

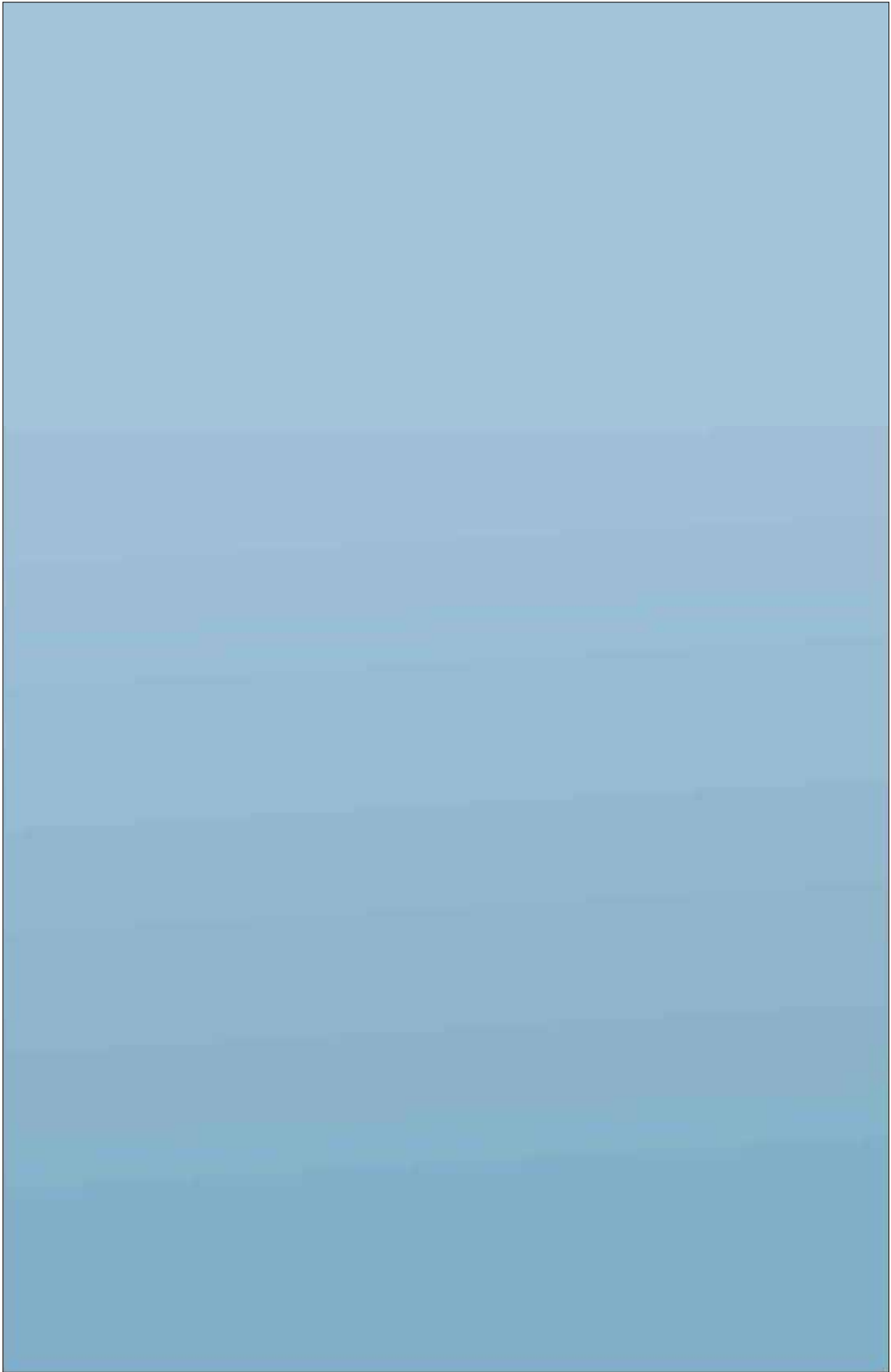
GENDER RESPONSIVE BUDGETING IN PAKISTAN



An Evolutionary Process

November, 2008

Government of Pakistan
Finance Division
Strengthening Poverty Reduction Strategy (PRS)
Monitoring Project



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FOREWORD

The Government of Pakistan is committed towards introducing gender responsive budgeting, which has been reflected in key policy documents including the Poverty Reduction Strategy Paper (PRSP), Medium Term Development Framework (MTDF) and Gender Reform Action Plan (GRAP), which all explicitly advocate for institutionalising gender responsive budgeting.

The Ministry of Finance, Government of Pakistan with the technical and financial support of UNDP and its cost-sharing donors initiated a 'Gender Responsive Budgeting Initiative' (GRBI) project (2005-2007) to promote policy and resource allocations with a gender perspective. The project on its successful completion has merged into a bigger umbrella project titled 'Strengthening PRS Monitoring Project'. The work initiated under GRBI will continue under the new project. Under the project the expansion of GRB will cover not only all the four provinces of Pakistan but will also involve expansion to other social sectors.

Gender Responsive Budgeting is a new concept in Pakistan, with Gender Responsive Budgeting Initiative as a pioneer project in this regard. The project has, in a short period of time, achieved substantial progress. This booklet, 'Gender Responsive Budgeting in Pakistan: An Evolutionary Process' provides a concise view of gender responsive budgeting in the overall gender reform in Pakistan and highlights the successful implementation and completion of the GRBI project.

I would like to take this opportunity to thank UNDP for their continued support as well as all the peer reviewers (independent gender experts) for their valuable input and suggestions, in the finalization of this booklet.

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National Project Director
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ABBREVIATIONS

BCC	Budget Call Circular
CEDAW	Convention on Elimination of all forms of Discrimination against Women
CRCP	Consumer Rights Commission of Pakistan
CSO	Civil Society Organization
DCO	District Coordination Officer
FBS	Federal Bureau of Statistics
GABA	Gender Aware Beneficiary Assessment
GAPA	Gender Aware Policy Appraisal
GBI	Gender Budgeting Initiative
GBS	Gender Budget Statement
GRAP	Gender Reform Action Plan
GRBI	Gender Responsive Budgeting Initiative
GRB	Gender Responsive Budgeting
ILO	International Labor Organization
LUMS	Lahore University of Management Sciences
MDG	Millennium Development Goals
MoWD	Ministry of Women Development
MoU	Memorandum of Understanding
MTBF	Medium Term Budgetary Framework
MTDF	Medium Term Development Framework
NGO	Non-Governmental Organization
NPA	National Plan of Action
NPDEW	National Policy for Development and Empowerment of Women
PRSP	Poverty Reduction Strategy Paper
SIDA	Swedish International Development Cooperation Agency
TNA	Training Needs Assessment
ToT	Training of Trainers
TUS	Time Use Survey
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
WBI	Women's Budget Initiative
WDD	Women's Development Departments

EXECUTIVE SUMMARY

This booklet is primarily about Gender Responsive Budget (GRB) in Pakistan, which is part of the Government's larger agenda on gender reform. The booklet describes how GRB came into fruition, how it is being implemented and what tools it has employed in order to achieve its successes. GRB is a relatively new concept worldwide, particularly in many third world countries such as Pakistan, which is why this booklet will first provide the reader with a definition of GRB. It is important to note that no gender reform initiative can be looked at in isolation and that is because it is always part of the country's larger portfolio and agenda on gender reform. In the last ten years, government policies have been revised taking into account the needs and the rights of women with the Poverty Reduction Strategy Paper I, 2003 (PRSP I) as the main policy document that outlines specific reforms with regard to gender. Today there are examples of gender responsive initiatives in Pakistan mirrored by the policies set out in the PRSP, with GRBI as one of the pioneering projects of gender budgeting that has been highly successful in achieving its objectives. In order to place GRBI in the larger context of Pakistan's gender reform initiatives the Government's most important national and international commitments to gender reform will be highlighted thus far.

Over the last decade the Government's commitment to gender reform is reflected in its emphasis on creating a gender balance by making women economically and politically stronger. Among its aims is to build the capacity of women working at the grassroots level of local governments and to create stronger links between them and community based organizations, another is to facilitate the linkages between gender, poverty reduction, and good governance. The Government's policy on gender also includes better health for women, encouraging participation by women's councilors in planning and decision making, training women in skills and improving women's access to credit for productive activities.

This booklet will also outline GRB tools summarizing briefly the function of each. The project's main activities and objectives will be explained in the fourth part of the booklet, defining first the aim, goal and scope of the programme and then the main project activities and milestones achieved. This will create a link to the core lessons learnt during the life of the project and future recommendations.

Ultimately the booklet's aim is to describe succinctly each of the above providing the reader with the following:

- An overall view of gender reform in Pakistan
- How GRBI fits into its gender reform agenda
- What GRBI's interventions have been in the last three years with a focus on its agenda and its pioneering efforts during this time.

It is envisaged that this booklet will provide a clear and concise illustration of the project and its achievements thus far with indications as to how further improvements can be made in the future within the context of an output orientated framework.

1. INTRODUCTION

The foundation upon which gender Responsive Budgeting Initiative (GRBI) in Pakistan rests, lies in several government documents including the Poverty Reduction Strategy Paper (PRSP) I, which was the first policy document to specify GRB as an initiative. The PRSP is a national pro-poor policy document, which guides the government in setting priorities, policy-making and implementation and is therefore an immensely important document, which aims to chalk out the economic policy of Pakistan in the future.

GRBI was initiated in 2005 to assist the Government with these and other commitments to gender reform budgeting. Briefly GRBI during its three-year period has achieved the following:

- Raised awareness of government officials on GRB at the federal, provincial and district levels as well as amongst stakeholders and research institutions;
- Provided the circumstances and the appropriate forums for experts on GRB and related subjects to come together and discuss how to achieve positive results with regard to GRB, culminating in a sharing of knowledge thereby utilizing new ideas originating from some of the best institutions in the country;
- Produced high quality studies and Gender Aware Policy Appraisals in three pilot sectors, Health, Education and Population Welfare;
- Incorporated amendments in the Budget Call Circulars (BCC)¹;
- Provided extensive training on Gender Budgeting (GB) and Gender Budget Statement (GBS);
- Resource material on GRB published and disseminated;
- Initiated the Time Use Survey for the first time in Pakistan, Currently the report outlining its findings is being compiled by the Federal Bureau of Statistics.

With just a few of its successes mentioned above, GRBI was a dynamic project. GRBI has paved the way for future developments by relating examples from other countries to a wider audience, where GRB has been initiated, and by

¹ Please see www.finance.gov.pk for details on BCCs

suggesting how to use GRB tools to fit Pakistan's particular situation in terms of its culture and resources, amongst other factors. In addition international experts were frequently engaged to share their findings and knowledge with relevant actors on the best way ahead.

The booklet is in essence an endeavor to highlight the successes of the project, and its many facets within the Government's overall agenda on gender reform.

2. GENDER RESPONSIVE BUDGETING

In the first instance it is important to understand what gender budgeting is and in fact what a budget is reflective of in terms of the economic policies of a country. This section is designed to define first what a budget is and then the purpose of “gender budgeting” and it explains why it is of the utmost importance for the Government to spend its money wisely and efficiently incorporating the needs of all its citizens to the greatest extent possible.

2.1 What is a budget?

Put simply, a budget reflects the priorities and values of a government. It shows how money is allocated to the different sectors of an economy. For example it reflects how much is spent on infrastructure, social services, health, education and so on. No policy can be implemented without financial support and therefore the way the budget is used is imperative in steering a country’s economic, social and political future.



According to article 80 of the Constitution of Pakistan a budget is ‘a statement of the estimated receipts and expenditure of the Government for a financial year, referred to as the Annual Budget Statement’.

2.2 A definition of “gender”

“A concept that refers to the social differences between women and men that have been learned, are changeable over time and have wide variations both within and between cultures” (European Commission 1998).

2.3 What is Gender Responsive Budgeting?

Gender responsive budgeting (GRB) is a process that aims to mainstream gender into the various stages of the budget cycle.

First there is a process of analysis that determines the impacts of public expenditure and revenue policy on women, girls, men and boys. Once the different needs of these gender groups have been identified including factors such as race, ethnicity, religion and age, the way government revenue is spent is re-prioritised. In this way the Government tries to cater to the needs of all these groups taking into account their various circumstances, context and background.

The process of gender responsive budgeting is intended to result eventually in gender responsive budgets. Gender responsive budgets are not separate budgets for women, but government budgets that are planned approved, executed, monitored and audited in a gender sensitive way.



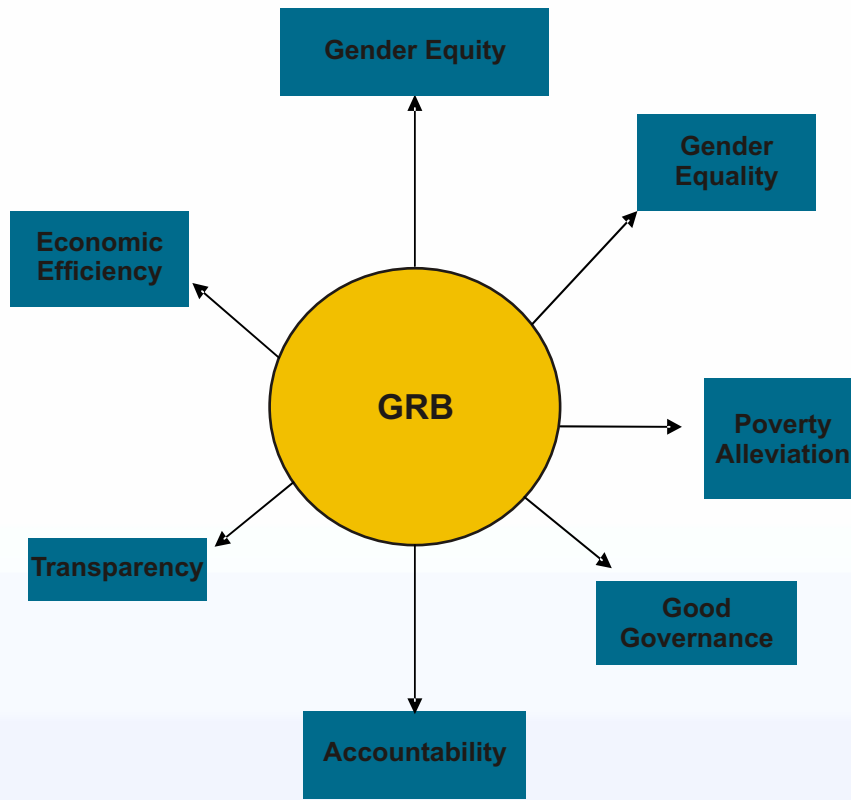
2.4 Gender Responsive Budgeting Goal

GRB's goal is to encompass a wider spectrum of economic reform. The various aspects of this reform process are given in the table below.

Economic Reform	Definition/ Reform Process
Gender Equality	This means equality of opportunity so that men, women, girls and boys all have equal access to opportunities, in other words there is no discrimination on the basis of gender.
Gender Equity	This means that men, women, boys and girls have an equal chance of achieving a desired outcome or result.
Good Governance	Although there are hundreds of definitions of "good governance," one of the most comprehensive is that of the World Bank which defines good governance as "epitomized by predictable, open and enlightened policy-making, a bureaucracy imbued with a professional ethos acting in furtherance of the public good, the rule of law, transparent processes, and a strong civil society participating in public affairs".
Economic Efficiency	Economic efficiency is measured not by the relationship between the physical quantities of ends and means, but by the relationship between the value of the ends and the value of the means. ²
Poverty Alleviation	Reducing Poverty.
Transparency and Accountability	GRB is a tool for identifying the gaps between international commitments and the amount of public spending on gender-specific reforms tracking how allocated money is spent. This is how GRB increases transparency and accountability.

² Paul Heyne, The Concise Encyclopedia of Economics

The above goals are reflected in a diagrammatic illustration of these objectives below.



2.5 Gender Responsive Budgeting Implementation Mechanism

The GRB process is necessarily a complicated and a time-consuming one, as many factors have to be taken into consideration. To put it in simple terms the main steps to institutionalise and implement GRB are given below:

- Sensitisation of policy makers, civil servants
- Training and capacity building
- Institutionalisation of GRB by changing format, procedures etc.
- Collection of sex-disaggregated data and time use data
- Adapting an aligning of analytical instruments
- Analysis of the gendered impact of existing revenues and expenditures
- Linking findings of gender impact analysis and policies
- Increasing the number of women in budget decision-making³

2.6 Scope of Gender Budgeting Initiatives

As above, it is important to note that GBI can only be successful if it's an all inclusive process, which means that a myriad of actors need to be involved at every level of the process. These include Non Governmental Organizations (NGOs), Civil Society Organizations (CSOs), development partners, the Government, Parliament and research institutions. In addition to this, information must be provided at all levels so that advocacy can take place and influence future budgets to make them more gender sensitive.

2.7 Challenges

The constraints that limit the success of GBI's worldwide are by and large similar to those experienced specifically in Pakistan as well. In the context of Pakistan, the main challenges encountered in achieving the goals above are:

- The roles and responsibilities of various ministries, Ministry of Women Development, Ministry of Finance and Planning and Development Department are not defined and there is a distinct lack of coordination between them resulting in poor planning and weak implementation of policies. They are often unable to prioritize policies in a homogeneous manner.
- GRB is about mainstreaming gender concerns in the budget, it does not advocate gender specific projects or programmes as it aims to address the needs of women and men without bracketing women's' needs as a separate problem or issue.

³Training Manual, GRBI

- There is a lack of knowledge about GRB and more information needs to be dispersed on GRB amongst government departments at all levels especially local governments.
- GRB is a technical and a political process. These two aspects need to work together. This can only be achieved through policy dialogue at all levels including a meeting of minds of the technical experts as well as those who can advocate and influence new policies with regard to GRB.

3. POLICY COMMITMENTS TO GENDER MAINSTREAMING BY THE GOVERNMENT OF PAKISTAN

The Government has an overarching goal to mainstream gender issues at all national levels; this has especially been a priority area for the Government during the last decade or so. Pakistan has, made a number of strong policy commitments to mainstream gender and there has been a consistent effort to address gender concerns, of which GRB is an integral part.

3.1 National Commitments

In general Pakistan's commitment to gender equality is firm and unequivocal. The Constitution contains a number of Articles and 'Principles of Policy' which, guarantee equal rights to all citizens, outlaw discrimination on the basis of sex, and provide for special representation of women in local government institutions as well as their full participation in 'all spheres of national life'. Some of the national commitments to gender reform are given below.

The Poverty Reduction Strategy Papers (PRSP)

The Poverty Reduction Strategy Papers (PRSPs) are policy documents that entail a comprehensive strategy to create policies, priorities and resources needed in order to reduce poverty and to enhance economic and social development in Pakistan. The first PRSP covering the period 2003 to 2006, identified four core pillars or principles for poverty reduction: growth and macroeconomic stability, governance, improving human development and targeting the poor and vulnerable.

The formulation of the second generation of PRSP (2008-2011) is still under process and is envisaged to be finalized by the end of 2008. It has evolved further and proposes a program for growth and poverty reduction, which centers a positive shift in priorities, which lies in the fact that it aims to mainstream gender concerns in the budget allocation.

National Policy for Development and Empowerment of Women

In 1983 a Pakistan Commission on the Status of Women (NCSW) was set up to ascertain both the rights and responsibilities of women in society and to suggest how those

rights could be safeguarded and how women themselves could help in eradicating ignorance, social evils, poverty and disease. In addition it was to identify measures that could be taken to provide education, health and employment opportunities for women. Following on from this there were recommendations for a permanent commission on the status of women as an independent statutory body which could make recommendations on laws and policies relating to women. In view of this demand the Government set up The National Commission on the Status of Women in July 2000. The core functions of the NCSW are to:

- review all laws, rules and regulations affecting the status and rights of women and suggest repeal, amend or new legislation essential to eliminate discrimination, safeguard and promote the interests of women.
- encourage and sponsor research to generate information, analysis and studies relating to women and gender issues to provide knowledge and awareness for rational policy and strategic action
- develop and maintain interaction and dialogue with NGOs and other experts in the field and form strong links with similar commissions and institutions in other countries for collaboration and action to achieve gender equality and development at the national, regional and international level.

The National Plan of Action for Women (NPA)

Following the commitments made at the UNs fourth world conference for women in Beijing, Pakistan formulated the National Plan of Action for Women, which was approved formally in March 2000. The NPA established 12 areas of concern and set out priority actions to empower women in Pakistan. Prepared on the basis of national participatory processes, the NPA aimed to facilitate women's participation in all spheres of life as well as ensuring the protection of women's rights within the family and the society. These areas were;

- Women and Poverty
- Education and Training of Women
- Women and Health
- Violence Against Women

- Women and Armed Conflict
- Women and Economy
- Women in Power and Decision Making
- Institutional Mechanisms for the Advancement of Women
- Human Rights of Women
- Women and Media
- Women and Environment
- The Girl Child

The Medium Term Budgetary Framework (MTBF)

MTBF is a three-year rolling budget framework that allows the Government to gauge past performances with regard to the way the budget is allocated and make long-term future plans based on those performances. It requires ministries to lay out policy priorities, develop specific indicators, compute resource allocations for achieving them and lay down the different methods in which they will be achieved. The idea was that the ministries would also become accountable for their own targets and all budgetary decisions would be output orientated. MTBF provides a comprehensive planning device both for recurrent and capital expenditures. On a conceptual level the MTBF is important because its focus was on service delivery. MTBF provided a window of opportunity for introducing gender responsive budgeting in the government's budget cycle. GRB is based on the idea of aligning operations with policies and, in particular, policies that promote gender equality.

Medium Term Development Framework (MTDF)

The MTDF 2005- 2010 was developed in line with the Vision 2030, which hoped to see a "prosperous and industrialized Pakistan". With specific reference to gender, the MTDF sets out the following priorities:

- The promotion of gender equality and improving maternal health
- Mainstream women in all sectors
- Mainstream gender issues into policies, development plans, and programmes to promote gender equity

Once these priority areas were established the focus was on implementation and the ways in which the MTFD sought to accomplish this was through:

- The appointment of gender focal points in all ministries
- Programmes for institutional strengthening
- All policies to include the gender aspect

Gender Reform Action Plans (GRAPs)

The Gender Reform Action Plans (GRAPs) propose policy, institutional and budgetary reforms at the federal, provincial and local levels across all sectors. The focus is on change in structures and processes of the Government in order to promote gender equity. These reforms aim to trigger actions that will result in gender mainstreaming, leading ultimately to the goal of gender equality. They seek to enhance the participation of women across all the spheres of gender reform, from political participation, where citizen's aspirations are expressed through political mandates and legislation, to government actions, where those wishes are implemented through public sector institutions, policies and budgets as well as education and health reforms. The GRAPs were formulated by the GoP with a view to address some of the gender gaps through reforms in four major areas:

- Political reforms
- Administrative/institutional reforms
- Reforms in public sector employment
- Policy and fiscal reforms.

The larger goals of GRAP are summarized above, however there are also specific interventions in the federal GRAPs with regard to gender budgeting, which form an integral part of each of GRAPs initiatives.⁴

⁴ For details of GRAP, please see www.grap.gov.pk/achievements.htm

3.2 International Commitments



Pakistan's national commitments to gender reform were reinforced by a number of international covenants and declarations to which Pakistan is a signatory, some of the most important of which are given below.

The Beijing Platform for Action

The Beijing Declaration and Platform for Action was adopted by the Fourth World Conference in 1995. The Platform for Action recognized that women face barriers in all sectors due to factors such as race, age, language, ethnicity, culture, religion or disability. The Platform defined broad areas of reform and called them “critical areas of concern”. The Platform envisioned “a sustained and long-term commitment” as essential for women and men to work together for themselves, for their children and for society “to meet the challenges of the twenty-first century.” It also saw this as a necessary for a people centred sustainable development that would lead to greater economic prosperity and stability.⁵

The Convention on Elimination of all forms of Discrimination against Women (CEDAW)

CEDAW was first established in 1979. It defines what constitutes violence and discrimination against women and sets an agenda on how to eliminate discrimination against women. In 1996, Pakistan acceded to CEDAW. All countries that signed the convention are legally bound to follow its principles, briefly mentioned below:

⁵Details of these areas which can be viewed at www.un.org/womenwatch/daw/beijing/platform/index.html

- Equality of men and women must be incorporated in the country's legal system, and all discriminatory laws abolished with other laws replacing them prohibiting discrimination against women
- Tribunals and other public institutions must be established to ensure the effective protection of women against discrimination
- The elimination of all acts of discrimination against women by persons, organizations or enterprises.

GRB and Millennium Development Goals (MDGs)

In the year 2000, representatives of 191 countries adopted the Millennium Declaration. There were eight MDGs to be achieved by the year 2015.

- Promote gender equality and promote women (Goal 3)
- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Improve maternal health
- Combat HIV/AIDs, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development
- Reduce child mortality

Gender was no longer seen merely as a crosscutting theme, but addressing gender disparities in all sectors and at all levels was considered crucial in ensuring economic growth and sustainability. Referring to goal 3 in the MDGs, the target set by the MDGs for ensuring that particular goal could be achieved was that a) gender disparity should be eliminated in primary and secondary education and b) women's increased empowered in politics and economics by the year 2015. Four indicators were outlined with regard to this particular target:

- Ratio of girls to boys in secondary and tertiary education
- Share of women in wage employment in the non-agricultural sector
- Proportion of seats held by women in national parliament
- Ratio of literate females to males aged 15-24 years.

(The goal of gender equality is seen as pivotal to the **achievement of all of the MDGs as women constitute more than 50 % of the world population**).

4. GENDER BUDGETING TOOLS

There are a number of gender budgeting tools, each of which has a specific function in unraveling expenditure based on gender disaggregated data. These tools are described briefly below.

4.1 Gender-Aware Policy Appraisal

One of the main questions this tool answers is, will government policies reduce, maintain or increase gender inequalities? Take the education sector as an example, if a policy has decided to increase subjects based on information and technology, it is important to ascertain whether girls choose those subjects as frequently as boys and if not to work out methods to increase girls' interest in these subjects.

This tool questions the assumption that policies are “gender-neutral” in their effects and asks instead: in what ways are the policies and their associated resource allocations likely to reduce or increase gender inequalities?

The key question that this tool poses is: *Are the policies and priorities of the Government adequately addressing gender inequalities?*

4.2 Gender-Aware Benefit Incidence Analysis

Gender aware benefit incidence analysis estimates the distribution of budget resources among males and females. Benefit incidence analysis works out the extent to which men and women, girls and boys benefit from expenditure on publicly-provided services can be analysed.

The question raised by this tool is: *How are the benefits of public expenditure distributed amongst men, women, boys and girls?*

4.3 Gender Aware Beneficiary Assessments

This tool is pivotal as it is used to ask actual or potential beneficiaries from both sexes the extent to which government policies and programs match their priorities or needs. So it includes the direct involvement of the public.

The main question that arises is: *To what extent do public services address the needs of men, women, boys and girls?*

4.4 Gender Aware Public Expenditure Tracking

This research tool compares public expenditure with government expenditure for a given program to reveal the distribution of expenditure between women and men, girls and boys.

The questions raised by this tool are:

- *Are allocated funds reaching the different gender groups adequately?*
- *Are there any obstacles in those funds reaching service delivery points?*

4.5 Gender-Disaggregated Analysis of the Impact of the Budget on Time Use

This tool looks at the relationship between the national budget and the way time is used in households. This tool ensures that the time spent by women in unpaid work such as household chores, is accounted for in policy analysis. It relies on time use studies implemented at the national level.

The crucial question here is *how expenditure and revenue patterns have an impact on women and men's time use?*

4.6 Gender Aware Revenue Incidence Analysis

This tool looks at how women and men are affected differently by the kind of revenues raised by governments such as direct (income, corporate taxes) and indirect taxes (value added tax) or user fees.

The key questions this tool raises are:

- *What percentage of women and men's expenditures are spent on government revenues?*
- *To what extent are tax reforms beneficial to men and women, particularly poor women?*
- *Are there labor market incentives for men and women in the tax system?*

4.7 Gender Budget Statement

This tool examines how expenditures affect gender equality using a variety of indicators. A gender budget statement summarizes the extent to which line agencies are working on their budgets to promote gender equity. The statement ideally focuses on the largest expenditures of the sector, as well as on expenditures that are especially important in addressing gender issues. Gender budget statements are usually tabled on the budget day alongside the other budget documents.

The main question here is:

To what extent policies, projects and programmes funded by the budget reflect gender considerations?

5. GENDER RESPONSIVE BUDGETING INITIATIVE (GRBI)

In order to support the Government in its efforts to achieve the targets set out with regard to GRB, the Ministry of Finance launched the Gender Responsive Budgeting Initiative (GRBI) supported by the United Nations Development Programme (UNDP) and its cost sharing namely, Swiss Agency for Development and Cooperation (SDC) and the Royal Norwegian Embassy in 2005. The Commonwealth Secretariat joined GRBI's donor consortium in 2006 to extend the project activities in the province of Sindh.

The GRBI project was implemented by the Ministry of Finance, Government of Pakistan and Finance Department, Government of Punjab. A Federal Project Management Unit (PMU) was established in the Ministry of Finance while the Provincial PMU located in the Finance Department, Government of Punjab. The Federal PMU worked in close collaboration with the 'Poverty Reduction and Gender Unit' of UNDP Pakistan. A project Steering Committee (PSC) under the chairmanship of the Finance Secretary, Government of Pakistan and Federal PMU was notified for ensuring overall guidance and support to the project.

The Gender Responsive Budgeting Initiative project on its completion has recently merged into Strengthening PRS Monitoring project with effect from 2008. The work initiated under GRBI will continue as one of the major component under the new project. Under the Strengthening PRS Monitoring project the expansion of GRB will not only cover all the four provinces of Pakistan but will also involve expansion to other social sectors.

5.1 Objectives of the Project

The main objectives of the project are to:

- Develop skills to prepare, review and analyze budgets

- using a gender lens;
- Promote policy and resource allocation with a gender perspective;
- Build advocacy skills of the Government of Pakistan and civil society organizations for gender budgeting.

5.2 Stages of the Project

To achieve the above objectives, activities were envisaged in the following five stages:

- Awareness raising and consensus-building
- Training on gender budgeting for the stakeholders
- Gender analysis of the priority sectors
- Review of the research
- Advocacy

Awareness Raising and Consensus-Building

In order to inform and educate people on GRB a concerted awareness raising and consensus building process was undertaken. In order to achieve this resource material was developed and disseminated amongst the stakeholders namely, federal, provincial and district governments, researchers, civil society organizations and parliamentarians.

Training in Gender Budgeting for Stakeholders

In order to build the capacities of stakeholders to analyze the budget from a gender lens, various activities including the development of comprehensive training material as well as various trainings targeting specific groups were carried out.



Gender Analysis of the Priority Sectors

Along with development of a research agenda for gender analysis in selected social sectors of Health, Education and Population Welfare, a number of gender responsive budgeting tools were employed to carry out research and analysis.

Review of Research

The results and outputs of research activities were reviewed by stakeholders and subject specialists to identify research gaps and to help improve the research already being undertaken in the country.



Advocacy

Advocacy activities were implemented such as meetings with stakeholders, media discussions, public dialogues, development and maintenance of websites and articles in the print media aimed at advocating for gender equity in budgets.

5.3 Scope

The focus of the project was on Education, Health and Population Welfare. The analysis was carried out at the federal, provincial (Punjab, Sindh) and district (Gujrat, Rajanpur and Jacobabad) levels.



5.4 Outputs

Three main outputs to be achieved are:

- Government spending addresses the needs of women and men equitably and attends especially to the needs of the poor;
- The budget is reviewed through a gender lens, in order to analyze if budget allocations are in line with women's and men's different priorities and needs;
Civil society and government partnership promotes transparency in the determination of government priorities and in public spending.

5.5 Project Achievements

For GRBI it has been a challenge to implement reforms with regard to GRB. In the first instance many people were previously unaware of GRB in Pakistan, so the first objective of GRBI was to inform, educate and train government officials and members of civil society on what GRB is. This was followed by concrete interventions in GRB, which will be highlighted in detail in this section. Material developed by GRBI relevant to each section will also be given under the appropriate sections below.

Awareness Raising

Another important objective of the project was to increase awareness on GRB concepts and issues and to inform the public at large on the benefits of GRB. In order to achieve this objective, awareness raising material, newspaper articles, news bulletins, media dialogue, TV talk shows at all levels (federal, provincial and district) were undertaken through out the life of the project. In addition a number of workshops were held to the same end, the most important of which are mentioned below:

- Project Launching and Awareness Raising Workshops was held which helped to inform all stakeholders of what GRBI hoped to achieve and on how strong the Government's commitment was on GRB.
- Awareness Raising workshops were held at district level in Rajanpur and Gujrat.
- A workshop on Mainstreaming GRB in PRSP was held.
- Awareness raising workshop for Parliamentarians was held in Islamabad (through PILDAT).
- A Civil Society Consultative Workshop was held in 2006.
An awareness raising workshop was held for Parliamentarians in Lahore in 2006.

Awareness Raising Material

The most important materials developed are mentioned below:

- Resource Kit on gender responsive budgeting
- News Bulletin January-June 2006
- Newspaper Articles: Various articles in newspapers have been instrumental in providing wider audiences knowledge of GRB.
- A handbook for government officials developed on Gender Budget Statements.

Recognizing the key role that media plays in mobilizing public opinion a media dialogue was held to familiarize the media personnel with gender responsive budgeting. Further more in order to mobilize public opinion and in order to create awareness on GRB to a large audience, a television talk show was held on a local television channel, with representatives of the project from UNDP, GoP and the civil society.

Training on GRB

As gender responsive budgeting is a new concept, capacity building of key stakeholders was done through out the life of the project. Depending on the requirement, training activities were undertaken at all levels, which entailed different types of training for different groups. Initially a TNA was carried out to formulate a Capacity Building Plan for the project after which the project undertook the following training activities between 2005 and 2007:

- Trainings for Provincial and National Parliamentarians served to facilitate and prompt the issue of GRB, which was raised in the budget session of the National Assembly.
- Trainings to orientate Nazims and Naib Nazims on GRB, GRB being a conducive approach to economic development, and incorporation of GRB in project planning and development.
- Training on gender budget statements was carried out. The participants included focal persons from the three provincial departments, representatives of the provincial Finance and Planning Departments, representatives of the initiative's two pilot districts namely, Rajanpur and Gujrat, and members of civil society organizations. A short orientation/training session on GRB and GBS for the officials of Finance Department, Government of Punjab was also held at the Finance Department, Lahore and was attended by a number of senior officials. A similar training on GBS was conducted at the provincial level for the officials of the Punjab province and the pilot districts in May 2007.
- Training on budget call circulars for key GRBI focal persons.
- Training on sector specific gender issues as well as on time-use survey was organized specifically for relevant officials of FBS involved in the

implementation of the Time Use survey. During the workshop the experience of South Africa and other developing countries, where TUS has been carried out, was shared with participants.

- Training for staff/ enumerators of Beneficiary Assessment Survey was conducted.
- Training for NGOs working on gender issues was held.
- A ToT was also conducted to prepare a pool of resource persons: the participation of the ToT ranged from research institutes (SPDC), government training institutes (NIPA Lahore), NGOs working on gender issues (SAP-PK and CCHD) and Rural Support Programs (NRSP, AKRSP and RSPN).

A Training Manual was developed on gender responsive budgeting. The manual includes gender analysis concepts, advantages of GRB as well as material on advanced sector-specific training on GRB.

Gender Analysis of Priority Areas

Along with training and a concerted effort at awareness raising there were also simultaneous efforts to discuss the best ways to address issues specific to Pakistan with regard to GRB. In other words, to ask questions on the most effective tools that need to be employed to take positive actions and how those could be achieved. For this purpose a Road Map/ implementation strategy was developed for GRBI, which outlined GRBI priorities and the main tools it would use to achieve its objectives. A number of tools of GRB feasible in Pakistan's context were employed through out the life of the project, which include: Time Use Survey, Gender Aware Policy Appraisals and a Gender Aware Beneficiary Assessment Survey.

This was followed by taking concrete actions over the course of the three years, such as the Ministry of Finance, Government of Pakistan and the FBS signing a Memorandum of Understanding

(MoU) to carry out a Time Use Survey (TUS). In addition Gender Aware Policy Appraisals for the Education, Health and Population Welfare sectors were carried out. Other important interventions included a Gender Aware Beneficiary Assessment survey, and a Gender Aware Benefit Incidence Analysis of the Health and Education sector was conducted. (As some of these are the major milestones of the project, they will be discussed in greater detail in the relevant section below). Additional activities undertaken by the project also include:

- A Gender Disaggregated Employment Analysis
- Unpacking the federal budget in order to review the federal budget from a gender lens
- Gender patterns in employment related public sectors expenditure
- Gender sensitive amendments were proposed and incorporated in the MTBF Budget Call Circular (BCC) 2007-2008 both federal and provincial (Punjab)

Advocacy

Realizing the importance of advocacy a strategic plan for GRB advocacy was developed at the start of the project. In this regard workshops were held to disseminate information on Gender Aware Policy Appraisals of the Health, Education and Population Welfare sectors and of the Gender Aware Beneficiary Assessment Survey. In addition policy briefs were developed on the former. Easy to read pamphlets were also written and distributed widely as part of the project's advocacy activities.

Material Related to Advocacy Activities

- “Frequently Asked Questions”- a pamphlet that explains what GRB is and how it is related to poverty reduction in Pakistan, including a brief on GRB tools developed
- In 2006 a booklet titled 'GRB: Opportunities for NGOs'

was developed to inform NGOs on how they can play a role to promote GRB in Pakistan

- Briefs have been developed for the Gender Aware Policy Appraisal
- A concept paper was developed on "How GRB can contribute to PRSP"
- The project website was developed and operationalized for the efficient flow of information to relevant stakeholders in 2005⁶

Review of Research

There were reviews held of all of the GRB tools employed by GRBI including:

- The draft reports of the Gender Aware Policy Appraisal studies were shared with the subject specialists of the three sectors of Education, Health and Population Welfare.
- A review of preliminary findings of Gender Disaggregated Benefit Incidence Analysis was held in Islamabad through a focus group discussion.
- A focus group discussion on the draft report of Gender Aware Beneficiary Assessment (GABA) survey was conducted at the GRBI Lahore office.
- To review initial findings of Time Use Survey a focus group discussion with the FBS team to clarify practical issues faced during implementation (which included possible results and their interpretations in the overall context of Pakistan), processing of data and improving the tabulation plan and clarifications on coding list was conducted.
- The preliminary findings of the Benefit Incidence Analysis of Health sector were reviewed in a focus group discussion.

⁶GRBI has merged in to strengthening PRS monitoring project , with GRB as one of the major components material on GRB can be accessed from the project website : <http://prsm.gov.pk/>

5.6 Major Milestones of the Project

The project has to its credit many achievements, some of the most important of which have been described above, however there are some which can be considered milestones in the context of the work being done on GRB in Pakistan. The following section will be dedicated to those particular achievements of GRBI.

Gender sensitising the budgetary process

Budget call circulars are official notices issued by the Ministry of Finance or Finance Department near the beginning of each budget cycle. The circular instructs other government ministries and departments on how they must submit their demands for budgets for the coming year. Officials within the ministries and departments then use this format to draw up their budget submissions, which are subsequently inspected by, and negotiated with the Ministry of Finance before going to the Cabinet.

Since Gender Responsive Budgeting is based on the idea of aligning operations with policies and in particular policies that promote gender equality the MTBF provides a flexible budgeting system that aligns operations with policies over a three- year framework rather than single year budgets. MTBF therefore provided a window of opportunity for introducing gender responsive budgeting in the government's budget cycle. GRB was proposed as an amendment to the MTBF approach rather than a complicated and separate system. Gender sensitive amendments in the MTBF BCC were proposed initially for three social sectors of Education, Health and Population Welfare and later this was extended to 12 other ministries under the incremental MTBF reform process.

The proposed gender sensitive amendments in the Budget Call Circulars resulted in including relevant performance indicators to be sex/ gender disaggregated. With the support of GRBI, the Federal and Punjab governments have introduced this requirement, and also asked ministries and departments to write

about gender when discussing their missions, visions, goals and activities. At the federal level gender sensitive amendments were introduced in the BCC 2007/08 and also in 2008-09. Additional gender sensitive amendments have been further proposed for the upcoming MTBF BCC (2009-10).

Extracts from 2007/08 federal budget call circular

Ministerial policy objectives

Indicate gender-related objectives in the Ministry's own policy as well as objectives relevant to the sector from general GoP policies.

Key output indicators

Indicate the required desegregations, such as sex/gender and age group for services delivered to individuals.

Input indicators

Indicate the relevant desegregations. In particular, indicate the current gender/sex breakdown of both qualified and unqualified staff.

Mission statement and functions of the Ministry

Specify where and how functions contribute to the achievement of gender equity.

Disaggregate targets and performances measures where appropriate. In particular, indicate sex/gender desegregation wherever possible. Include specific performance measures related to gender equity.

Key output indicators in the medium term

Disaggregate key output indicators wherever relevant. In particular, disaggregate by sex/gender wherever possible. Include specific output indicators related to gender equity.

In Punjab, the first changes were introduced for the 2006/07 budget, with further changes for 2007/08. The amended call circular in Punjab is applicable for all departments, as the MTBF is not being introduced incrementally in the province.

Gender Sensitive Amendments in the BCC is one of the most significant achievements of the project as they not only

demonstrate the commitment of the government to GRB but also in institutionalizing a gender perspective in the government's established budgetary forms and procedures.

Gender Budget Statements

GBS is an accountability tool, which a government uses to inform parliamentarians and members of the civil society about money allocated for initiatives that advance gender equality. The GBS was employed and GBS for the Education, Health and Population Welfare Sectors in Punjab commissioned after series of consultative workshops on GBS format. A handbook for government officials regarding GBS was prepared.

A Gender Budget Statement of Education, Health and Population Welfare sectors have been issued by the Finance Department of Government of Punjab for the years 2006-07 and 2007-08. The GBS approved by the relevant authorities has been printed and disseminated to relevant stakeholders.

Format of Punjab's Gender Budget Statement

- Programme name
- Sub-programme name (where relevant)
- Gender issues
- Planned activities
- Budget for previous and current financial year
- Inputs (including targets and actual progress on ground)
- Outputs (including targets and actual progress on ground)
- Overall achievements

This is a significant achievement as it helps develop budgets that are more responsive to the needs of women and men, girls and boys. The development of a federal GBS was also carried out.

Time Use Survey

Time is a resource, which different people use in different ways, depending on their unique situations. It is important to account for that time and there are various ways that that can be done. One of the major achievements of the project is the initiation of a nation wide Time Use Survey under taken by the FBS to reveal macro economic implications of unpaid care work in the country. TUS differentiates between time spent doing economic work and non-economic work such as unpaid work, i.e., care for sick people, eating and sleeping.

TUS is important for the following reasons:

- A Time Use Survey determines how women, men, girls and boys spend their time. It is an important tool of gender budgeting as it unravels the implications of unpaid care work. It also ensures that the Government uses its budget to make sure that the work that takes place in that time takes place effectively and efficiently.
- The survey provides information on the time used to access the public and private education and health services.
- It determines to what extent labour force surveys are successful in capturing all forms of work.
- It shows the general quality of life of the individuals in general.

Pakistan's TUS covers 20,000 households and follows a diary-based approach, in which selected respondents were asked in a face-to-face interview as to what activities they performed in each half-hour of the preceding day (a 'yesterday' diary). The survey has been conducted in four 'tranches', one in each quarter, so as to allow for capturing of any variation in seasonal activity.

Gender Aware Policy Appraisals

In 2006, GRBI published three Gender Aware Policy Appraisals for the three pilot sectors, Education, Health and Population Welfare. The studies undertook a sector specific situation analysis to identify the needs of men and women and girls and boys. It determined the extent to which policies and their resource allocations were actually reducing or increasing gender inequalities. The studies were used by policy makers, they provided gender related inputs to the sector review reports, which the government prepares as part of the MTBF process. A Gender Aware Policy Appraisal of Education Sector- Sindh has also been carried out under the project.

Gender Aware Beneficiary Assessment Survey

A Gender Aware Beneficiary Assessment survey was undertaken from October 2005 to March 2006 for the pilot districts of Rajanpur and Gujrat. It determined the level of satisfaction of beneficiaries by sex and highlighted the degree to which community members have benefited from education and health services by sex and how stakeholders feel education and health services could be improved in terms of equitable access. The survey's findings were meant to assist, in advocacy and sensitisation of key stakeholders for better planning and more gender aware resource allocations. The results and recommendations of the survey have been published and disseminated to relevant stakeholders through a workshop and advocacy meetings in the hope that they would use the findings for future planning and budgeting.

A Gender Aware Beneficiary Assessment Survey of the Education sector, Jacobabad in Sindh was also undertaken with the support of the Commonwealth Secretariat and is being completed under Strengthening PRS Monitoring project.

Gender Aware Benefit Incidence Analysis

A Gender Aware Benefit Incidence Analysis of the Education sector was conducted. It examined the effectiveness of public spending towards reducing gender gaps in the education sector. Among other factors, the analysis revealed that the amount of government subsidies directed towards primary education were higher for males compared to females in all four provinces of Pakistan.

5.7 Conclusion: Lessons Learnt and Future Recommendations

Over the course of its life the project has successfully undertaken a myriad of activities ranging from awareness raising to advocacy to detailed, in depth studies and surveys. Despite the fact that GRB is a relatively new concept in Pakistan, GRBI has been largely successful in informing, training and enhancing knowledge on the subject to a wide range of audiences, most significantly to relevant government officials. It has also managed to instil new ideas and concrete solutions on gender issues by suggesting amendments in core budget documents. Although the project has been successful in implementing the goals it set out for itself, with each new activity, there are inevitably new challenges and a set of lessons learnt. The main lessons learnt during the life of the project are summed up below.

- As GRB is a new concept in Pakistan, lack of expertise on gender budgeting was encountered. Research work at the field level, employing various GRB tools, has to rely on local professionals. Lack of expertise on the subject (expertise in the field of gender and public finance), both at the individual level or organizational level was an issue. The services of international subject specialist were solicited at the beginning of the project, however later Training of Trainers (TOTs) was carried as an

effort to build a pool of resource persons with expertise on Gender Responsive Budgeting.

- While carrying out federal level studies, issue of timely compilation of data at the federal level was faced. Since data from all the provinces take time to be collected, therefore this resulted in delay in carrying out a Gender Budget Statement at the federal level.
- The project worked closely with NGOs by involving them in various project activities. As a result of this interaction NGOs showed a keen interest in working on GRB, however no concrete results have been produced in this regard. Most of the NGOs lacked funds for GRB related activities and requested for assistance, however it has not been possible to fund their activities.
- Ownership of various ministries in various project activities has been an issue, even though focal persons were nominated in all the relevant ministries/ departments at all the three tiers, to assist the project and to finalize various documents. A more coordinative effort and active role of the ministries is needed in future for carrying out GRB related activities.
- Gender Budget Statements in Punjab Province for line departments were developed with the support of the consultants initially, with the hope that the issuance of the gender budget statement will be institutionalised. This however has not been made possible, due to a delay in the full role out of MTBF.
- A gender analysis of federal budget was carried out to provide a snapshot of governments budgetary priorities by analysing the budgets from a gender perspective. However there is a need to carry out gender post budget analysis after every budget (both federal and provincial) as a continuous

process.

- The project focused on public sector capacity building in limited/focus areas. However not only does the scope need to be expanded to more government officials and departments but also more focused and demand driven trainings need to be carried out.
- Gender sensitisation of policy and resource allocations is a slow process with multiple constraints that will take time. Despite this the project has received increasing recognition and coverage, for example the project has been invited to a number of local and international events to present its work.
- The first nation wide Time Use Survey has been carried out by the Federal Bureau of Statistics. Administrative problems in the initial stages resulted in a delay in the commencement of field-work and in carrying out the survey. The survey findings will ultimately help in highlighting the macro economic implications of unpaid care work.

Recommendations:

It is imperative to note that an in-depth analysis of project activities will only be possible when the reforms suggested and initiated by the GRBI have been realized in the form of government policy. Currently many of these reforms are still in their nascent stage of development due to the fact that the Government is still in the process of developing new policies that will include them as a necessary part of the budgetary structure.

- GRB is a new concept and is still in its pilot stage. There is a need that the government of Pakistan must adopt it as a policy and issue policy guidelines. It

should be made an integral part of the Medium Term Budgetary process at the federal and provincial level. This will bring in ownership, which at present seems to be missing to a large extent.

- Although gender sensitive amendments have been incorporated in the MTBF budget call circular (BCC), it is the first step towards achieving gender-disaggregated data which will feed into and reflect positive changes in government policies in the future. As with any new intervention this is going to take time. However with the full roll out of the MTBF expected to take place in FY 2009-2010, mainstreaming of gender into all the budgetary process and procedures will take place.
- An active role of both government officials and members of the civil society is needed for carrying out GRB related activities. To achieve this both government officials and civil society need to work hand in hand on GRB on a frequent basis, through regular meetings, workshops and focus group discussions.
- Although trainings have been carried out under the project, future training workshops must not only be demand driven but should also be designed and delivered keeping in view the role that participants are going to play and the GRB tools that they are going to implement.
- Capacity building measures on GRB should be a continuous process and should be carried out in a more sustainable manner with more frequent interaction with the potential trainees. The earlier approach of imparting one off trainings would not be too useful in the context of the expanded scope of GRB under the strengthening PRS Monitoring project.

- Gender Budget Statement should be issued by the Ministry of Finance at the time of the issuance of the budget.
- Research findings of Gender Aware Policy Appraisals and Gender Aware Beneficiary Assessment Survey carried out under the project need to be highlighted and reflected in future policy making and the budgetary process.
- GRB is indelibly linked with PRSP. Aligning of GRB with PRSP will further strengthen the implementation of GRB in Pakistan and would help in the process of mainstreaming gender responsive resource allocations in the government's budgetary system on a sustainable basis. In order to mainstream Gender Responsive Budgeting in the government budgetary process, the Government's policy commitments is envisaged to continue under the PRSP- II document.

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Examples of GRB in other Countries

Australia

GRB was first implemented in Australia in 1984. This was the first initiative of its kind in the world. For the first time gender-based expenditures, were established, for example, it determined how much of the budget was spent on the education of women or the health of women. The process showed how money is spent in certain sectors on women and men, girls and boys, for example, it poses questions such as does spending on the education reflect gender equity objectives? What proportion of the budget is spent on education? What proportion of the budget is spent on health? Thus GRB in It brought to light the fact that women, men, boys and girls have different needs and priorities and that the expenditure of the Government needs to reflect this important fact.

India

The United Nations Development Fund for Women (UNIFEM) started work in India, with the Ninth Five Year Plan of 1997-2002, which introduced the Women Component Plan. The budgets of 22 states were analyzed to check the extent to which they were gender sensitive. In 2004 expert groups were set up by the Ministry of Finance to make recommendations on GRB. These were:

- Gender Budget cells should be set up in all departments
- That 18 out of 50 ministries should begin the process of GRB
- A new expenditure category should be established in the budget
- Departments should monitor outputs and outcomes and they should include an analyses of all the beneficiaries reached by expenditures in their annual reports

Afghanistan

One of the main initiatives on GRB in Afghanistan has been the Gender Mainstreaming Project (2005-07) between the Government of Afghanistan and GTZ. The project has achieved the following results:

- ♦ Opening of a Gender Budget Unit at the Ministry of Finance in March 2007
- ♦ Helping the MoF develop a work plan for gender budgeting
- ♦ Several workshops have taken place including one briefing the Parliamentary Budget Committee on gender budgeting, and introducing gender budgeting concepts to relevant ministries in the Government
- ♦ Two sets of training materials are now available on gender budgeting translated into the local language
- ♦ Afghanistan's Gender Budgeting Vision has been drawn up and approved by the Heads of Budget
- ♦ The draft gender budgeting statement for the next budget speech by the MoF has been written

Nepal

GRB interventions in Nepal can be briefly summed up below:

- Gender analysis of the entire budget.
- Guidelines were developed for the Ministry of Finance for the inclusion of gender dimension in the budgeting exercises to be undertaken by line ministries for the Fiscal Year 2003/2004.
- The Tenth Plan (2002-2007) launched by the government of Nepal has stated that all legal policies, programmes and budgets will be analyzed from a gender perspective.
- A report, "Gender budget Audit in Nepal" was finalized through a collaborative partnership between UNIFEM and UNDP. The report has been disseminated to all the gender focal persons and representatives of the Planning Divisions of the line ministries, the National Planning Commission and Ministry of Finance.
- In 2004, UNIFEM organized a capacity building workshop for gender focal points of all the ministries, planning officers of all the ministries and the officials of the Ministry of Finance around gender responsive budgeting.

South Africa

The GRB initiative began in South Africa after the abolishment of apartheid in 1994. The Women's Budget Initiative (WBI) was set up in 1995 by a parliamentary Committee on Finance and two policy research NGOs. After the WBI set the first example, other marginalized groups started to look at how budget

Quotations: GRB

A rights-based approach to budgeting helps ensure that gender equality becomes both a goal and indicator of economic governance. UNIFEM

"If you want to see which way a country is headed, look at the country's budget and how it allocates resources for women and children."
Pregs Govendar, MP, South Africa

Gender budget initiatives are a reflection of the transition to more open, participatory and responsive systems of governance. There is increasing interest in giving the poor and excluded a political voice, and influencing allocation of public resources in favor of them. Democracy has come with the expectation not only of participation and inclusion but also of freedom from poverty. Winnie Byanyima, MP-Uganda, 2000

Recognizing gender inequality as an efficiency issue does not mean seeing women as a resource to be used for increasing productivity and growth. Rather the message is that if women themselves have more control over resources there will be gains for society as a whole; but if gender inequality persists, there will be continuing losses for society as a whole. Diane Elson, 1999

Gender responsive budget policies can go far to reconcile the objectives of gender equality, human development and economic efficiency. Recognizing gender inequality as an efficiency issue does not mean seeing women as a resource to be used for increasing productivity and growth. Rather the message is that if women themselves have more control over resources there will be gains for society as a whole; but if gender inequality persists, there will be continuing losses for society as a whole. Diane Elson, 1999

"Gender sensitive budgets are political processes. Women's participation is fundamental to ensure that the diversity of women's interests is represented and that these initiatives do not become mere technical exercises. A clear policy focus and strong links with existing actions and mechanisms for the advancement of women can limit such risks. Lessons learned from Brazil and from Chile point out that it is equally important to develop a comprehensive, systematic and participatory, quantitative and qualitative, monitoring systems and to invest in the production of sex-disaggregated data and information, including gender-aware performance measures and indicators."

What can we expect from gender sensitive budgets?
Strategies in Brazil and in Chile in a comparative perspective, Florence Raes

Strengthening PRS Monitoring Project

The Finance Division, Government of Pakistan and UNDP Pakistan have signed an agreement for the initiation of a Strengthening PRS Monitoring Project (2008-2012). The aim of the project is to strengthen institutional capacities for results-based monitoring and evaluation of poverty reduction strategies at Federal and Provincial levels.

Project Outputs

The project has the following three outputs:

- ◆ Improvement in quality, collection, analysis and management of PRSP data at national and province levels for effective tracking of PRSP targets.
- ◆ Review public spending and allocations in pro-poor sectors and analyze through a gender lens to better understand the contribution and needs of men and women.
- ◆ National engagement in PRSP monitoring mobilized through participatory processes.

Implementation Arrangements

The project is implemented by the Ministry of Finance, Government of Pakistan and, Provincial Planning & Development Departments. For this purpose a federal Project Management unit (PMU) has been established in the Ministry of Finance while one provincial PMU is located in the Planning & Development Department, Government of Punjab. Similar provincial PMUs will be created in all the other provinces.

Strengthening Poverty Reduction Strategy (PRS) Monitoring Project

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