
NETWORK STRATEGY DEVELOPMENT WORKSHOP REPORT



INTRODUCTION

The Gender Budget Watchdog Network organized a workshop for the development of the Network Strategy in Berovo, North Macedonia from 21-22 October 2023. The network was attended by 29 representatives from partner organizations and subgrantees spanning seven countries: Albania, Bosnia and Herzegovina, Kosovo, Moldova, Montenegro, North Macedonia, and Serbia. Additionally, two translators were present for the languages Albanian to English and Serbian to English.

The trainer for this workshop was Nicole Farnsworth the Program Director and Lead Researcher from the Kosovo Women's Network.

The workshop has covered **5 sessions**, that includes:

- **Sessions 1-2:**

Situation and problem analysis regarding GBWN

- **Session 3:**

Objective analysis

- **Session 4:**

Stakeholder analysis and reviewing/updating objective analysis

- **Session 5:**

Networking strategy



Prior to our meeting in Berovo, we held an online session to give all our members an opportunity to contribute to creating the network strategy. Due to budget limitations, we couldn't invite all our members to Berovo. This session served as a base for our workshop in Berovo. The primary approach used for formulating the GBWN Network Strategy which will be finalized in March 2024 involved a participatory strategic planning workshop. This workshop relied on brainstorming sessions to gather and clarify ideas derived from the objective analysis, situation analysis, risk analysis, and SWOT analysis.

The timeline for the development of the network strategy

Online survey:	October
Online meeting:	16 October
Strategic planning:	19-21 October
Stakeholder consultations, Draft strategy:	November-December
Share draft with online survey:	January
Online meeting:	End of January
Revise draft:	January-February
Finalize strategy:	March

The timeline for the GBWN strategy encompasses several key milestones. In October, an online survey was conducted to gather initial insights, followed by an online meeting on the 16th. From the 19th to the 21st of October, strategic planning sessions were held in Berovo, North Macedonia. Throughout November and December, stakeholder consultations informed the drafting of the strategy. In January, the draft is shared via an online survey and discussed in an online meeting at the end of the month. Revision of the draft takes place from January through February, leading to the finalization of the strategy in March.

DAY I, 21st October - Saturday

Sessions 1-2. Situation and problem analysis regarding GBWN

In sessions 1-2, participants were organized into groups to conduct a situation and problem analysis related to GBWN.

The groups were assigned specific regions:

- Group 1: Albania and Kosovo
- Group 2: Bosnia and Herzegovina
- Group 3: North Macedonia
- Group 4: Moldova
- Group 5: Montenegro and Serbia



The primary tool used for analysis was the problem tree, as illustrated in Figure 1. Each country within the designated groups undertook the task of developing and presenting their respective situation and problem analyses. The detailed outcomes of these analyses can be found in Annex 2.

Session 3. Objective analysis

The groups that were initially formed in sessions 1 and 2 proceeded to collaborate on an Objective Analysis. This involved examining their objectives according to a structured format, which included:

- **Overall Objective:**
Addressing the question of why do we do it
- **Specific Objectives:**
Addressing the question of what are we doing
- **Activities:**
Addressing the question of what we need to do to achieve expected results
- **Results:**
Defining the anticipated outcomes of the undertaken activities.

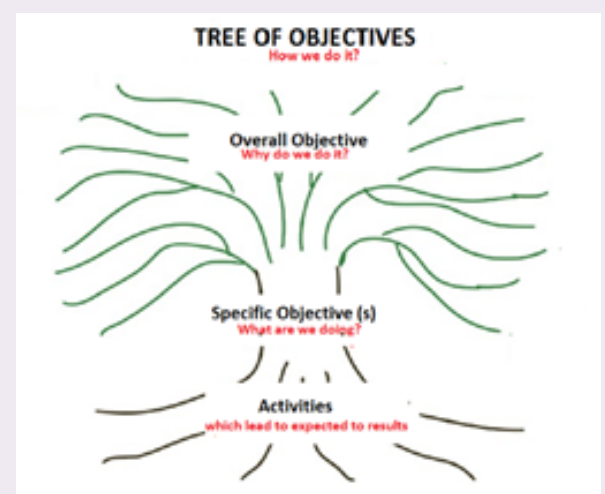


Figure 1: Tree of Objectives

Following the completion of the Objective Analysis, the next step involved conducting a Risk Analysis. The participants focused on identifying potential risks, assessed their likelihood of occurrence (categorized as Low, Medium, or High), evaluated their impact (categorized as Low, Medium, or High), and provided mitigation assumptions. The detailed analysis for each country - Annex 2

Risk	Likely	Impact	Mitigation Assumption

Day II 22nd October – Sunday

Session 4. Stakeholder analysis and reviewing/updating objective analysis

During the fourth session, the group engaged in discussions centered around the analysis of Strengths, Weaknesses, Opportunities, Threats (SWOT) related to GBWN, along with updating the Objective Analysis. Each group actively participated in dissecting the intricacies of the network's internal and external dynamics, identifying key strengths to leverage, weaknesses to address, opportunities to explore, and threats to mitigate. Additionally, the session included a dedicated effort to review and update the Objective Analysis, ensuring that the network's goals and objectives remained aligned with the evolving landscape. The collaborative examination of these strategic aspects not only enhanced the participants' understanding but also contributed to the refinement and optimization of GBWN's overall strategic direction.



The critical elements identified through the SWOT analysis include:

Strengths:

GBWN has a distinctive strength in its focused approach on gender-responsive budgeting (GRB), addressing a crucial but often overlooked area. The network benefits from diverse expertise within member organizations, covering GRB, advocacy, implementation, monitoring, and evaluation, along with in-depth knowledge on women's rights, gender equality, and climate change. Strong advocacy and lobbying skills create synergy among members, fostering best practices for collaboration. Trust and effective cooperation with central and local institutions, real-time crisis monitoring, and an annual international forum contribute to the network's robust foundation. Additional strengths include the ability to replicate successful strategies, represent diverse women's civil society organizations, utilize infrastructure, and leverage technology for communication. Alignment with EU strategies positions GBWN as a potential model for developing countries.

Weaknesses:

GBWN faces challenges such as limited targeted advocacy on international platforms and constrained funding capacities. Underutilized communication channels, especially on social media, hinder broader audience engagement. Cross-country communication and members' capacity to promote initiatives are limited, as is technical economic expertise in certain sectors. Insufficient knowledge transfer and capacity building for smaller members, budget limitations for local adaptation, and a need for improved organizational transparency pose weaknesses.

Opportunities:

GBWN has promising opportunities, including collaboration with women's rights networks and human-rights-focused organizations for joint advocacy without overlap in GRB. Donor support and successful bilateral funds offer avenues for program extension. Established cooperation with institutions, potential collaboration with international entities like EBRD, WB, and EU, and the EU accession process in Western Balkans and Moldova provide strategic moments. Consensus among political parties, a robust policy framework, and the economic global crisis create a conducive environment for GBWN to advocate, monitor, and promote GRB, enhancing its credibility and visibility.

Threats:

Significant threats to GBWN include donor dependency, raising concerns about sustained actions with diminishing funding sources. Inadequate implementation of legislation and policy gaps, reluctance of governments to prioritize GRB, and slow progress in creating an enabling environment for CSOs pose challenges. External factors like economic crises, emergencies, and staff turnover in public institutions complicate the landscape. Elections in certain countries may shift administrative focus, potentially disrupting ongoing initiatives. The challenge lies in aligning network-wide awareness campaigns with specific country contexts, and the effectiveness of advocacy work may be compromised if not all initiatives are adopted and implemented, emphasizing the need for strategic resilience and adaptability within GBWN.

Session 5. Network strategy development

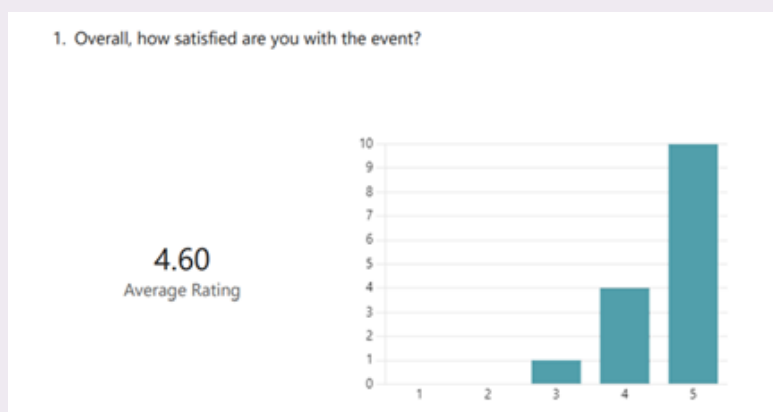
In the fifth session, the participants focused on creating a plan for the Gender Budget Watchdog Network. A clear timeline was set and agreed on within the network members present at the workshop. The summary of what each group discussed, highlighted the important ideas and results from our teamwork. Additionally, the participants developed a detailed analysis of their own country's situation which they will continue to upgrade continuously. This way, we can better understand the factors that affect gender budgeting efforts in each country, and showed how dedicated we are to making continuous progress and emphasized the workshop's aim to develop strategies that fit each country within the larger Gender Budget Watchdog Network.



WORKSHOP EVALUATION FEEDBACK

After finishing of the workshop the participants were asked for overall workshop evaluation. In total 15 participants filled the feedback form. The post-workshop evaluation feedback reveals insightful findings based on the participants' responses to the provided questionnaire

In response to the first question regarding overall satisfaction with the event, participants expressed a commendable average rating of 4.6. This positive feedback underscores the success of the workshop in meeting the expectations and needs of the attendees.



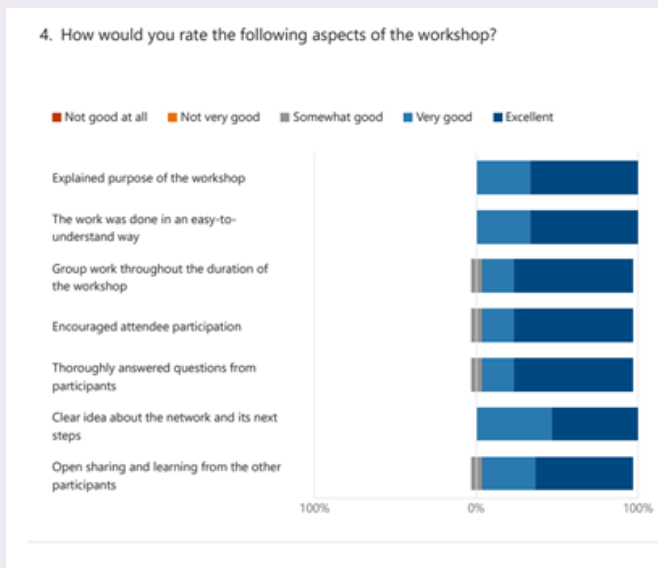
Moving on to the second question about **attendance**, a noteworthy 76% of participants indicated that this was not their first time participating in events organized by our team, indicating a high level of recurring engagement and loyalty among the audience.



Addressing the third question, which focused on the **information provided before the event**, the responses provide a nuanced perspective. About 33% said they got all the info they needed, and another 47% got a good amount. That's most people feeling well-prepared. But, we see 13% got only some info, suggesting we can do better in making things clearer. A smaller 7% didn't get any info, so we can work on improving how we share details. These insights help us plan future events, focusing on better communication to make everyone's experience even better.



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6. Share with us your highlights of the workshop

The workshop was a highly beneficial and productive experience for participants, providing a platform for reflection on network development strategy. Key themes such as synergy, solidarity, music & dance, and knowledge transfer were emphasized. The active participation of members contributed to the efficient execution of the strategy, with the group discussion on GBWN SWOT being a highlight.

The facilitator, Nicole, was praised for her clear vision and methodology, enabling the completion of significant work without overwhelming participants. The workshop fostered a relaxed atmosphere, encouraging open expression of ideas and thoughts, creating a safe environment for optimal contributions.

The efficient use of time and the positive synergy among participants were noted, leading to successful outcomes. The opportunity to learn about the diverse perspectives of organizations and the unique situations of different countries was enlightening. The in-person interactions and exploration of teams at local and international levels were particularly valuable for enhancing collaboration and making the work process more comfortable.

Overall, the workshop was described as excellent, characterized by great teamwork, positive energy, constructive ideas, and shared experiences. The inclusion of unique activities, such as a hiking excursion, added a distinctive and enjoyable element to the collaborative atmosphere.

7. How could the workshop be improved for the future?

To make future workshops even better, it's important to maintain the positive vibe in the group and find a good balance between work and fun to boost social connections and communication. When picking a location, consider how long it takes for people to travel there. If possible, adding more members could bring in diverse perspectives. Sending out a bulletin on the progress of the GBWN and its members' work would make everyone's contributions more meaningful. For upcoming meetings, it might be helpful for national coordinators to set standards for attendance to ensure active participation. Addressing the issue of unengaged participants by redirecting resources to more involved individuals or different activities could make the workshops more effective. Providing feedback to hotels and restaurants on areas needing improvement, like slow food delivery, changing glasses during the day, would enhance the overall experience. Offering some snacks (cookies, fruits) during breaks, a printed agenda, and microphones for everyone could further streamline the workshop process and make it more enjoyable for everyone.

ANNEXES:

Annex 1: Agenda

Agenda

20 October

17:30- Depart Skopje by bus from Best Western – directions provided in the logistical note

19:30 - Arrive and dinner together (Hotel Manastir Berovo)

21 October

9:00 - Breakfast

10:00 - Situation and problem analysis (with coffee break)

12:30 - Lunch

14:00 - Situation and problem analysis regarding GBWN

15:00 - Coffee break

15:30 - Objective analysis

18:00 - Break

19:30 - Dinner

22 October

08:00 - Early hiking group at the Lake leaves

09:40 - Hiking group at the Lake leaves

10:15 - Not hiking group arrives at the Lake

12:30 - Return from the Lake

12:30 - Lunch

14:00 - Stakeholder analysis and reviewing/updating objective analysis

15:30 -Break

15:40 - Networking strategy

17:25 - Closing and next steps

18:00 - Break

19:30 -Dinner

23 October

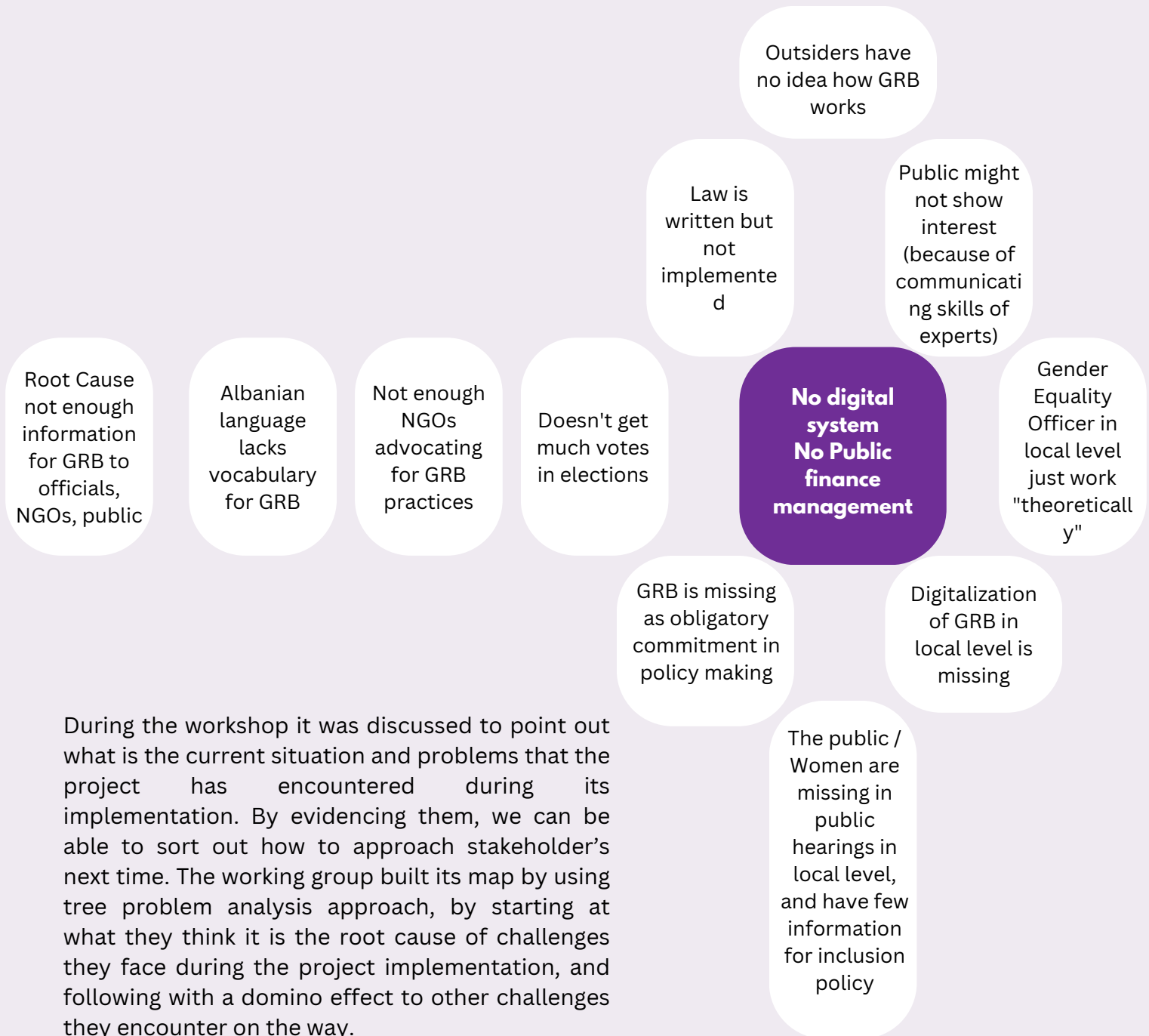
7:00 - Breakfast

08:45 -Depart to Skopje

11:20- Arrive in Skopje and continue home

Albanian and Kosovo Working Group

Situation and Problem Analysis



- **Root Cause not enough information for GRB to officials, NGOs, public:** The working group identified the lack of awareness and information by public officials, other NGOs, and public in general about the importance of GRB intervention in institutional level. One possible reason for this issue is a lack of awareness among project stakeholders about the importance of transparent and regular communication with these groups. If they do not understand the significance of providing information, they may not prioritize it. Lack of understanding GRB can lead to resource limitation in central and local levels of government, such as budget and personnel constraints, which hinders the ability of human resources to gather, and compile information on the issue. This can also result in insufficient information sharing.
- **Albanian language lacks vocabulary for GRB:** The lack of specific terminology for GRB may stem from cultural and linguistic factors. Albanian, like many other languages, may not have directly translated terms for concepts that are relatively new or unfamiliar. This might lead public in general to have different concept definition for a single term, which creates a barrier of misunderstanding when approaching them. Translating nuanced terms like those tailored to GRB can be a challenge to convert the essence of these concepts in Albanian language.
- **Not enough NGOs advocating for GRB practices:** There are not sufficient number of NGOs that advocate directly for GRB practices which can haunt their understanding on advanced knowledge in Gender Equality. The low number of NGOs advocating for GRB directly may be due to a lack of understanding of the implementation of the concept in policymaking and institutional level.
- **Doesn't get much votes in elections:** Whether it is about central or local elections, in both countries, the appeal of the party leader is often a decisive factor in elections, putting other candidates of the same party in second stage. Very often, we realize the messages and policies of candidates, or parties, don't resonate at all GRB in practice and address in a generic way critical issues that gender equality faces. The electorate in the other side is crucial to react to this environment. However, there is not a well-defined stance by the electorate on these issues that can put pressure on politicians or political parties to align their platform within the gender lens
- **Law is written but not implemented:** Government agencies that are responsible for implementing GRB legislation, as we have stated at the root cause of the problem, lack the necessary expertise and training to do it effectively. There is a lack of institutional infrastructure and personnel, which has been evident during project cycle and results to making it difficult to interpret the law and budget effectively. Also, the institutional organogram is very generic which doesn't clarify the responsibilities and competences, and how it aligns with the Gender Equality department with others. Furthermore, when its about implementing GRB programs and obligations, there is an absence of accountability mechanisms that can result in the negligence of the law.

- **Outsiders have no idea how GRB works:** The lack of understanding of GRB among experts in other fields is a common challenge that needs to be targeted. It's important to explore ways in how to integrate GRB with other socio-economic fields that can promote and improve our objectives and goals.
- **Public might not show interest (because of communicating skills of experts):** Experts in the field of GRB may use technical language, acronyms, and terminology that is unfamiliar to the general public. This can create a significant barrier to understanding, as people may feel overwhelmed or alienated by the language used. Experts may find it challenging to distill these concepts into easily digestible information for the public.
- Gender Equality Officer in local level just work "theoretically": Gender Equality Officers. in local level lack authority or decision-making power to implement recommendations offered by CSOs'. They may serve in a purely advisory or consultative role, which can limit their ability to effect change.
- Digitalization of GRB in local level is missing: The local government does not have the necessary technological infrastructure or human resources to be able to manage and maintain digital data on GRB. It can be difficult to manage and maintain digital data, particularly in situations where local authorities lack the skills or tools necessary for the collection, storage, and analysis of digital data, and make it accessible for public use online.
- The public / Women are missing in public hearings in local level, and have few information for inclusion policy: The lack of participation of women in public hearings at the local level and the lack of information regarding inclusion policies is a significant concern, as it can lead to decisions that do not adequately represent or address the needs of these groups.
- GRB is missing as obligatory commitment in policy making: GRB is not yet an obligatory commitment in policy making is a significant gap that can hinder efforts to promote gender equality and address gender disparities in public policies. Without an obligatory commitment to GRB in policy making, there is a risk of perpetuating and reinforcing gender inequalities. Policies may not adequately consider the specific needs, concerns, and contributions of different genders, leading to unequal outcomes.

Overall Objective

Overall Objective: *Institutionalize GRB as an obligatory commitment in policy making and monitoring*

SO1: *Improve capacities for public officials and political parties to better plan/ implement policies*

SO2: *Expand and strengthen the diversity of actors engaging in GRB*

R1: Increase knowledge of public officials and political parties in GRB

R2: Improve public participations and stakeholder engagement in GRB

Act1: Training of capacities with public officials and political parties to integrate GRB into their programs

Act2: Grow the communication skills of experts

Act3: Increase the number of public hearings meetings

Act4: Advocacy to periodic expenditures reports to/by high level state

Risk	Likely	Impact	Mitigation Assumption
Lack of willingness of public officials to participate in the activities	M	M	Memorandum of cooperation with all levels
Lack of knowledge of political parties to participate	M	M	Report to address SWOT analysis of GRB integration in their political programs
Fall of government	L (Alb) / M (Kos)	H	Continue to work with public officials and acting government
Conflict	L (Alb) / M (Kos)	H	Pressure government for women involvement in peacekeeping / build peace coalitions / hold officials accountable

L - Low

M - Medium

H - High

Bosnia and Herzegovina Working Group

1.Situation analysis for your country that you developed already before the Strategic Planning meeting, adapted to include key problems, root causes and consequences discussed during the mtg.

Gender Responsive Budgeting in Bosnia and Herzegovina is named the base principle in the Law on Gender Equality and Gender Action Plan, making it a part of the legislative and policy framework of the country. However, the implementation of GRB is severely lacking as it is not thoroughly implemented, i.e., there is a **lack of GRB principles in legal documents**. It is important to point out that the institutional framework for GRB exists, a system which includes gender equality principles in the budgeting process does exist, but it is evident that there is a **lack of institutional memory** followed by a sui generis form of resistance to GRB among public servants and decision-makers. This is depicted best through the example of the legal **requirement to collect sex-disaggregated data**, but a problem arises in practice when these data are often either non-existent or unavailable to the public. Finally, an extremely significant barrier in GRB implementation in BiH are **line budgets**, which are difficult to watchdog and adapt according to GRB principles, unlike program budgets.

The **root causes** of the lack of GRB principles in legal documents are multilayered and include lack of efficiency and knowledge among institutions, public servants, but also CSOs, lack of political will to work towards GRB implementation, and lack of CSO capacities for watchdogging. As a consequence, the Bosnian-Herzegovinian society faces severe lack of knowledge and information on what GRB is as well as on gender equality in general, absence of the alignment of existing policies with the Law on Gender Equality, but also negligible implementation of existing regulations, which leads to loss of trust in institutions, and a largely a gender insensitive society.

2.Risk Analysis for your country in the table format we used.

Risk	Likelihood	Impact	Mitigation Measure
Lack of substantial interest of decision makers	Medium	High	Pre-implementation meetings and targeted lobbying
Lack of donor support	Low	High	Global and EU-level lobbying, participation in development programming
Lack of adequate CSO associates and staff (along with lack of motivation)	Medium	High	Networking events, public promotion of the GBWN, capacity building, standardization of CSOs

Political instability	Medium	High	Promotion of a holistic and peaceful approach to decision-making, public pressure (media + preventing “silent support”)
Anti-gender movements	Low	High	Awareness raising activities and a human rights-based approach
Complexity of the GRB language	Medium	High	Simplifying the GRB language, adapting to local contexts and using examples to bring individuals closer to GRB.

3.Expected results/outputs for your country and group of activities contributing to each result. In order to achieve the integration of GRB principles at all levels of government and contribute to more quality legislation in BiH and make Gender Equality Law lex specialis, Bosnia and Herzegovina needs to take on the following steps and activities.

Activity Set 1:

- 1.1. Educational activities for institutions (public servants)
- 2.1. Awareness raising activities
- 3.1. Promotional activities

Results Set 1:

- 1.1. Efficient institutions
- 2.1. Increased knowledge on GRB among institutions (public servants) and citizens

Activity Set 2:

- 2.1. Advocacy targeting decision makers
- 2.2. Awareness raising activities and lobbying

Results Set 2:

- 2.1. Strengthened political will

Activity Set 3:

- 1.1. Providing core support for CSOs
- 2.1. Educational activities on GRB – trainings
- 3.1. Networking events
- 4.1. Advocacy and Lobbying trainings

Results Set 3:

- 3.1. Increased capacity of CSOs for watchdogging and advocating for implementation of GRB

Activity Set 4:

- 4.1. Media campaign
- 5.1. Public pressure through street campaigns, online campaigns, etc.

Results Set 4:

- 4.1. Increased accountability for GRB

North Macedonia Working Group

1. Situation analysis for your country that you developed already before the Strategic Planning meeting, adapted to include key problems, root causes and consequences discussed during the mtg.

There are many challenges with regard to institutionalizing GRB and strengthening the GBWN in North Macedonia. One of the main problems and challenges is **Lack of Awareness and understanding for the need of GRB** among government officials, policymakers, and the public. Many stakeholders may not fully comprehend the importance and benefits of GRB.

The **political will** to prioritize gender equality in budget allocations might be lacking, leading to inadequate resource allocation to gender-related programs. The **availability and quality of gender-disaggregated data** can be inconsistent, making it difficult to conduct a comprehensive gender analysis in budgeting. There is a need for **capacity building within government institutions** to integrate GRB into the budgeting process effectively.

North Macedonia has made significant progress in establishing a legal framework for gender equality and GRB. The Law on Equal Opportunities between Women and Men and the National Strategy for Gender Equality are key legislative instruments that support gender mainstreaming in policies and budgeting. However, the practical implementation of the existing Laws and Strategies is missing.

CSOs in North Macedonia have made significant contributions to advancing gender equality and GRB. However, they face challenges such as: **Limited Funding:** Many CSOs struggle with inadequate funding, which can hinder their capacity to engage effectively in advocacy and monitoring of gender-sensitive budgeting; **Coordination Issues:** There are coordination issues among CSOs, leading to fragmented efforts rather than a unified front for gender equality; **Engagement with Government:** Building effective partnerships with government institutions can be challenging, particularly when there is resistance to external involvement in the budgeting process.

In summary, while North Macedonia has taken important steps in establishing a legal framework for gender equality and GRB, several challenges exist, including awareness, data, capacity, political will, and institutional resistance. The CSOs play a critical role, but they face funding and coordination challenges. Addressing these issues and fostering collaboration among key stakeholders can help institutionalize GRB and strengthen the network of CSOs in North Macedonia.

2. Risk analysis

Main Problem: Lack of awareness for need of GRB

Sub-problems:

- “blindness” of the women to their needs/ problems
- lack of the women in the leading positions on all levels

- Lack of the women in the leading positions on all levels
- Traditional way of thinking – patriarchal way of thinking
- Identity “lost” society – difficult to talk about GRB if you are not sure who you are, people are fighting for their lives / “survival” mindset/ fear of losing the identity - lost integrity of the people
- Connection of human rights (human-rights based approach) and GRB
- Lack of education of values
- Lack of gender-sensitive education in schools and families
- Lack of women in the community/ neighborhood level
- Lack of vision for the development of the country
- Women are not empowered to express their needs
- Missing common voice of women
- Lack of capacities of CSO’s
- Missing political will
- Missing knowledge and capacities
- Media lack GRB knowledge

Overall objective: To improve knowledge, understanding and awareness about benefits of GRB implementation

Specific objective(s):

- To improve gender mainstreaming policies of multilaterals and tracking of their finances for gender equality
- To influence the creation of gender sensitive and gender transformative national and local policies
- To build capacities of the GBWN and GRB resources and developing potential for replication in other regions

3.Expected results/outputs

Activities 1:

For CSOs

- Thematic trainings
- Training of trainers
- Replication in other regions through partnership building activities

Result for activities 1:

Enhanced capacity and expertise among Civil Society Organizations (CSOs) achieved through thematic training sessions, ToT programs, and successful replication in other regions facilitated by strategic partnership building activities.

Activities 2:

For Stakeholders:

- Training of the administration
- Training of the politicians
- Analysis of good practices
- Advocacy and lobbying toward the multilaterals

Result for activities 2:

Strengthened engagement and knowledge base among stakeholders, including administration and politicians, through comprehensive training initiatives. The identification and analysis of good practices, coupled with effective advocacy and lobbying efforts towards multilateral entities, contribute to informed decision-making and policy advancements.

Activities 3:

For Media:

- Communication strategy for mainstreaming GRB through media
- Building a network of journalists – Friends of GRB

Result for activities 3:

Enhanced visibility and understanding of Gender-Responsive Budgeting (GRB) achieved through the implementation of a targeted communication strategy within mainstream media.

The establishment of a "Friends of GRB," fosters sustained media engagement and support for promoting GRB principles, ensuring a broader dissemination of gender-sensitive perspectives in public discourses

Moldova Working Group

1.Situation Analysis

(Tree of Objectives)

Up:

- Limited capacities of focal point staff on local level;
- Justice system isn't aware about GRB;
- Lack of transparency on budget spending;
- Limited commitment of the government;
- GRB is not integrated in feasibility studies and mid-term expenditure budget;
- Limited implementation of gender policies of local level;
- Limited women in decision making positions;
- High level of mobility of human resources.

Bottom:

- Limited awareness of women about their rights;
- GRB is not integrated in donor strategies;
- Stereotyped society (conservative) on role distribution;
- Limited knowledge on GRB;
- The state chancellery is not aware of GRB;
- Limited number of organizations representing women rights.

Other comments:

- The budget is based on allocations from the preceding year.
- Men face challenges in accessing healthcare services and exhibit shorter life expectancies compared to women.
- GRB has not been integrated into government programs at the local level.

Main objective:

Men and women have equitable opportunities for realization of the potential

Objectives:

1. To mainstream GRB in policies and practices
2. To increase capacities of main stakeholders (LPA, civil society) on GRB

Outputs:

- (1) GRB is integrated in at least 2 policies;
- (1) At least one advocacy campaign conducted at government level in 2 years;
- (1) Organized meetings with 5 donors to promote integration of GRB in their strategies;
- (2) Level of awareness of general population on GRB increased with 10% in 2 years;
- (2) Network of NGOs established in 1 year;
- (2) At least 20 NGOs joined the network and improved their capacities on GRB;
- (2) Level of awareness of public authorities increased by 20 % in 2 years;
- (2) Level of awareness of journalist increased with 30%;
- (2) Level of awareness of NGOs increased with 50%.

Output 1.

1.1. GRB is integrated in at least 2 policies:

Conduct a comprehensive review of existing policies and identify areas where GRB principles can be integrated. Work with relevant government departments to develop specific recommendations for integrating GRB into these policies.

1.2. At least one advocacy campaign conducted at the government level in 2 years:

Launch a public awareness campaign to educate the public and policymakers about the benefits of GRB. Use various media channels, including social media, and public events to raise awareness and generate support for GRB.

1.3. Organized meetings with 5 donors to promote integration of GRB in their strategies:

Develop a presentation or informational materials that highlight the potential impact of GRB on donor-funded programs and projects. During meetings with donors, provide concrete examples of how integrating GRB can enhance the effectiveness and sustainability of their investments in gender-related initiatives.

Output 2.

2.1. Level of awareness of the general population on GRB increased by 10% in 2 years:

Launch a comprehensive social media campaign to educate the general population about GRB. Create and share informative graphics, videos, and articles regularly, aiming to reach a wider audience and increase their awareness of GRB.

2.2. Network of NGOs established in 1 year:

Organize a workshop or webinar to bring together potential NGOs interested in joining the network. Provide information about the benefits of joining the network and discuss the collective goals and objectives. Facilitate networking and collaboration among NGOs during the workshop.

2.3. At least 20 NGOs joined the network and improved their capacities on GRB:

2.3.1. Conduct a series of capacity-building workshops on GRB for member NGOs.

2.3.2. Highlighting the benefits of network membership (for example: a range of e-courses will be available, addressing various topics in the realm of GRB).

2.4. Level of awareness of public authorities increased by 20% in 2 years:

Conduct workshops and training programs targeted at public authorities, including government officials and policymakers.

2.5. Level of awareness of journalists increased by 30%:

Launch a media training program designed for journalists and reporters. This program should provide them with in-depth knowledge of GRB and its significance, as well as offer guidance on how to cover GRB-related stories effectively.

2.6. Level of awareness of NGOs increased by 50%:

2.6.1. Launch an awareness campaign through various channels, including social media, webinars, and workshops. Share success stories, case studies, and research findings related to GRB and its impact on gender equality.

2.6.2. Collaborate with local and national media to promote the importance of GRB.

Risks	Likelihood	Impact	Mitigation
Public authorities aren't interested in GRB	High	High	Communication campaign for raising authorities' awareness
Public authorities reform (centralization of services)	High	High	Meeting with LPA Technical assistance for LPA
Donors aren't interested in GRB	Low	Medium	Meetings with donors for increasing awareness Participation in elaboration of donor strategies

Montenegro and Serbia Working Group

1. Situation analysis

- For both countries contexts and problem are similar. The main problem is lack of institutionalisation – meaning implementation of GRB.
- The legal framework status is deferent, but it is not crucial for the implementation, since in Serbia GRB is obligatory, still with the gaps in implementation.
- The main reason – root of the problem is the lack of political will, influencing also the lack of efficiency of public administration and civil servants that are missing to do their job – conduct analysis, producing reports, developing policies, implementing strategies, learning and developing.

- Resistance to gender equality – but silent resistance.
- Political context where every critic is seen as an politic attack on the ruling party. In Serbia is also an issue cooperation with UN Women and Ministry of Finance.
- Lack of data – baselines, to be entered also at the log frames.
- EIGE – project for communication of data and adaptation of data that could be used for the baseline in the projects.
- GRB is no political priority, also because it is not fully understood by the citizens and there is no popularity of the topic.
- Capacities are not that relevant since a lot of capacity building programmes had been done, and there is a plenty of materials – guides, instructions, manuals etc. So, the problem is that public administration does not work what is needed to be done, and there is no serious political pressure.
- There are good examples like is the report of Parliamentary budget group in the Montenegro – about the investments and implementation of gender equality policies.
- UN Women is also working with Audit institutions, but findings could be used in public campaigns, and we also can approach them.

Specific Objective	Oncreased public pressure	
Output	<p>Campaign aimed at the citizens to increase their engagement and overall public understanding of GRB based on examples of expenditures. For that billboards can be used.</p>	<p>Collection of data and preparation of examples Design of the camping and distribution</p>
	<p>“Public shaming” campaigns – publishing data about bad practises. (The similar was done by the member of parliament during the budget 2023 discussion. We provided analysis and she shared example of non-senseless budget programmes formulations.</p> <p>It can be implemented in cooperation with parliaments – members of parliament or parliamentary bodies, like in Montenegro. The main issues should be shared with MPs and also in the public.</p> <p>It also should be based on SAI reports on GRB implementation, and performance gender audit or audit of the implementation of gender equality policies could be requested from the SAI.</p> <p>-Expanding the number of aliases.</p>	<p>Approaching SAI Review of the existing report Meeting with MPs preparation of the most relevant issues Contact the EU convent and explore opportunity for the organisation of activities – like workshops or identification of joint activities.</p>

Risks

<p>Lack of cooperation and response from the institutions that might put organisations in difficult position.</p>	<p>High</p>	<p>Carefully selected examples, the tone of the campaigns, efforts to appoint meetings with institutions in advance etc.</p>
<p>No cooperation with UN Women that can make communication with institutions difficult – low responsiveness of the institutions because they do not see CSOs as a partner</p>	<p>High</p>	<p>In joint network efforts key messages and entry points to institutions to be developed and entry points and contact points in institutions.</p>
<p>Low interest of CSOs for the topic since they have a lot of activities and huge workload.</p>	<p>High</p>	<p>Apply GRB approach, from our end, to the existing initiatives</p>

Annex 3 – Participation List

Date 21.10.2023



Gender Budget Watchdog Network Strategic Planning Meeting (21-23 October)

Date: 21.10.2023

Place: Hotel Manastir (Berovo, North Macedonia)

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Date: 21.10.2023

Place: Hotel Manastir (Berovo, North Macedonia)

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Date 22.10.2023

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Place: Hotel Manastir (Berovo, North Macedonia)

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