports and other technical work related to the Government of Andalusia treasury and relations with other treasuries” and to “define, monitor and evaluate the inclusion of the gender perspective in the regional budget”.

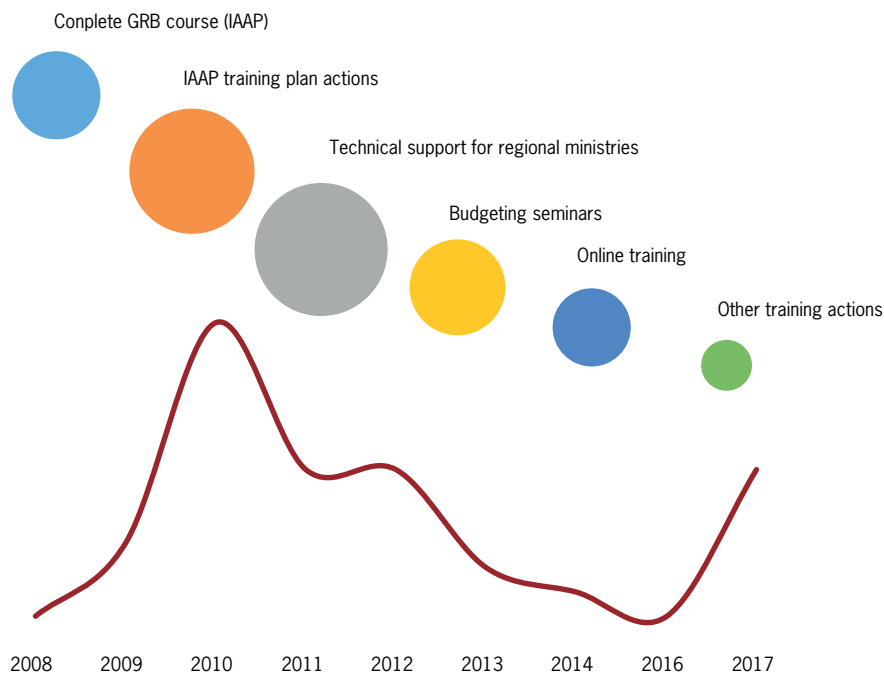
Meanwhile, the functions of the Directorate-General for Budget (DGP) include “establishing a system for monitoring and evaluating budgetary policies and undertaking gender budgeting audits” and “developing and implementing gender responsive budgeting within the framework of its powers”. To implement its powers, the DGP is responsible for organising training actions on gender responsive budgeting.

1 Coello, R. (2015). *Presupuestos con perspectiva de género en América Latina: una mirada desde la economía institucionalista y feminista*. Doctoral thesis, Faculty of Economics and Business Studies, Complutense University, Madrid.

2 UN Women (2016). *Typology on Training for Gender Equality*.

The gender responsive budgeting (GRB) introduced in Andalusia by the Regional Ministry of Economy, Finance and Public Administration has always included an essential line of work aimed at strengthening the gender budgeting skills of the staff responsible for budget programmes at the different management levels, and this has been supplemented by significant awareness-raising efforts.³ Since the launch of the G+ Programme in 2008, the regional ministry has undertaken numerous training activities, reaching a total of 1,840 people (57.3% women and 42.7% men) in the period 2008-2017. The most popular type of training action has been the provision of specific technical support to regional ministries and budget programmes, followed by the training actions included in the annual plans conducted by the Andalusian Institute of Public Administration (IAAP).

Curve of gender budgeting training activities (2008-2017)

















Training in gender responsive budgeting is also regarded as a priority by the Gender Budgeting Impact Commission of the Autonomous Region of Andalusia, as demonstrated by the results of the “Evaluation questionnaire on the 2017 gender responsive budgeting strategy” which the members of the commission completed in January 2018. Delivering training in this area to the staff of the executive centres was classified as the second priority of the nine lines of action selected for 2018, while building the skills of staff in the agencies was ranked as the fifth priority.










³ 2018 Gender Responsive Budgeting Awareness Plan. Regional Ministry of Economy, Finance and Public Administration Government of Andalusia.

This new training plan has also taken into account the results of the gender budgeting audits (GBA) conducted to assess the level of knowledge and skills in gender equality and, more specifically, in gender responsive budgeting. The table below summarises the conclusions of the audit reports presented to the Gender Budgeting Impact Commission up to April 2018—a total of 23—in relation to gender budgeting training for the managers of the programmes audited. The findings demonstrate that these staff have very little training in gender equality and, more specifically, in integrating the gender perspective into budgeting. It is also clear that the programmes which have reinforced training in this area have been more successful in implementing the gender responsive budgeting methodology. Of the 23 programmes that have been audited, 6 have a positive rating (green) in terms of the staff's level of training in gender equality and gender budgeting training, 5 programmes have an average rating (amber), and 12 have a low rating (red).

Staff training level of audited programmes

SECTION	AUDITED PROGRAMME	AUDIT REPORT CONCLUSION	RATING
01.00	52C Social Communication	Challenges remain regarding the promotion of training for managers in gender equality in the field of social communication. Participation of the executive centre team in specific training actions related to the field of action, such as non-sexist advertising.	
09.00	42J Universities	It was not possible to conduct a complete evaluation of other aspects of the methodology, such as gender training. The staff at the executive centre have received very little training in gender, despite significant budgetary implications and the important content of this programme.	
09.00	54A Scientific Research and Innovation	The progress report is very limited in scope because it omits part of the information requested: it does not state whether the staff have received any training in gender equality and gender responsive budgeting.	
09.00	72C Entrepreneurship and Internationalisation of the Andalusian Economy	Only a small percentage of the staff at the executive centre have received training in aspects related to gender equality, which has had a negative impact on planning and implementing a gender responsive budget. A few people have received training in gender equality and gender responsive budgeting.	
09.31	54F Preparation/ Dissemination of Statistics and Cartographical Information	There is no information about the types of gender training provided. Significant challenges and gaps were observed in the provision of gender training, both as regards the preparation of the strategic orientation document (DOE.G+) and the information provided by the budget programme for the audit.	

SECTION	AUDITED PROGRAMME	AUDIT REPORT CONCLUSION	RATING
10.00	61D Budgetary Policy	Gender training is one of the main actions of this programme and a key element of its success. Training is not only limited to the executive centre itself but includes all Government of Andalusia regional ministries and agencies.	
10.00	61H Financing and Tax	The gender equality training provided to staff has been patchy and gaps were detected in this respect.	
10.31	12B Selection and Training of Government Staff	Once regarded by the IAAP as a secondary or incidental aspect, gender mainstreaming and, in particular, training in this area have become priorities in view of their crucial role in changing the organisational culture of the Government of Andalusia.	
11.00	42C Infant and Primary Education	The managers have received very little gender training. The progress report states that the executive centre staff have not received any gender equality training for their area of competence. The staff responsible for budget planning and management lack sufficient gender training to address this issue in their daily tasks.	
	42D Secondary Education and Vocational Training		
11.00	42I Early Years Education	Significant efforts have been deployed in providing training in gender equality to teachers. During the period 2009-2012, gender equality training actions were undertaken at teachers' centres, and specific gender equality courses were provided for school principals.	
12.00	44H Consumption	In the audited period 2010-2013, no gender equality training actions were provided for staff involved in budget planning and management.	
12.31	41C Healthcare	The programme staff have received specialist training in gender equality and gender budgeting. Because of the nature of this programme, during the period 2009-2012 a variety of gender-related training actions were provided in different areas of action.	
13.00	82B Cooperation and Development	The Andalusian International Cooperation Agency (AACID) has developed a gender training plan for its own staff and for Andalusian cooperation agents. The gender equality training for staff includes the basic concepts of gender equality as a horizontal priority and provides guidance for its inclusion and analysis in the AACID management process.	

SECTION	AUDITED PROGRAMME	AUDIT REPORT CONCLUSION	RATING
14.00	31N Juvenile Justice and Assistance for Victims	During the audited period 2010-2013, 20% of the executive centre staff received gender equality training, although the information provided to evaluate this training was very limited.	
14.00	31T Protection from Gender-Based Violence	The promotion of gender equality training is one of the strengths of this programme, where 80% of the executive centre staff have received training in gender and gender-based violence during the last four years. The centre also organises annual conferences on gender-based violence.	
16.00	43A Housing, Renovation and Land	The programme staff have not received any training in gender equality or gender responsive budgeting, which has a negative impact.	
17.00	75B Tourism Planning, Organisation and Promotion	There was insufficient progress in providing gender training during the period audited, and no information was provided regarding the training needs of the programme staff. Only a tiny percentage (1.6%) of staff have received any training in equality.	
17.00	46B Sports Activities and Promotion	There has been a setback regarding training for the staff of this programme because of a general view that there is no need for it. No specific training has been provided.	
18.00	45D Museums, Cultural Venues, Dissemination and Promotion of the Arts	The programme indicates that the executive centre staff do not require any gender training to undertake their actions. The training promoted is insufficient, bearing in mind its potential.	
19.00	71H Rural Development	Adequate gender equality training is provided to the staff of the rural development groups.	
19.31	54D Agricultural and Fishing Research, Development and Training	No information was provided about training for staff in gender equality and gender responsive budgeting.	
20.00	44F Environmental Information and Management of Environmental Resources	Slight progress during the period audited in that 16% of staff have received gender training. The gender training provided to the executive centre staff involved in the field of sustainability and environmental information is insufficient.	

Since the above audits were completed, some of these programmes have undertaken actions to correct the training weaknesses identified by implementing training actions in their areas of competence to comply with the recommendations indicated in the reports. Specifically, in 2017 the budget programme 44H Consumption of the Regional Ministry of Health organised a course on gender equality and consumption for staff of the Directorate-General for Consumption. Meanwhile, in March 2018 the programme 52C Social Communication, of the Regional Ministry of the Presidency, Local Administration and Democratic Memory, organised the course “Gender equality in Audiovisual Communication in the Government of Andalusia”, again in compliance with the audit recommendations. However, there are still significant training needs regarding gender responsive budgeting, and the main aim of this training plan is therefore to continue identifying and addressing these needs.

In line with the audit recommendations, programme 61D has redoubled its efforts and included the gender equality in all the courses and workshops held in 2017 and scheduled for 2018. These activities are targeted not only at the programme staff but also at the heads of the technical secretariats of the regional ministries and the heads of the budget services and the main budget programmes. Since gender equality constitutes one of the criteria for the future budget evaluation system, 25% of the training hours promoted by the Directorate-General for Budget, as the centre responsible for the programme, have been reserved for content related to this area. This is the case, for example, of the budget evaluation courses and those on the construction of objectives, activities and indicators. Furthermore, these activities have generated educational resources (bibliographies, reference manuals and case studies) aimed at reinforcing the skills of public-sector employees.

Courses and training sessions have also been promoted to provide guidance on the gender budgeting audit process and the preparation of the strategic orientation document (DOE.G+) for the audited budget programmes. The activities undertaken and the procedure for drawing up the Government of Andalusia budget are explained in greater detail in Section 2.2 of this plan.

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2. Context

The design of the 2018 Gender Budgeting Training Plan must take into account three basic aspects related to the general context of gender equality training in which the actions are delivered: the Plan of the Andalusian Institute of Public Administration, the senior body responsible for training Government of Andalusia employees; the training actions planned by the Directorate-General for Budget for 2018; and the results of the implementation of the gender budgeting training plan in 2017.

It is important to point out that the actions contained in this training plan, as explained below, are aimed exclusively at central administration staff of the Government of Andalusia because they are the people responsible for managing the budget programmes in the different executive centres, and consequently they must be the focus of specialist training in gender responsive budgeting.

2.1. Government of Andalusia gender equality training actions promoted by the Andalusian Institute of Public Administration

The Andalusian Institute of Public Administration (IAAP) is the body responsible for planning, developing and coordinating training for central administration staff of the Government of Andalusia, its administrative agencies and the non-legal staff of the Andalusian justice system. Furthermore, in accordance with Decree 98/2014 of 10 June, which amends the bylaws of the Andalusian Institute of Public Administration, approved by Decree 277/2009 of 16 June, this body is also responsible for providing advice on training and development, as indicated in the second final provision of Decree 156/2012 of 12 June, which regulates the organic structure of the Regional Ministry of Economy, Finance and Public Administration and assigns to the Institute the specific function of advising and collaborating in the selection and training of staff for Government of Andalusia agencies. This advice and collaboration is articulated through collaboration agreements between the Institute and the agency in question.

The Institute is therefore a crucial body for implementing training and skill-building actions for all programme managers with budgetary and technical responsibilities. Collaboration with the Institute is vital for ensuring that training reaches all staff involved in implementing the gender responsive budgeting strategy in the different executive centres of the Government of Andalusia.

Published by virtue of the Resolution of 19 December 2017, the IAAP Training Plan for 2018 aims not only to address the various training needs expressed by the Government of Andalusia administrative units but also the needs related to the new administration model that society is demanding. These needs stem from the obstacles and challenges faced by the units when introducing innovations in their operations to enhance the quality of public services, make a more efficient use of resources, and satisfy both citizens and staff themselves.

The IAAP Training Plan for 2018 boosts the strategy of the Government of Andalusia's Corporate University as the centre for the promotion of innovation and lifelong learning for public-sector employees. In keeping with this strategy, the organisation integrates learning permanently and aligns it with the objectives defined to achieve its purposes, linking the different training programmes to a particular knowledge area promoted by the university.

Objective 5 in the training plan is the mainstreaming of gender equality, among other principles, in the training plan, not only by including training actions in gender equality but also by striving for gender parity in the student bodies in all schools and the composition of the teaching staff. One of the main commitments of this plan is the preparation of a guide on including the gender perspective in training.

As shown in the table below, the IAAP plan comprises 19 training courses for 2018, distributed between general training actions and more specialised content aimed at skill enhancement, and actions aimed at training for trainers, in the framework of the innovation in teaching school, and for executive staff in the public governance school.

IAAP training offer on gender equality (2018)

TRAINING ACTION NAME	Nº EDITIONS	HOURS	PLACES	MODE
Public Governance School				
- Gender transformative leadership	1	22	15	SP
Justice Training School				
- Comprehensive protection from gender-based violence: Criminal and procedural aspects	1	40	150	TL
Professional Development School: General Training				
- Gender equality: Basic level	2	15	300	FA
- Prevention of gender-based violence and harassment	3	15	300	FA
Professional Development School: Horizontal skill enhancement				
- Gender mainstreaming into public governance	1	50	50	OL
- Preparation of gender impact reports on regulations	1	30	25	SP
- Identification of gender inequalities	1	20	25	SP
- Gender-based indicators and statistical analysis	1	20	23	SP
- Gender responsive budgeting: Strategy, audit and enhancement	1	20	25	SP
Professional Development School: Sectoral Skill Enhancement				
- Gender Equality: Encouraging equal relationships. Regional Ministry of Equality and Social Policy	2	20	27	PR
- Gender equality in the field of audiovisual communication in Andalusia (Regional Ministry of Presidency, Local Administration and Democratic Memory)	1	25	20	SP
Professional Development School: Inter-Administrative Skill Enhancement				
- Gender mainstreaming into public governance	1	20	25	PR
- Promoting infant participation through gender equality	2	20	20	PR
- Gender-based violence among young people: Prevention, detection and intervention	2	20	20	PR
- Intervention with female victims of gender-based violence suffering from or at risk of social exclusion	1	20	30	PR
- Gender mainstreaming approach into regional social services	1	25	50	OL
Innovation in Teaching School				
- Introduction of gender mainstreaming in training	1	25	25	SP
External and approved training				
- Preparation of gender impact reports on regulations: Social domain (Regional Ministry of Equality and Social Policy)	1	30	25	PR
- Gender strategic planning in the field of social policies (Regional Ministry of Equality and Social Policies)	1	20	25	PR

Acronyms: BT: Blended Training TT: Teletraining OL: Online OT: Open Teletraining IP: In-Person

The IAAP therefore offers a wide range of training actions in gender equality, providing basic, specific and specialist learning opportunities that touch on some of the gender responsive budgeting activities in this training plan for 2018.

2.2. Training actions by the Directorate-General for Budget

As mentioned above, and in accordance with Decree 107/2018 of 19 June, which regulates the organic structure of the Regional Ministry of Economy, Finance and Public Administration, the functions of the Directorate-General for Budget (DGP) include “establishing a system for monitoring and evaluating budgetary policies and undertaking gender budgeting audits” and “developing and implementing gender responsive budgeting within the framework of its powers”.

Accordingly, the DGP is deploying significant efforts into improving the evaluability of budgetary policies in order to identify their efficiency and effectiveness. It is also striving to continue taking the necessary steps to improve the allocation of public funds, avoid inertia, support decision-making in the different phase of the budget cycle, and prioritise actions. Based on these aims, the DGP plans to introduce an evaluation system that includes information on its achievements in the budget planning process.

To this end, it has launched a training programme for the people responsible for the budget programmes to provide them with skills to improve the processes for planning budgetary policies and evaluating their design, implementation, results and impacts. This training will enable the recipients to build and perfect the monitoring and management systems used to evaluate budgetary interventions. The project also aims to provide them with the analysis tools that will lead them to introduce gender mainstreaming in budget programmes, in both their design and implementation, and measure its impact on reducing inequalities.

The interventions planned by the DGP to achieve these objectives include some of the actions contained in this gender responsive budgeting training plan for 2018, such as those related to budget planning and gender budgeting audits, described below.

2.3. 2017 Training Plan

The general aim of the 2017 gender budgeting training plan was to improve and refresh the knowledge, skills and abilities in this field of the staff responsible for budget management in the executive centres of the Government of Andalusia. During the period 2016-2017, the number of trained staff increased by 71.4% to 132 people, of which 60.6% were women and 39.4% men. The plan was aimed at the following target groups: Government of Andalusia staff with executive responsibilities (levels 25 to 28) related to budget planning and management; Government of Andalusia staff with executive responsibilities (levels 25 to 28) related to the implementation of the budget programmes; the members of the Gender Budgeting Impact Commission of the Autonomous Region of Andalusia;

the technical staff in the gender unit of each executive centre with the capacity to support gender responsive budgeting actions in those centres; and the technical staff responsible for gender responsive budgeting in the agencies that were in the process of being audited.

All of the actions included in the 2017 training plan were undertaken, as were those included in the 2017 training plan of the Andalusian Institute of Public Administration.

The first action was the course **“Gender responsive budgeting: Strategy, audit and enhancement” (117F-PS95)**, aimed at strengthening the participants’ abilities to use the audit methodology and, more specifically, to plan the gender responsive budgeting strategy, i.e. the DOE.G+. The course had a duration of 20 hours, was delivered in the blended mode and was targeted at staff responsible for programmes in the final stage of the audit process conducted by the Regional Ministries of Equality and Social Policy, Tourism and Sport, Education, Economy and Knowledge, and Environment and Land Management, as well as the Institute of Agricultural and Fisheries Research and Training of the Regional Ministry of Agriculture and Fishing.

Another action undertaken last year was the course **“Using evaluation to improve budget management” (HP1723H)**, which was attended by staff in group A1 and levels 28 to 30 of all the regional ministries (except Environment and Land Management) of the Government of Andalusia, as well as by representatives of the Andalusian Women’s Institute and the Andalusian Youth Institute, attached to the economic and budget management departments of the respective regional ministries. The content of this training action, with a duration of 20 hours, was focused on the evaluation of public policy from a budget perspective. It also included a module on integrating gender equality into evaluation.

Lastly, three editions of the course **“Workshop on preparing budget objectives and indicators” (HP1733H, HP1754H and HP1755H)** were held to disseminate knowledge about the various procedures involved in preparing draft budgets. With slight differences between one edition and another, the content of this training action was divided into four modules: planning budget programmes, monitoring programmes, defining indicators, and a five-hour module on gender indicators.

In addition, **two briefing sessions on preparing the strategic orientation document (DOE.G+)** were held to provide tools for preparing this document to the staff involved in budget planning for the audited programmes and the programme staff themselves. These sessions delivered training to a total of 20 people (14 women and 6 men), mainly heads of the budget programmes audited, coordinators from the technical secretariats, members of the Gender Budgeting Impact Commission of the Autonomous Region of Andalusia, and members of the gender equality units in the respective regional ministries. The content of these sessions focused on presenting the guide for preparing the strategic orientation document, with examples of audited budget programmes to make the training action as relevant as possible.

With regard to training materials and guides, the **“Guide for preparing the strategic orientation document (DOE.G+)”** was updated. In line with one of the main additions to the new version, the

gender responsive budgeting strategy must now include the specific recommendations issued in the audit reports drawn up for the budget programmes and agencies. The content of this guide is divided into three main parts. The first one contains a section with frequently asked questions about the DOE.G+. The second part, which constitutes the main body of the document, contains detailed instructions on how to complete the information required in each of the six planning areas: gender diagnosis about the areas that fall within the remit of the programme; gender equality objectives sought within the remit of the programme; analysis of the budgetary actions; gender indicators; adaptation of the executive centre's information tools; and gender training for staff. The third and final part of the guide indicates the tools to use for monitoring the aforementioned planning process. The guide also contains numerous practical examples, which will greatly assist the executive centres in mainstreaming gender in their budgetary practices, and there is a final appendix with the form for completion by the budget programmes.

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3. Objectives

In light of all of the above, the general aim of the 2018 gender budgeting training plan is to increase the knowledge, skills and abilities in this field of staff in the Government of Andalusia executive centres by meeting the training needs in planning and auditing budgets from the gender perspective.

Three operational objectives have been defined to achieve this aim:

1. Strengthen the knowledge, skills and abilities of the technical staff in the different regional ministries who are involved in planning budgets from the gender perspective.
2. Strengthen the knowledge and skills of the staff involved in evaluating budgetary policies and auditing budgets from the gender perspective.
3. Identify the general and specific training needs in gender responsive budgeting for 2019.

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4. Target groups

The gender responsive budgeting strategy affects the technical staff at the different levels of the Government of Andalusia and its agencies. It is therefore necessary to programme training actions adapted to each of the professional profiles involved.

The plan is mainly targeted at the following groups:

4.1. Government of Andalusia staff with level 25 to 30 management responsibilities related to planning budget programmes in the technical secretariats

This training is crucial for enabling the government to pursue its gender responsive budgeting strategy because these staff have responsibilities directly related to budget planning and they can therefore play a proactive role in the adoption of new budgetary routines and procedures and the gender responsive budgeting strategy in general.

4.2. Government of Andalusia staff with level 25 to 30 management responsibilities related to implementing budget programmes

This broad group comprises approximately 1,350 people and includes the staff responsible for managing the budget programmes and therefore for implementing the budgetary actions. The gender responsive budgeting strategy encompasses the entire planning-implementation-monitoring cycle, and the staff responsible for implementation must therefore receive constant updates about gender budgeting in the different areas of public policy.

4.3. Technical staff of Government of Andalusia agencies involved in budget planning and management

The agencies are responsible for implementing numerous actions financed with credits from the budget programmes, and it is therefore essential to provide information and advice on gender responsive budgeting to this group of staff, adapted to their specific profile.

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5. Main actions 2018

The Gender Budgeting Training Plan comprises the following actions for 2018 based on the above operational criteria related to budget planning, evaluating and auditing budget programmes from the gender perspective, and identifying the training needs of the staff involved.

5.1. Actions related to budget planning

The integration of gender quality into the annual budget planning phase contributes to a more efficient and effective distribution of budget funds between women and men. To achieve this objective, it is essential to provide staff with training in planning tools that take gender mainstreaming into account.

The 2018 plan contains the following actions in this respect:

5.1.1. Workshop on preparing budget objectives and indicators

- Duration: 20 hours (5 specifically on mainstreaming gender equality)
- Number of participants: 25 people
- Delivery mode: Blended training
- Number of editions: 2
- Objective: To provide practical knowledge about formulating objectives and indicators that can be used to improve the quality of the information included in the budget of the Autonomous Region of Andalusia.
- Methodology: The course contains a theoretical part during which the relevant concepts will be presented and explained. The knowledge acquired in this section will be applied in practical exercises requiring input from all participants. The course contains a specific module on gender equality.

- ♦ Recipients: Staff responsible for budget planning in the different budget sections.
- ♦ Contents:
 1. Basic concepts for monitoring budgetary policies: monitoring and evaluation
 2. Definition and properties of strategic objectives
 3. Definition and properties of indicators
 - a. Types of indicators
 - b. Constructing budget indicators
 - c. Gender indicators
 - d. Case studies

5.1.2. Seminars on budgetary tools

- ♦ Duration: 4.30 hours (1 hour specifically on gender mainstreaming)
- ♦ Number of sessions: 9
- ♦ Number of participants: 120 people
- ♦ Delivery mode: In person
- ♦ Number of editions: 9
- ♦ Objective: To provide knowledge about the procedures and the main new features of the 2019 budget planning process.
- ♦ Recipients: Staff responsible for budget planning in the different budget sections.
- ♦ Contents: There is a specific module on gender responsive budgeting.

5.1.3. Introductory module on gender responsive budgeting in Andalusia

To support the integration of knowledge in gender responsive budgeting into the Public Government of Andalusia, in 2018 the contents of the training session “Introduction to gender responsive budgeting in Andalusia” will be updated.

This introductory training action, delivered online, is primarily targeted at staff encountering their first contact with gender responsive budgeting and, in particular, the members of the Gender Budgeting Impact Commission of the Autonomous Region of Andalusia.

This session has been delivered through the website of the Regional Ministry of Economy, Finance and Public Administration¹ since 2009. Its primary aim is to provide an overview of the core aspects

¹ http://www.juntadeandalucia.es/haciendayadministracionpublica/planif_presup/genero/formacion.htm

of the G+ strategy, enabling recipients to build on this introduction. The information furnished in the training action can be completed with the bibliography and support material available in the gender responsive budgeting section of the regional ministry website.

5.2. Actions related to gender budgeting audits

The gender budgeting audits conducted by the Government of Andalusia represent a consolidated internal methodology for evaluating the extent to which the budget programmes and agencies have integrated the gender perspective into the planning and implementation of their credits. The ultimate aim of this process is to harness the lessons learned to contribute to a more efficient and effective budget from the gender perspective.

In addition to training focused on the audit process, this section includes the actions planned by the Directorate-General for Budget aimed at improving the evaluability of the budget programmes that include the gender perspective, in light of the aforementioned audits.

The following training actions and preparation of educational materials are planned for 2018:

5.2.1. Gender responsive budgeting: Strategy, audit and enhancement

- ♦ Duration: 20 hours
- ♦ Number of participants: 25 people
- ♦ Delivery mode: Blended training
- ♦ Objectives: To improve knowledge about the gender responsive budgeting methodology used by the Regional Ministry of Economy, Finance and Public Administration, as well as the evaluation standards defined for conducting the gender budgeting audits.
- ♦ Methodology: The course will adopt a practical approach in which each block will contain theoretical contents and practical examples requiring maximum input from the participants. Specifically, the online part will focus on developing activities related to audit tasks and the preparation of the gender budgeting audit report.
- ♦ Recipients: Technical staff of the Government of Andalusia responsible for budget management in the executive centres of the regional ministries included in the gender budgeting audit plan implemented by the Secretariat -General for Finance and Sustainability and the Directorate-General for Budget of the Regional Ministry of Economy, Finance and Public Administration.
- ♦ Contents:
 1. Reference legislation
 2. Strategy for implementing gender responsive budgeting

3. Evaluation of the gender perspective in the Government of Andalusia budget: the audits
4. Development tools
5. Deployment of improvements: The Strategic Orientation Document

5.2.2. Evaluation as a budget management tool

- ♦ Duration: 20 contact hours (5 specifically on mainstreaming gender equality)
- ♦ Number of participants: 25 people
- ♦ Delivery mode: Blended training
- ♦ Objective: To introduce evaluation as a routine tool of budget management, emphasising its benefits and offering practical tips on how to use it.
- ♦ Methodology: The course will adopt a practical approach in which each block will contain theoretical contents and practical examples requiring maximum input from the participants. The course contains a specific module on gender equality.
- ♦ Recipients: Staff responsible for budget planning in the different budget sections.
- ♦ Contents:
 1. Evaluation as a core tool for analysing public policies
 2. Concept, functions and characteristics of evaluation
 3. Types of evaluation
 4. The evaluation process: Designing and planning an evaluation
 5. Phases of the evaluation process
 6. The evaluation of public policies with a gender perspective
 7. Budget planning and management as a target for evaluation
 8. Proposed methodology

5.2.3. Briefing sessions on preparing the strategic orientation document - DOE.G+

- ♦ Duration: 5 hours
- ♦ Number of participants: 15-20 people per session
- ♦ Delivery mode: In person
- ♦ Number of editions: 2
- ♦ Objective: To introduce tools for planning actions to implement the recommendations issued in the gender budgeting audit reports.

- Methodology: The session will adopt an informative and participatory approach and will include a presentation on the main lines of the strategic orientation document (DOE.G+).
- Recipients: Staff responsible for budget planning in the different budget sections and agencies; and staff in the gender units of the regional ministries responsible for the budget programmes and agencies included in the gender budgeting audit plan.
- Contents:
 1. Gender budgeting audits
 2. Frequently asked questions regarding the preparation of the DOE.G+
 3. Description of the areas included in the DOE.G+
 4. Monitoring tools: Coordination, monitoring and consistency in the budget documentation

5.2.4. Guide on conducting gender budgeting audits in Andalusia

As a pioneering Public Administration in the implementation of a specific gender budgeting audit process, the Government of Andalusia has created its own working methodology, in keeping with its constant self-innovation. To this end, it is necessary to continue designing materials and methodological tools as the learning processes advance, and the year 2018 will therefore see the preparation and publication of the “Guide for conducting Gender Budgeting Audits in the Government of Andalusia”.

5.3. Actions related to the identification of new general and specific training needs for 2019

Aimed at strengthening the gender responsive budgeting skills of the technical staff of the audited budget programmes, during 2018 specific training resources resources will be identified, classified and developed in the regional ministries of the Government of Andalusia. This will serve to identify the current situation in each budgetary policy area and address the general and specific training needs detected in the audits carried out in each regional ministry.

The actions planned for 2018 are as follows:

5.3.1. Catalogue of experts for each budgetary policy area

To advance the implementation of gender responsive budgeting, it is essential to continue providing specific training each area of competence and to identify regional, national and international experts, in both the academic field and public administrations, as points of reference for the production of theories and working methodologies in economics and gender budgeting.

The 2018 plan will therefore include the creation of a database of national and international experts in the different areas, which will be made available to the staff responsible for the programmes in the different regional ministries for their use and dissemination and to address their specific training and guidance needs.

5.3.2. Catalogue of gender equality training actions promoted by the regional ministries of the Government of Andalusia

The regional ministries of the Government of Andalusia promote a variety of training actions that either focus specifically on gender equality or including cross-cutting gender contents. These actions are extremely useful for addressing the specific training needs of Government of Andalusia staff. However, sometimes the staff responsible for budget programmes are unaware of the existence of these resources or do not take full advantage of them.

As mentioned above, now that general training in gender responsive budgeting and gender equality has been established, the challenge is to provide a more in-depth knowledge through specific training in the area of competence impacted by each budget programme, and to facilitate tools and resources for the staff responsible for managing the actions involved, both in the regional ministries and the agencies. The aim of this catalogue is to classify the existing resources in the different sections and make them available to the executive centres.

► Appendix 1: Distribution of 2018 gender budgeting training actions per target group

TRAINING ACTIONS / TARGET GROUPS	GOVERNMENT OF ANDALUSIA STAFF WITH LEVEL 25 TO 30 MANAGEMENT RESPONSIBILITIES RELATED TO PLANNING BUDGET PROGRAMMES IN THE TECHNICAL SECRETARIAT	GOVERNMENT OF ANDALUSIA STAFF WITH LEVEL 25 TO 30 MANAGEMENT RESPONSIBILITIES RELATED TO IMPLEMENTING BUDGET PROGRAMMES	TECHNICAL STAFF OF GOVERNMENT OF ANDALUSIA AGENCIES INVOLVED IN BUDGET PLANNING AND MANAGEMENT
5.1. Actions related to budget planning			
Workshop on preparing budget objectives and indicators	●	●	
Seminars on budgetary tools	●	●	
Introductory module on gender responsive budgeting in Andalusia	●	●	●
5.2. Actions related to gender budgeting audits			
Gender responsive budgeting: Strategy, audit and enhancement	●	●	
Evaluation as a budget management tool	●	●	
Briefing sessions on preparing the strategic orientation document - DOE.G+	●	●	●
Guide on conducting gender budgeting audits in Andalusia	●	●	●
5.3. Actions related to the identification of new general and specific training needs for 2019			
Catalogue of experts for each budgetary policy area	●	●	●
Catalogue of gender equality training actions promoted by the regional ministries of the Government of Andalusia	●	●	●

► Appendix 2: Master's degrees in gender equality offered by publicly funded universities in Andalusia

The universities play a crucial role in society for encouraging equality between women and men because every action in this respect that is conducted through education and cultural promotion has multiplying effects among citizens.

In the academic year 2017-2018 the publicly funded universities in Andalusia offered the following training in gender equality. All of these universities, with the exception of Córdoba, Granada and Almería, have specialist master's degrees in this subject, as indicated in the table below.

Master's degrees in gender equality in Andalusia

NAME OF MASTER'S DEGREE	UNIVERSITY	CENTRE
Official Master's Degree in Gender Studies, Identities and Citizenship (Inter-University)	Cádiz	Faculty of Philosophy and Letters
	Huelva	Faculty of Humanities
University Master's Degree in Critical Analysis of Inequalities and Comprehensive Intervention in Gender-Based Violence	Jaén	Centre of Postgraduate Studies-Department of Health Sciences, Social and Legal Sciences, and Education Sciences
Master's Degree in Equality and Gender	Málaga	Faculty of Philosophy and Letters Office of Postgraduate Studies
University Master's Degree in Gender and Equality	Pablo de Olavide	Centre of Postgraduate Studies
University Master's Degree in Gender Studies and Professional Development	Seville	International Postgraduate School

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