

DESCRIPTION OF GENDER BUDGETING INITIATIVES in alphabetical order as far as available by Feb 1st 2006

GERMANY

Berlin

The "Initiative for a Gender Sensitive Budget in Berlin" was founded in May 2001 after a workshop on Gender Budgeting organised by of the NGO 's Womens' Forum.

The goals of the initiative are:

- Lobbying for a qualified implementation of Gender Budgeting as a strategy to assess the gender impact of policies on the state level in Berlin ("Länder"-level in Germany)
- Providing a critical reflection on the ongoing implementation of GB in Berlin, which started in 2002 – for example we did a "shadow report" of the Second report on Gender Mainstreaming and Gender Budgeting in Berlin delivered by the Berlin Senat.

All members of the Initiative are working on a voluntary basis.

The participants in this group are women from NGOs, foundations, scientists, parties and labour unions.

1. What budgets/topics have you analyzed?

We did not analyse budgets by ourselves because the administration is doing so in Berlin.

However, we wrote a "shadow report" to comment on the implementation process of GB in Berlin. The main results are:

It is not enough to state that there are quantitative disparities in the budget and not look at the causes of these disparities It would be helpful to interlink Gender Mainstreaming with Gender Budgeting activities to provide policies in the respective sectors which are changing disparities or actively promote gender equality.

The Initiative holds a seat in the main implementation committee. We push topics like communication strategy between politicians and the administration, to build up gender competence trough external experts also to establish a network with universities, to demand financial support for the process.

Some members of the initiative are working as external experts in the implementation process and are involved in the pre- feasibility study for the implementation of Gender Budgeting on national level.

2. Which methods/approaches are used?

The Berlin Senat nowadays focuses on a benefits incidents analysis, relying heavily on quantitative data. The Initiative is pushing for making the analysis more qualitative orientated.

3. How are you trying to influence the budgetary process?

By lobbying:

Shadow report, public relations (flyer), networking with other civic groups, critical questioning of politicians, organising events in GB (the next one will take place on 13.02.).

4. Which strategies vis a vis the government are you using?

The initiative have a seat in the political process in Berlin the working group for Gender Budgeting in the Landeskommision.

In 2005 the initiative presented recommendations to the second report on Gender Mainstreaming and Gender Budgeting process in Berlin to the local government.

5. Your lobbying activities?

We have a Germany wide Gender Budgeting webpage, where you can find all activities and reports. www.gender-budgets.de

We are initiated network meetings with other Gender Budgeting initiatives and groups in Germany and we started with an co-ordinated activities. (letter to the administration in Munich).

Lobbying through presentation of the initiative activities at local, national and international meetings and congresses. (Berlins women's centre, at Femme Global, at international congresses from political Foundations Heinrich Böll), in the local government, presentation of the activities in Poland)

6. Which activities do you carry out to involve a broader public?

The initiative was active in the Berlin-election in 2001, introducing Gender Budgeting into the election campaign. A first step was an open letter to the parties in Berlin and the representatives of the local government. This letter was signed by 104 individuals and 26 organisations/ associations. The Senate from Berlin decided to implement GB with support from women from different parties. After the election, the initiative set up talks with politicians and selected members of the berlin administration to get Gender Budgeting going quickly.

In 2005 we organised a workshop with the persons responsible for Gender from different parties, the involved administration and the public.

7. Activities to sensibillize?

Flyer and events, some members give workshops for the administration (partly as freelancers)

8. What are the outcomes of the Gender Budgeting activities in terms of equality policies?

Political situation in Germany:

In October 2002 the newly elected government agreed in the Coalition agreement that „Gender Mainstreaming should be sustainable implemented as a method in all governmental departments. And that Gender Budgeting will be a part of this strategy.“

In June 2003: A sub-division on Gender Budgeting was set up under the IMA to prepare proposals for the implementation of Gender Budgeting at the national level until 2006.

Starting in April 2005 a feasibility study on Gender Budgeting will be conducted by external experts.

Political situation in Berlin:

The Initiative for a Gender Sensitive Budget in Berlin was founded in May 2001.

After the election of the new local government in 2001 Gender Budgeting was adopted into the coalition agreement. Women from different parties focused on Gender Budgeting, for example with a paper to the topic from the Social Democratic Party.

One year later, in 2002, Gender Budgeting was successfully integrated into the Gender Mainstreaming strategy as a political guideline.

In 2004 the Berlin parliament decided to implement a law of procedure to ensure that GM is a top down process and also to introduce progress reports on Gender Budgeting at administration level for the budget period 2004/2005.

At district level a control body was established.

In Berlin twenty-one (21) Gender Mainstreaming and four (4) Gender Budgeting pilot projects were developed in 12 government and district administrations.

All involved administrations were supported by external organisations- and gender experts and the top management participated in Gender Trainings.

Then four GB projects were developed: three projects at district level and one project at local ministry level. The procedure says that all sectors in the administration have to implement GB step by step until 2006.

The Berlin Administration started to collect data to carry out benefits incidents analysis.

At district level: the focus is on areas like libraries, sports, health care, children and youth.

On senate level: The budgetary position for „economic development“ is analysed.

The selection of budgetary positions and products was made from a practical point of view:

- Individual development measures (e.g. counselling or accommodation)
- Use of public institutions (libraries)
- Direct financial distribution of resources

The administration has also done an assessment on sex-disaggregated data available in Berlin as a pre-condition for Budget analyses.

9. Have you used/ promoted participatory approaches? How?

We are part of the participation ourselves because we function as an NGO. However, we are connected to groups of the women's movement in Berlin, though this could be intensified.

We were involved in the Berlin peoples Budget Initiatives, however they do not longer exist.

In Berlin Lichtenberg a people's budget is going on, also reflecting gender-aspects.

10. Anything else you want to share with the participants

Some of us do have a problem working in a double role of "Gender-Experts" also making our living on the one hand and on the other hand providing voluntary work. Maybe we could discuss on the self-understanding of initiatives in this kind of double-bind situation?

Cologne

Our initiative is an offspring of the Local Agenda 21 and its commitment to sustainable urban development. We are convinced that social sustainability largely depends on equality and equity for all which means at the same time balancing work and life, the economic and the social, the market and the care economy. Several of our group were engaged in the modelling of the 'Leitbild Köln 2020' (www.stadt-koeln.de/leitbild) which was organized by the municipality and carried out by officials, experts and citizens. When the Leitbild was passed by the city council (2003), our group started to work on the project 'Bürgerinnen und Bürger im Spiegel kommunaler Haushaltspolitik'. We organized a public event in order to find additional contributors (men and women). After a few meetings of the enlarged initiative the only man who had joined us left the common effort, but after one year of hard work 14 women proudly presented their gender appraisal of the municipal budget to the public (November 2004). We had analysed the municipal library and the folk high school and had found that women payed more for their courses than men because their interests seemed to deserve less support by public money. (We had compounded the unit costs of adult education separately for women and men),(Download:: www.koelnagenda.de/docs/genderbudget.pdf)

In the meantime, we calmly do PR and lobbying towards the public, the administration and the city council. Simultaneously we are engaged in the implementation of the Leitbild. We have cooperated with other groups in compiling sets of indicators for sustainable urban development, and we advertise the Gender Budget in the context of a citizens' budget which is envisaged by the mayor and others for the end of the decade.

During the last months, we scrutinized several topics in order to create a new project. Finally, we adopted the open all-day primary school which is new in Northrhine-Westfalia. We are quite sure that our work will bring forth interesting details about the personnel, the methods and the organisation of the schools and - last but not least - the different needs and achievements of girls and boys taking advantage of the new form of entering the school system.

While so far we have had ample support on behalf of all institutions and persons involved in our investigations, the city of Cologne is just on the point of departure for the implementation of Gender Mainstreaming. The official procedure started with a pilot project only three months ago. Gender Budgeting was taken into account, but after some discussions it was postponed. The members of the commission referred to our study and decided that official steps should be taken up in a time to come.

Munich

1. Gender Budget Initiative, Munich

1.1. The initiative is a civil society group. Its members work honorary. They come from various backgrounds: feminist projects, the Greens and the Social Democratic Party, municipality and city council. The group started its work in November 2002 after the Munich city council planned severe cuts in the area of women's and girls' institutions.

Its demands towards the city council are:

- the development and implementation of a concept of gender budgeting for Munich
- the development of procedures of citizens' active participation within the budgetary process.

1.2. Activities:

1.2.1. Publicity and lobbying:

- public presentations (workshops, presentations at conferences in Munich, Berlin, Cologne, Stuttgart, Düsseldorf, Mainz etc.)
- talks with politicians (supporting the preparation of a resolution on gender budgeting which passed the city council in January 2004)
- E-mailings, flyer
- Nov. 2004: organisation of an international conference about gender budgeting, called "Haushalt für alle! Mit Gender Budgeting zum geschlechtergerechten Haushalt" (proceedings in German, see www.gender-budgets.de)
- Summer 2005: „Wahlprüfsteine“, questioning of the parties' manifestos for the federal election, with the support by the GBI's Berlin and Cologne. The parties and candidates were asked about their plans in respect to fiscal policy, economics, labour-market, representation of women and the implementation of gender budgeting. (Questions and answers by all parties represented in the German Bundestag (federal parliament), see www.gender-budgets.de)
- Autumn 2005: letter by the GBI's Berlin, Cologne and Munich to the Lord Mayor of Munich and the leaders of the parliamentary groups regarding the implementation of the council's resolution on gender budgeting.

1.2.2. Collection and distribution of expertise:

- internal discussions of strategies and instruments
- presentations for expert groups (e.g. Munich equal opportunity commission)
- co-operation with scientific institutes

1.2.3. Networking

- with other gender budget groups
- with women's projects, social services organisations, trade unions, politicians

2. Activities by the Munich city council:

- motion by the Greens regarding the budget consolidation and gender mainstreaming (July 2002)
- recommendation by the equal opportunity commission (July 2002)
- resolution by the council (January 2004) including engendering all aspects of the city budget, gender budget analysis as part of all budgetary decisions, forming of a group of experts, report about the effects of consolidation measures, training

3. Activities by the municipality, especially by the women's advocacy bureau:

- Gender mainstreaming as part of New Public Management
- Improvement of the collection of sex-disaggregated data
- Brochure about how to engender the city budget (written by Birgit Erbe, FAM, 2003)
- Gender budget questionnaire sent to all departments (2003)
- Gender budget analysis of three pilots: measures for long-term unemployed, micro-credits for start-ups, licenses for the Christmas market (research by Johanna Zebisch, SIM, 2005-2006)
- Exchange of experiences between large cities (organised by Deutscher Städtetag, German Association of Cities and Towns, since 2005)

4. Assessment of the process of implementation

- the implementation of the council resolution stopped in the very beginning
- some motivated employees who start own, but rather isolated activities
- lack of instruments and training how to do gender budgeting (but also problems how to do product-oriented budgeting as part of NPM!)
- resistance and blockades of administrators, e.g. no answers to questionnaire, no information because of the protection of data privacy
- lack of parliamentary and public pressure to implement gender budgeting
- hardly any funding for research or pilot studies

5. Scientific activities

There are two scientific institutes working on gender budgeting in Munich: FAM and SIM. Together they developed an approach to gender budgeting in public administration and in scientific organisations.

5.1. FAM Frauenakademie München e.V. (Women's Academy, Munich) supports women to gain equal access and opportunities in science, economics, politics and in the public by doing research, education and consulting. It is part of the local, national and international women's movements, has a bias for the support of women and declines all forms of discrimination. FAM as an organisation is actively involved in women and gender studies. It supports the transfer of research findings into the realisation of equal opportunity actions and carries on the dialogue between feminist science and experts from real life. FAM wants to strengthen the individual, work and political competence of women and supports the international communication about equal rights and equal opportunities of women and men. (www.frauenakademie.de)

5.2. SIM Sozialwissenschaftliches Institut München (Institute of Social Science, Munich) is an independent research institute which does research and consulting in the field of social and economical sciences. SIM co-operates in a network of other research and consulting institutes in order to permit a continuous transfer of knowledge, experience and research findings. The competency fields of SIM are organisational development and human resources, social planning and monitoring, urban and regional development, social research and evaluation. SIM started its work and activities related to gender budgeting (especially gender sensitive indicators) in connection with the "Münchner BürgerInnenbefragung" (citizen survey) 2000 and in connection with projects concerning the implementation of new public management in Germany and Italy. (www.sim-sozialforschung.de)

5.3. Approach to develop gender budget instruments

Our approach is based on international studies of gender budgeting and own experiences by the two institutes. There are first experiences gained by a few projects within the municipality of Munich which cover aspects of gender budgeting. Recently, FAM and SIM submitted a proposal for a gender budget evaluation of national research programmes by the Austrian government and within the 6th Framework Programme for research by the European Commission FAM and SIM together with NEWW-Polska and Watch Group Gender and Public Finance (Austria) applied for the funding of a Special Support Action ("Gender Budgeting as an instrument for managing scientific organisations to promote equal opportunities for women and men – with the example of universities").

Gender budget's potentials are assumed in its positive effects on the planning and evaluation of policies and strategies, the efficiency and transparency of the allocation of resources and the decision-making process. It should involve quantitative and qualitative gender-based assessment of budgets, while also addressing and incorporating a gender perspective in the whole budgetary process. This implies a better understanding of how resources are being spent and can improve policy outcome.

Besides all risks we see with the implementation of a new public management, we argue for the utilisation of this governance instrument. There are attempts to implement fundamental ideas of business management like transparency, goal-oriented governance and financial controlling within the realm of public administration and universities by means of different instruments which should be used for gender budgeting. To have effects at the operative level, the goal "gender equality" has to be translated into the governance and control logic of the respective system. Since governance tends towards an indicator-based output-orientation, gender-sensitive indicators are key elements. In our projects we plan to develop gender-sensitive output indicators, but more importantly outcome and performance indicators. On the basis of a systematic description and analysis of instruments for budgeting from a gender-sensitive point of view, recommendations shall be made.

The analysis of the budgeting process aims at the question of how the budget planning and implementation works in organisations. This analysis should provide information to answer the question in which part or parts of the process gender budgeting must be implemented to achieve a gender responsive budgeting.

The findings of our analyses (with respect to indicator development as well as to process observations) will in a further step be discussed with the participating organisations (communicative validation) concerning their capability for implementation. This is an essential contribution to diffuse the perspectives and instruments into the organisations. It is crucial that gender budgeting strategies are not to be considered as another time-consuming and cost-intensive "extra challenge", but as a methodological sustaining structure to implement upcoming reform challenges. For instance, gender disaggregated data necessary for gender budgeting analysis can also most effectively be used for target group and performance orientation, for quality assurance systems and management structure improvement, all in all central claims of new public management.

POLAND

1. What budgets/topics have you analyzed?

I did local gender budget analysis, that was not full analysis, rather introduction to further discussion. City of Gdansk doesn't have gender divided statistics neither task-budgets, only line-budgets are available that make analysis extremely difficult.

2. Which methods/approaches used?

According to Debbie Budlender: "Gender budgets: what's in it for NGOs?" Originally published in Gender and Development, Vol 10 No3:

Gender budget work involves five steps:

- First, you need to describe the situation of women and men, girls and boys, who are served by a particular sector or ministry, such as agriculture or health.
- Second, you need to examine government policies and programmes in the sector, to see whether they address the 'gender gaps' – that is, inequalities in the service offered to each group as described in the first step.
- Third, you examine the budget to see whether sufficient money has been allocated to implement effectively the gender-sensitive policies and programmes identified in step two.
- Fourth, you need to monitor whether the allocated money has been spent. You also need to monitor who benefited from the money – for example, whether funding for health services reached women or men through clinics, hospitals and extension services, and whether these women and men were rich or poor, urban or rural, etc.
- Fifth, you need to go back to the first step and re-examine the situation, to see whether the budget and its associated programme has improved on what was initially described.

3. How are you trying to influence the budgetary process?

First – good quality analysis and drawing recommendations and then lobbying: through conferences, direct meetings with city hall representatives, advisors etc.

4. Which activities do you carry out to involve a broader public?

For conferences we invite media, we also do trainings in other towns of Poland.

5. What are the outcomes of the Gender Budgeting activities in terms of equality and equality policies?

After government changes we have a lot of problems with basic anti-discrimination law, even abortion act would be more strict if it will follow in conservative direction further

SPAIN

The Basque Government Gender Budgeting Initiative (by Priya Álvarez)

http://www.emakunde.es/actualidad/presupuestos/web_en/default.htm

The "Gender Budget" experience is an initiative of Emakunde/Basque Women's Institute (Basque Government) to mainstream the gender perspective into the budgets of any public administration, which is included in the III Plan of Affirmative Action for Basque Women: "Gender Perspective in Public Policy", in its first chapter: Building up the normative and prescriptive capacity to develop gender-sensitive policies from the Basque Political Institutions.

This initiative reflects some of the measures that were proposed in the Beijing Conference in 1995 in favour of creating institutional mechanisms in the economic realm and implementing gender-sensitive analysis on public expenditure and taxation.

From 1999 on, Emakunde has fostered several projects in this direction:

- The elaboration of a detailed Smart Digital Library ("Public Gender Budgets") with open access through the internet
http://infopolis.es/qw30sp/topic.cfm?room_id=1005&set_cookie=1
- The set-up of a Seminar at the Basque Government Interdepartmental Committee, led by Dra. Rhonda Sharp, an Australian professor of Economics who implemented the first Gender Budget experience in her country.

A follow-up Seminar held at Emakunde's with one of the most salient experts on the field, Dra. Diane Elson.

In 2001, they decide to move on into the practical field to implement a pilot project within the Basque administration. A working group has been created, promoted by Emakunde, involving several departments and being assisted by Rona Fitzgerald, who is leading at the same time a similar experience with the Irish and the Scottish government. A technical team is also created to support the whole experience and the people taking part in it.

In 2002, a pilot initiative is carried out with the participation of six Basque Government Departments. It was finished with a closing conference with contributions of national and international experts.

In 2003, a handbook, based on the previous work of Dra. Ailsa McKay and Dra. Rona Fitzgerald, was released through Emakunde's website.

Basque Government Working Group

DEPARTMENTS	SELECTED PROGRAMMES
Home Office	Citizenship Training for Emergences
Industry, Trade and Tourism	Technological Centres
Transport, Public Buildings and Infrastructures	Transport
Health System	Funding and Self Help Groups
Culture	Sports
Land and Environment	Environmental Education

Bizkaia Provincial Government – Spain (2001- UP TO NOW)

2001-2003 Agriculture Department Pilot Experience:

http://www.bizkaia.net/Home2/Archivos/DPTO1%5CTemas/Pdf/transversalidad_genero.pdf

Pilot experience in the Agriculture Department to mainstream gender through all the programme life, including the budget analysis.

Bizkaia Provincial Government Tax Department Initiative (2006)

The Tax department initiative consists of a project to analyze budget documentation and introduce gender indicators, gender equality goals, gender impact analysis and gender budgeting.

A new Equality Act has been passed in February 2004 in the Basque Country forcing administrative units to evaluate gender impact of new acts and regulations.

2005 Bizkaia Sports Association

As a part of their gender mainstreaming plan, sports federations are going through major change to incorporate women massively in their organizations and sports clubs. Women are now needed for some sports to survive, grow and access to public funding.

They are undertaking a gender mainstreaming process to develop capacity building, gender action plans, gender budgeting and gender impact analysis.

It is a very interesting experience to see how gender equity management contributes to better management strategies altogether.

Andalusian Region

In 2002 we organized a gender budget conference in the south of Spain with the aim to start up a gender budget initiative in the biggest Spanish region. Janet Veitch from UK was invited to present us a paper explaining the British experience regarding gender mainstreaming and gender budgeting. Paloma de Villota focused her participation on taxation and retirement and widow pensions in Spain from a gender perspective.

This year the Andalusian government produced a gender budget document reflecting major figures and gender disaggregated statistics on a number of areas. Every department has identified at least one program to analyze from a gender point of view. They all have disaggregated all the indicators concerning people, up to 522 gender indicators in 70 programs. They revised 12 political priorities out of 19 to check if they were responsible regarding gender equality commitments. They conclude by saying that 2006 Andalusian government budget is gender sensitive.

Catalonia

The Catalanian government is a three party coalition that reached a governmental agreement to set up the first gender budgets of the Catalanian administration. They have started by completing a pilot experience in the Sports Ministry to be extended to other departments. Now, they have elaborated a gender budget protocol, still in progress, to test it with some other governmental sectors and programs.

The beginning of an experience on gender budgeting from the Basque Country (by Yolanda Jubeto)

Budgets/topics analyzed:

Before starting the experience with the City Council of Bilbao, as we were going to follow the same methodology, I carried out interviews with the people who had taken part in the initiative financed by the Basque Government to know their impressions, balance, and main problems found in the way. I have also spoken with the main promoter of that initiative, Ana Alberdi, responsible of Emakunde in that process, who gave me all the contacts within the government structures.

At the beginning of the initiative, all the areas of the City Council were invited to take part in this project in order to analyse some relevant programmes of their Areas. The only requirements to take part in it were to have access to the reliable gendered desaggregated data, and people dedicated to the task of gathering the information, working on it and attending the required meetings to be able to carry it out.

Finally, the topics we are working on are related to different subject matters competence of the Town Hall, such as public housing policy, public spaces for leisure of children, development cooperation aids, money-transfers to the people with material needs, consumers' information department, policies of ecological sensibilization and aid to eliminate barriers to people with disabilities in the communities.

Methods/approaches used

We are using the method proposed by Rona Fitzgerald in the Basque Government's experience, adapted to the reality of the Town Hall and combined with a participatory approach, as the aim is not just to make the inner audit analysis and improve the way the planification is made and the results are measured, but also to give voice to the feminist groups (and other women's groups) of Bilbao in the process of checking and introducing improvements in the working of the public policies application in the Town Hall.

The method consists of training and then proposing the elaboration of a report which consists of two main parts (with the same guidelines explained for all the departments), carried out by the people responsible of each area. In the first place, they have to describe the main characteristics of the chosen project and the principal reasons for choosing it, contextualizing it within the global budget of their Area and of the Town Hall. It is also required to include a description of the workers involved in the Area, their category and working conditions. In the second part, they have to evaluate to what extent, if any, they observe a different impact of that programme on women and men, and on female and male children. They have to include their evaluation of the ways to improve the assignation of resources, in case they observe an unequal use of them, as well as to compare the expectations related to the programme and the results and the problems found on the process of analysis.

Ways of influencing the budgetary process

By making the people of the different areas who work with the budget more aware of the potential different impacts on women and men of the measures they implement. Besides, we would also like to make them being aware of the need of contrasting the results of the budget with the real beneficiary collective of it in order to improve the allocation of the budget for the following years. In summary, to be conscious of the benefits of making the budgeting process more accountable and linked to the different realities they are supposed to pretend to modify and improve.

In the second phase, we would like to sensibilize the Finance Department of the Town Hall about the need to mainstream a gender aware methodology in the whole process of elaboration and evaluation of the budget.

Strategies followed vis a vis the government

We are working with the Women's Area of the Town Hall in a highly collaborative way. They are in contact with the finance department and all the areas of the Town Hall in a recently established inter-areas commission, where they inform of the advances and requirements of this and other projects, and specially try to persuade them of the need of gender-friendly policy planification and implementation of the policies.

On the other hand, we are also in contact with the Basque Government's Women Institute (Emakunde), as they are working with some technicians of women's areas of several Town Halls to develop a methodology to be applied in some municipalities, once they have defined the methodology of analysis adapted to our reality. We would like to adapt it to Bilbao, if it were possible. With that aim, we are in contact with the main responsables of that project to follow it up.

Activities carried out to sensibilizy and involve a broader public/participatory approaches.

One of the main elements of the proposal we presented to the women's area of Bilbao's Town Hall was related to the need to contrast the preliminary reports of the Areas with the Women's Council of Bilbao. This is a rather new meeting point, pushed forward by the Women's Area, where a big number of women's and feminist organisations located in Bilbao are taking part in. We proposed to train them to make them aware of the importance of following up the budget from a gender perspective and of taking part in this project by being informed punctually, making proposals and in the second phase working together to introduce the improvements they consider a priority in the municipal budgets.

Thus, we have concentrated on making the effort of involvement of the women's organizations, feminist organisations and trade union's womens branches, all of which take part in the Women's Council of Bilbao, as a means to get closer to the main issues that concern to the women of Bilbao.

Potential outcomes of the Gender Budgets initiatives

As we are in the process we haven't reached any outcome yet, though as Debbie Budlender has often said and we agree with her, at the moment one of the main positive aspects of these experiences is the process in itself. So, we are trying to manage to make the civil servants and the stakeholders, in general, more aware of the need to look at the numbers and to public resources and decisions (including the decision-making process) from a gender lents. In that way, we will be able to be more equitable and efficient, as the policies will be better adapted to the real needs of the women and men of the community.

Final remarks

In my opinion, these initiatives are a challenge to the public administration as they measure the level of inner and outer democracy that that institution promotes, not just with words but with facts.

The trajectory of many public administrations in our country has been characterized by obscurantism and a lack of transparency in the way they use the public resources. That trend has started to change in the years of democracy, but there is still a very deep rooted culture that generates many resistances to open up the black box of the budget further of the big numbers they make public every autumn. As our administration is very much decentralized, but not in a very straight cut way, we also find it difficult to analyse all the resources allocated to different administrations, which cover the different public areas where they share competences.

If the administration wants to give an answer to the real and different needs of women and men in the community, it has to make real studies of their current situation and its evolution, in the first place. That means that it is required to produce reliable and systematically produced statistical data to follow up and be able to see the changes in the living and working conditions of women and men. In the second place, once we know the reality, we need the other 2 Rs of the 3 Rs that the Nordic partners talk about (representation, resources, and reality) to mainstream policies, but for the whole budget, in order to evaluate all the phases of the budgeting process. And that means, in the end, political will by the part of the public authorities to carry these initiatives forward (learning in the process of doing it), pushed forward by the public consciousness of the need of gender democracy in our societies, if we really want to achieve a real democracy where the population, women and men, take active part in its progressive building.