

**The National Network Action Plan to
Support Gender Responsive Budgeting
In Jordan (2015 - 2017)**

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The National Network Action Plan to Support Gender Responsive Budget In Jordan (2015 – 2017)

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اللجنة الوطنية الأردنية لشؤون المرأة
The Jordanian National Commission for Women



Foreword:

I am pleased to present a summary of this professional effort of the Jordanian National Commission for Women which sought to develop a work methodology that supports the institutional structure of the National Network to Support Gender Responsive Budgeting in Jordan and develop its human capacities based on identified strengths and challenges to enhance good governance, leadership, communication and improve performance within the network and within institutions involved with its areas.

In line with the National Strategy for Jordanian Women (2013-2017) on “ensuring the integration of gender in national plans, programs and budgets, taking into account the needs of both men and women equitably, and keeping pace with new developments and best practices”, and in response to requirements of transformation towards gender responsive budgeting, the “Jordanian National Commission for Women initiated “in collaboration with UN Women (The United Nations Entity for Gender Equality and the Empowerment of Women) and in partnership with the General Budget Department in the Ministry of Finance and within the framework of the action plan of the “Gender Responsive Budgets” program to invite a group of those concerned (males and females) with the preparation of budgets in government institutions, non-governmental bodies, civil society organizations and the private sector to establish a national network to support the transformation of national budgets in Jordan into gender responsive budgets.

We, in the Jordanian National Commission for Women, recognize that countries that have effectively dealt with crises are those that directed their investments towards women’s economic empowerment and recognized the need to reallocate resources at all levels including building capacities. Those countries developed policies, plans and gender responsive budgets to take full advantage of women’s participation. We are also aware that building gender responsive budgets is not a standalone program or project, but rather a process that need should be institutionally sustained. Therefore this action plan is considered a part of a series of integrated and continuous processes, with a monitoring and evaluation framework that ensures implementation, as well as revision and amendment of outputs to ensure sustainability.

We are also aware that building gender responsive budget is not a unilateral effort carried out single handedly by the Jordanian National Commission for Women. It is a participatory effort carried out in collaboration with all relevant partners, including public or private sector institutions and civil society organizations. Such participatory effort would guarantee building an integrated and effective network which seeks to institutionalize work on gender responsive budgets towards achieving justice, equality and equal opportunities between men and women.

Wishing the National Network to Support Gender Responsive Budgeting success in achieving its strategic objectives as stated in the action plan for (2015-2017), which include: exchanging knowledge, experiences and best practices, empowering network’s members (males and females) with (cognitive, professional and personal) skills required for the network as a think tank for building gender responsive budgets, providing opportunity for members to access useful sources of information, providing practical guides to help concerned organizations adopt an approach towards gender responsive budget, activating channels and influence methods towards decision making centers relevant to the preparation and implementation of the general budget in order to adopt policies, which are more responsive to gender, employing information technology and communication effectively and investing in them to achieve the network’s objectives in addition to enhancing the participatory approach to invest in available resources: human, cognitive, technical and financial efficiently and effectively to support the approach towards gender responsive budget and working as an effective tool for communication, coordination and internal and external networking among institutions and organizations concerned with gender responsive budget.

This requires building strategic partnerships with other organizations and networks with similar goals: on the national, regional and international levels. Working with qualified and specialized allied organizations and maintaining ongoing communication channels will support the network in achieving its strategic goals and will contribute to the effective and efficient management of the network and its sustainability.

I hope that this effort will be a quality addition to the mechanisms adopted to advance the mainstreaming of gender needs in the development process, and provide researchers, planners, policy-makers and decision-makers with a tool that can be utilized to allocate substantial resources for women empowerment programs and transforming the

development agenda to ensure that women are not only targets of the development process but a vehicle for achieving sustainable development under the leadership of His Majesty King Abdullah II, may God protect him.

Dr. Salma Nims
Secretary General of the Jordanian National Commission for Women

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Introduction: General Definition of the National Network to Support Gender Responsive Budget

In response to requirements of shifting towards gender responsive budgets the Jordanian National Commission for Women initiated, in collaboration with UN Women (United Nations Entity for Gender Equality and the Empowerment of Women) and within the action plan framework of “Gender Responsive Budgets” program, to invite a number of workers in budget preparation in government institutions, non-governmental bodies and the private sector to establish a national network to support national budgets’ transformation into gender responsive budgets.

The first meeting was held in March (2013) in order to identify the idea and proposal followed by a workshop on gender responsive budgets in April (2013) to discuss results of the research on the gap in responsive budget in Jordan supervised by UN Women in Jordan. The workshop’s results highlighted the need to establish a national network to support the gender responsive budget and represented a milestone towards its establishment. This was followed by several meetings of which the most important findings were:

1. To select members who formed the nucleus of the Jordanian Network to Support Gender Responsive Budgets.
2. To identify the most important features of the Network’s mechanism:
 - a. Regular meetings to exchange experiences, perspectives and review progress in the work plan.
 - b. Distribution of work on sectoral operational activities within the work context to achieve the main objectives of the gender responsive budget.

c. The network is not an executive body but rather more of a support network. It consists of a group of volunteer employees to support and promote the idea and concept of gender responsive budget, and convince policy makers, decision makers and relevant institutions and authorities to adopt it operationally. The Network’s most important objective is to transform objectives and ideas into simple operational steps which can be implemented through government institutions, voluntary bodies, civil society organizations and international donors.

3. To design an action plan and an executive program within a clear timeframe.
4. To set key pillars of the Action Plan, vision, mission and strategic goals.
5. Two meetings were also organized for members of the National Network to Support Gender Responsive Budget during a workshop for members of Jordanian executive bodies within an orientation program on gender responsive budgets in the Dead Sea (24-26 November 2013) in cooperation with UN Women.

The following topics were raised: gender concept, a general introduction on gender responsive budgets, gender responsive budgets in international experience, analysis tools for gender responsive budgets, the role of executive bodies and parliament in gender responsive budgets, requirements for successful implementation of gender responsive budgets and future steps.

An opinion poll was conducted on the network members regarding the features and action plan of the * National Network to Support Gender Responsive Budget * which contributed to its achievement.

The opinion poll (Appendix No. 1) included the following aspects:

1. General Information: name, academic qualification, specialization, job title, workplace (ministry/department /organization), telephone, cell phone, fax, e-mail. Inventory data concerning network members’ participation or non-participation in any programs or training courses on women’s rights or gender mainstreaming or gender responsive budget or updates in the preparation of the general budget, with reference to the organizing party.
2. Inventory data concerning the network members’ participation or non-participation

as trainers in the preparation of any training materials and training related to women's rights or gender mainstreaming or gender responsive budget or updates in the preparation of the general budget, noting and specifying them.

3. Inventory data concerning the participation or non-participation of the network members in any workshops or training or awareness courses or seminars organized by the Jordanian National Commission for Women related to women's rights or gender mainstreaming or gender responsive budgets or updates in the preparation of the general budget noting and specifying the participation. .
4. Inventory of the network members' opinions on the representation of different sectors in the National Network to Support the Gender Responsive Budget.
5. Identifying training needs of the members of the National Network to Support Gender Responsive Budget in light of the topics listed in the table relating to women's rights, gender mainstreaming in general, and mainstreaming gender responsive budget in particular and any other topics they suggest.
6. Identifying Network members' opinions on the mandates of the National Network to Support Gender Responsive Budget and to which extent.
7. Identifying Network members' opinions on the strategic objectives of the National Network to Support the Gender Responsive Budget and to which extent.

Note that a workshop was held for ladies and gentlemen members of the Jordanian House of Representatives in collaboration with UN Women within the induction program on gender responsive budget in the Dead Sea (27-29 November 2013). The same topics put forward to members of the Jordanian executive bodies were raised in the workshop, in addition to emphasizing the parliament role in the general budget, control patterns exercised by parliament on the state budget, challenges faced by parliament in the general budget and activating parliament's role in adopting the gender responsive budget.

2) Network's Action Plan Platforms:

- The importance of responding to provisions of gender mainstreaming axis in legislation, policies, plans, programs and national budgets within the National Strategy for Jordanian Women (2013-2017) in terms of the necessity to continue reviewing the system of legislation, policies, plans, programs and national budgets with the purpose of modifying them and developing gender responsive legislation, policies, plans, programs and gender responsive budgets that achieve justice, equality and equal opportunities between the sexes, in addition to keeping pace with new developments and best practices.
- The importance of creating and activating a national network (or body) that works on developing efforts that seek to empower women and end all forms of discrimination against them by supporting the transition process towards gender responsive budgets. This emphasizes the necessity of setting preparatory steps for the network's establishment and on top of them providing an action plan.
- The need to develop an action methodology supporting the Network institutional structure and developing its human resources capacities depending on identified strengths and gaps in order to promote good governance , leadership, communication and improve performance within the network and within the concerned institutions.
- Studying and approving needs and expectations of relevant institutions and parties in Jordan as a cornerstone for the network's establishment in order to provide distinctive and quality programs, activities and services suitable for these institutions and parties in light of a deep understanding of their needs, expectations and preferences within the context of the overall project.
- The importance of being able to respond quickly and accurately to inquiries of concerned institutions and parties in terms of gender responsive budget maintaining open communication channels with them and winning their trust, which helps to improve quality of programs, activities and services provided by the network.

- Increasing awareness among the Network members of the knowledge management concept believing in the need to find and build an effective strategy for knowledge management within the network, committing to activating and sustaining this strategy by members and encouraging knowledge management activities that support and promote achievement of the network's objectives.
- The importance of building strategic partnerships with other institutions and networks with similar goals, locally, regionally and internationally. Working with qualified and specialized ally institutions and maintaining channels of communication help the network achieve strategic objectives and is necessary for the network's effective and efficient management and sustainability.
- The outcome of the two meetings organized in coordination and cooperation between the Jordanian National Commission for Women and UN Women for the National Network to Support the Gender Responsive Budget members during the workshop held for members of Jordanian executive bodies within an orientation program on Gender Responsive Budgets at the Dead Sea (24-26 November 2013). The workshop included the following topics: gender concept, general introduction on gender responsive budgets, gender responsive budgets in international experience, analysis tools for gender responsive budgets, role of executive bodies and parliament in gender responsive budgets, requirements for a successful implementation of gender responsive budgets and future steps, in addition to an opinion poll on the network members regarding features of the framework of the action plan of the * National Network to Support Gender Responsive Budget * / Appendix (1).
- Analysis results of the of women's status in the general budget (strengths / weaknesses / opportunities/threats) (SWOT Analysis)

3) Network's Vision:

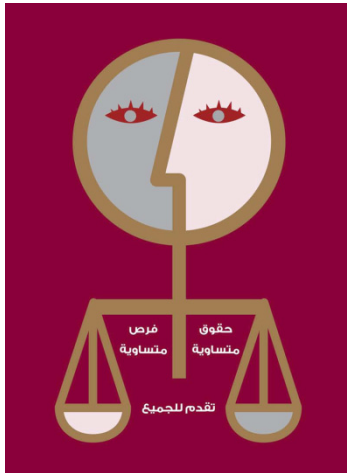
An Active network with participatory approach that seeking to support gender responsive budget in order to achieve justice, equality and equal opportunities between the sexes.

4) Network's Mission:

The National Network to Support Gender Responsive Budget which includes representatives from various sectors concerned in budget, women and gender, and operates under the umbrella of the Jordanian National Commission for Women in coordination with the General Budget Department/ Ministry of Finance and in collaboration with UN Women, seeks to be an active and interactive network and a suitable place for capacity building and exchange of experiences and expertise among its members and the institutions they represent, through:

- Supporting the implementation of gender responsive budget through demonstrating its applicability and positive impact for its application which ensures fighting against all forms of discrimination against women, increasing their economic contribution and employing resources effectively to increase national production.
- Ensuring continuous professional growth and empowerment of individuals and institutions to go forward towards gender responsive budget.
- Adopting an oriented participatory approach that reflects needs and experiences of the Network members and reaches the highest possible degree of understanding in order to achieve compliance to the network's mandates and objectives, in a manner which is consistent and compatible with the needs and work priorities of related ministries, institutions and bodies participants in the network.
- Activating cooperation and coordination with various official, private and academic parties and civil society organizations and international organizations related to budget, women and gender.
- Embodying the idea of a lifelong learning community within the network "theory and practice" based on cumulative expertise and sustainable development.
- Effective communication and building partnerships with similar networks on the Arab and international levels to get to know and benefit from best practices and new developments in the field of gender responsive budget.

5) Network's Logo:



“Equal Rights, Equal Opportunities:
Progress for All”

6) Core Values

- Communication: We work to disseminate knowledge and enhance internal and external communication and the network's openness on its surrounding.
- Participation and cooperation: We are keen to adhere to the participatory approach in identifying needs and planning programs and activities implementing, monitoring, evaluating and developing them.
- Integration: The network strength comes from the diversity and integration of its members' experiences, skills and knowledge.
- Focus on results: the main challenge to the network's success is the achieved effect on women themselves.
- Continuous Improvement: We concentrate on continuous development of plans,

strategies, interventions and activities to achieve the Network's strategic objectives.

- Team work: We cooperate to achieve our vision and mission, coordinate our efforts towards achieving goals through cooperation, productive teamwork and efficient communication.
- Trust: We deeply believe in the National Network to Support Gender Responsive Budget and its objectives.
- Empowerment: We trust members' capabilities and work to promote them.
- Knowledge and Learning: We seek knowledge from all available sources and through exchange of experiences and best practices.
- Continuous Professional Growth: We are keen to continue training, rehabilitation and professional development in accordance with the developments of the network's members and those working in the preparation of budgets as we are keen to carry the network's members responsible for their continuous professional growth.

Initiative: We seek to provide proactive and creative ideas.

Transparency: We seek to apply it as an important development investment principle through advertising and promoting programs and activities carried out by the network, monitoring and evaluating them.

Justice and equal opportunities: We seek to achieve gender equity, equality of opportunities and progress for all.

7) Network's Mandates:

1. To contribute to the review and analysis of important national documents such as policies, strategies plans, programs and budgets and to propose necessary amendments in order for these documents to become gender sensitive, especially budgets.

2. To determine nature and volume of the required role from: the government, the House of Representatives and civil society organizations to implement the gender responsive budget initiative.
3. To contribute to strengthening women's role especially women leaders through paying attention to analyzing the impact of government policies on gender.
4. To lead transformation and change towards adoption of gender responsive budget and women's enjoyment of equal participation in decision-making related to budget.
5. To follow up and analyze if the policy on equal opportunities between the sexes is reflected when implementing state policies in the form of allocating sufficient budgets for this purpose or not?
6. To analyse the budget, assess women's status in it and study revenue and public expenditure elements and their potential impact on women.
7. To contribute to the development of budget patterns so that women's status is referred to in relation to the general budget.
8. Diagnosis of the gap between the stated policies and allocated resources for the implementation of programs, projects and development plans.
9. To analyze variance between the sexes and government's suggested policies to address this variance and to contribute to the adoption of the principle of government accountability related to commitment to achieving gender equality.
10. To contribute to inserting amendments to the budget and financing policies in order to improve women's economic and social conditions.
11. To get decision-makers in various sectors to know the gender responsive budget.
12. To raise awareness among government employees on the effects of government policies on women in general, and on qualitative impact of budget and financial policies in particular.
13. To implement training programs, build and strengthen individual and institutional

capacities in applying gender responsive budget.

14. Advocacy to support the institutionalization processes of preparing gender responsive budget.
15. Advocacy to increase the number of women in positions of preparing the state general budget and sectoral budgets including ministries' budgets.
16. To establish an effective system to monitor and follow up the level of women's representation in government bodies: ministries, institutions and various departments.
17. To participate in national, regional and international seminars related to budgets, equality and equal opportunities between women and men and bridging the gender gap.
18. To create a comprehensive database on individuals and stakeholders concerned with gender responsive budget and strengthen relations and coordinate with them.
19. To supervise analytical studies of the general budget in various sectors pointing out gender gaps and proposing ways to address them.

8) Logical framework of cognitive, professional and personal competencies desired for the network members

First: cognitive competencies

In order for the network members to assume responsibilities effectively they need a solid and developed base of professional knowledge and understanding in addition to professional and leadership competencies and personal characteristics. The required

professional knowledge and understanding emanate from resources inside and outside the network and they change over time so they need to be reviewed periodically, updated and developed in accordance with the latest developments.

Areas of professional knowledge and understanding are convenient for representatives of various institutions involved. Experiences of the network members are represented in their ability to apply professional knowledge and understanding in every area of the network's work, mandates and objectives.

According to information coming from the best Arab and international experiences and practices, and based on results of the opinion poll on features and framework of the action plan of the * National Network to Support Gender Responsive Budget* the required knowledge of the members includes the following training:

1. Legislative knowledge, and it includes:

a. International covenants, charters and conventions related to women's rights, such as:

- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child.
- International Covenant on Civil and Political Rights and the International Covenant on Social and Economic Rights.

b. Jordanian Constitution.

c. Related legislations to prepare the General Budget, mainly:

- General Budget regulation Law No. (58) for the year (2008).
- Regulation No. (56) for the year (2006): The administrative organization regulation for the general budget department.
- Financial regulation No. (3) for the year (1994), and its amendments, until (31.01.2005).
- Supplies regulation no. (32) for the year (1993), and its amendments.
- The civil service regulation No. (30) for the year (2007) and its amendments until

(18.12.2011).

- Travel and Transfer regulation No. (56) for the year (1981) and its amendments for the year (2010).
- Code of Conduct and public work ethics.
- General budget draft instructions and general budget draft reports.
- Financial year's general budget draft law.
- Financial year's governmental units' budget draft law.
- Regulation of the financial year's formation of ministries, departments, and governmental units.

2. Comprehensive knowledge related to budget preparation processes. It includes:

- Reports on the general budget and the governmental units' draft law and Regulation of the financial year's formation of ministries departments and governmental units.
- Guidelines of the general budget, and the governmental units' draft law, and Regulation of the financial year's formation of ministries, departments, and governmental units.
- Budget guidelines includes: budget cycle guideline, budget analysis guideline, expenditure guideline and revenues guideline.
- Budget forms which includes: Budgeting forms, and Budget implementation forms.
- General budget department's publications which includes: general budget department's guidebook, general budget department's services guidebook, budget summary, general budget personal guide, general budget department's annual report, annual progress reports on the governorates level.
- Budget annexes.

3. Knowledge of the main applied reforms on the mechanism of preparing and implementing the general budget in Jordan:

- How does the general budget contribute to achieve national goals effectively such as: developing Jordanian economy to be prosperous and open to regional and global markets, and restructuring the public sector to be more productive and effective, and to strengthen government administration to be financially stable, transparent and accountable?
- Adopting the medium-term financial framework (MTFF).
- Adopting the medium-term expenditure framework (MTEF).
- Adopting results oriented budget (ROB).
- How to use the results oriented budget (ROB) and key performance indicators in Jordan? What are the strengths and weaknesses that have been tested in the preparation and use of (ROB) and key performance indicators?
- Applying provinces decentralization in terms of the general budget.

4. Knowledge of public expenditure trends in Jordan, including:

- General financial and economic policies.
- Government Financial Management Information System (GFMIS).
- The second Financial Reform draft.
- The structure and results of the public expenditure trends study and the sectors covered.
- Reduce poverty through social assistance.
- Build a society of knowledge.
- Improve the quality of life through health services.

- Transportation in Jordan the contemporary competitor country.
- Water management in a country that suffers from shortage of water resources.
- Future approach.

5. Knowledge of building key performance indicators, including:

- Supporting the budget oriented by contemporary, effective and sustainable results ... change the way of thinking!
- Linking national policies and priorities, objectives of ministries, departments and units and their programs with the budget cycle.
- Building background knowledge of key performance indicators and their function for employees.
- Preparing a comprehensive and useful structure for key performance indicators.
- Using key performance indicators when preparing results oriented budget/ preparation and implementation of the budget and planning, managing and evaluating programs.

6. Knowledge concerning women's rights and gender mainstreaming in general; including:

- Knowledge of the National Strategy for Jordanian Women (2013-2017), its main axes and areas related to women's empowerment: socially, politically, economically and legally.
- Knowledge of the principles of human rights enshrined in international conventions especially the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).
- Knowledge of the philosophy, concepts, mechanisms and the challenges of gender mainstreaming.
- Review and analysis mechanisms of important national documents such as

policies, strategies, plans, programs and budgets and proposition of necessary amendments in order for these documents to become gender-sensitive, especially budgets.

- Mechanisms to integrate gender perspective in national legislation taking into account the needs of both men and women with justice.
- Mechanisms to integrate gender perspective in national policies taking into account the needs of both men and women with justice.
- Mechanisms to integrate gender perspective in national plans, programs and budgets taking into account national needs of both men and women with justice.
- Strategic planning and planning of programs and projects from the perspective of integrating gender needs (towards equal opportunities between the sexes).
- Gender sensitive statistics and indicators.
- Monitoring and evaluation of programs and projects from the perspective of integrating gender needs (towards equal opportunities between the sexes).

7. Knowledge of gender responsive budget in specific, including:

- The importance of gender mainstreaming in Ministries of Finance and Planning
- What is a gender responsive budget? Why do we need it? What is its methodology?
- Advocacy and lobbying for the integration of gender needs within the path of the state general budget and macroeconomic policies (towards equal opportunities between the sexes).
- Preparing and training trainers in the field of preparing gender responsive budget (towards equal opportunities between the sexes).
- Stages of preparing the gender responsive budget: general budget analysis, restructuring of the budget, integration of gender as a determinant of the preparation process of the general budget.

- Tools of gender mainstreaming in the state general budget.
- Budget analysis from a gender perspective and used tools.
- The importance of linking gender responsive budget to budgets based on performance evaluation.
- How can we use the results oriented budget and key performance indicators in the preparation of gender responsive budget in Jordan?
- Selection of leading sectors or regions to be used as applied experimental cases in preparing gender responsive budget, restructuring of the general budget and gender mainstreaming in the budget: a practical application on the Ministry of Education or the Ministry of Health or the Ministry of Social Development or a certain province.

8. Knowledge of the Parliament's role in the general budget, including:

- Budget and equality: the Parliament's role in the general budget from preparation to supervision.
- Rating Parliaments according to their impact on the budgetary policy.
- Analysis of the general budget and supervision of implementation, from an equality perspective.
- Supervision patterns carried out by the Parliament on the state budget.
- Challenges facing the Parliament's role in the general budget.
- Activating the Parliament's role in the adoption of gender responsive budget.

Second: professional competencies

The following competencies are essential for the network joining members. However, they are not exclusive. Members are expected to apply them either separately or combined with relation to each key area of the network's mandates and objectives, as follows:

1. Decision-making competence - ability to search, investigate, solve problems and make decisions:

The network's members should be able to:

- Contribute to decision-making based on analysis, interpretation and understanding of relevant data and information.
- Creative and imaginative thinking in order to accelerate problem solving and identify available opportunities.
- Produce good judgments and adopt pilot projects to serve women and achieve equal opportunities.

2. Management and leadership competencies- ability to lead and manage people to work together towards common goals:

The network's members should be able to use appropriate leadership styles in different circumstances in order to:

- Create and ensure compliance with the network clear vision.
- Initiate and manage change and develop to pursue desired strategic objectives.
- Set priorities, plan and organize work.
- Direct and coordinate the work of others.
- Build and support work teams with high performance level and work with them.
- Work as part of a team.
- Develop responsibilities, delegate authorities and follow-up tasks to ensure that they are successfully implemented.
- Motivate and inspire each member of the network and local community members particularly women and provide a role model.
- Search for advice and support when needed.

- Deal with people with sensitivity and understanding and contribute to conflict resolution.

- Maintain credibility in conducting business and interacting with others.
- Use information resulting from field visits effectively.
- Apply good and successful experiences of other networks in other countries.

3. Communication competencies - ability to clarify points and understand the views of others:

The network's members should be able to:

- Communicate effectively orally and in writing and speak in front of a public.
- Negotiate and consult effectively.
- Manage good communication systems.
- Preside meetings and participate effectively in them.
- Build and ensure use of an effective network to communicate with others.
- Technical communication, using a computer and the Internet, employing them effectively at work.
- Communicate in English and master executive English.

4. Self-management competencies - the ability to plan to invest in time effectively and self-management for performance development:

The network's members should be able to:

- Prioritize and manage their time effectively.
- Work under stressful conditions, and be committed to complete work on time.
- Achieve desired goals and objectives that include a real challenge.

- Take responsibility of their constant self and professional growth.

5. Third: personal competencies and characteristics:

The network's active members are characterized by a number of characteristics relating to their leadership and management roles, including:

- Presence and personal influence.
- Adaptation to changing circumstances, social requirements and new ideas.
- Energy, vitality, activity and perseverance.
- Self-confidence.
- Enthusiasm and motivation.
- High mental capacities.
- Efficiency and integrity.
- Commitment.

9) Sectors/entities represented in the network and collaborating with it to achieve goals:

- The executive authority: represented by various ministries, institutions and government departments such as: Ministry of Finance, Ministry of Planning and International Cooperation, Ministry of Education, Ministry of Health, Ministry of Social Development, Ministry of Labour, Ministry of Justice, General Budget Department and Income & Sales Tax Department.
- Legislative authority: represented in the House of Representatives and the Senate.

- Jordanian National Commission for Women represented by the various committees, teams and networks operating under its umbrella, such as: the Network for Communication with Government Institutions, the Coordinating Committee for NGOs, Confronting Violence Against Women Network "Sham'a", Shabab sham'a Network, the Network for Women Members of Municipal Councils "Nashmyat, the Legal Team, the Media Action Team, the Committee for Political Parties and Women, the Committee on Pay Equity, the National Committee to Activate Resolution (1325) on Enhancing Women's Role in Conflict Prevention and Peace-building.
- Civil society organizations and non-governmental organizations especially those concerned with women's issues such as: Jordanian National Forum for Women, Jordanian Hashemite Fund for Human Development, Queen Zein Al Sharaf Institute for Development, General Foundation of Jordanian Women and Jordanian Women's Union.
- Academic institutions represented in public and private universities, research centers on women's issues such as: The Centre for Women's Studies at the University of Jordan and Princess Basma Women Studies' Centre at Yarmouk University.
- Private sector organizations and representatives of businessmen and businesswomen.
- Women leaders in different locations and sectors.
- Media institutions in all forms: audiovisual, printed and electronic.
- International organizations, institutions and donors, particularly United Nations organizations and programs concerned with women's issues particularly UN Women (main partner in the implementation of this project with the Jordanian National Commission for Women).
- Other parties such as: political parties, youth organizations, Jordanian banks, and experienced people in this field in their personal capacity.

10) Assumptions and risks:

First: Assumptions

- Availability of interest and desire of the network members to work and sustain it.
- Joint coordination and organized systematic networking among all concerned parties responsible of the implementation at all stages and at all levels.
- Commitment of all partners to procedures according to their specialization.
- Availability of spatial, technical and financial resources necessary for the success of the application.
- Continuity of support from the Jordanian National Commission for Women and collaborators.
- Attractive Messages to network members.
- Availability of required specialized expertise to meet the network members needs.
- Establish an interactive website to be used by the network members to access and exchange information.

Second: Risks

- Poor conviction among policy-makers and financial decision-makers of the importance of shifting towards gender responsive budget.
- Weak commitment to implement the goals by the implementing or collaborating entities.
- Lack of facilities, equipments and expertise required in the shift towards gender responsive budget.
- Weak interest and desire of the network members to work and sustain it.

- Lack of and unsustainable funding to pursue the project and expand.
- Lack of creative initiatives and transition to routine matters.

11) Strategic objectives of the National Network to Support Gender Responsive Budget:

1. Exchange knowledge, experiences, and expertise and best practices on the gender responsive budget.
2. Empower the network members with skills (cognitive, professional and personal) required for the network as a house of expertise to build gender responsive budget.
3. Provide facilities and opportunities for the network members to access useful information sources.
4. Provide guidelines and practical manuals to help the concerned institutions adopt an approach towards gender responsive budget.
5. Activate channels and methods to influence decision-making centres relevant to the preparation and implementation of the general budget to adopt policies which are more responsive to gender.
6. Pursuit of effective employment and investment in Information Communication Technology (ICT) in achieving the network objectives.
7. Promote the participatory approach to invest in available resources efficiently and effectively: human, cognitive, technical and financial, and employment of these resources to support the approach towards gender responsive budget.
8. Work as an effective tool for communication, coordination and internal and

external networking between institutions and organizations concerned with gender responsive budget.

12) Network's Procedural objectives in accordance with the strategic objectives:

A set of procedural goals emanate from the network desired strategic objectives that envisage to be translated on the ground as follows:

1. To Exchange knowledge, experiences, expertise and best practices on gender responsive budget. It includes:

- Getting to know the reality of other similar networks, their achievements, challenges, financial and services needs and ways of meeting them.
- Exchange information, views and ideas on gender responsive budget and pilot projects implemented by different countries in this area.
- Awareness of women's issues in general, general policies and strategies related to women and in particular the general budget.
- Identifying gender gaps experienced by women through a thorough analysis of the general budget, exchange of related views and proposals to address these gaps.

2. Empower the network members with cognitive, professional and personal competencies required for the network as a think-tank that works on preparing gender responsive budget. It includes:

- Making sure that the network members acquire knowledge, expertise and competencies relevant to their work and duties as members of the network.
- Explaining knowledge, policies and legislation (laws, regulations, instructions) relating to budget in general and the Gender Responsive Budget in particular, and

clarifying them to the network members.

- Raising efficiency of the network members in the area of reviewing and analyzing important national documents such as: policies, strategies, plans, programs and budgets and proposing amendments in order for these documents to become gender-sensitive, especially budgets.
- Enhancing the role of the network members and developing their contribution to building partnerships with the private sector and civil society organizations.
- Provide opportunities for network members to access useful sources of information. It includes:
- Getting the latest knowledge and information on gender responsive budget.

3. Providing studies, research and reports that support the shift towards gender responsive budget to review and benefit from.

- Viewing updates, initiatives and ideas for pilot projects that sought to shift towards gender responsive budget.
- Providing network members with experts' achievements, studies and research in gender responsive budget.
- Reviewing success stories and outstanding achievements of countries which implemented gender responsive budget.
- Identifying local, Arab and international organizations and bodies concerned with women's and gender issues.
- Informing the network members about courses, seminars and conferences held in the Kingdom and abroad on gender responsive budget to be able to participate and view resulting reports and recommendations and benefit from.

4. Provide guidelines and practical manuals to help the concerned institutions adopt the approach towards gender responsive budget. It includes:

- Preparing a practical manual (s) to provide specialized information to help concerned organizations move towards the gender responsive budget.
- Answering inquiries and questions of interest to the network members and the concerned institutions.
- Providing specialized consultation to help network members and concerned institutions carry out their duties with respect to the adoption of the gender-sensitive budget.

5. Activate channels and methods to influence decision-making centres relevant to the preparation and implementation of the general budget to adopt policies which are more responsive to gender. It includes:

- Developing a special policy paper on the topic of “the approach towards gender responsive budget” and disseminating it to convince policy makers and financial decision-makers in various authorities of the importance of adopting this approach.
- Reviewing and developing incentive systems to support equal opportunities in government ministries and departments.
- Developing effective strategies for communication between the network members and decision-making centers in political and leadership positions particularly in the House of the Senate, House of Representatives and the Council of Ministers.
- Establishing and regulating forms of cooperation and coordination between the network members and related decision-making centres related to the preparation and implementation of the general budget.
- Strengthening relations and promoting communication between members within the network and with the rest of the members working in different budget sections

in various ministries, institutions and government departments

6. Effective employment and investment in ICT in achieving the network objectives. It includes:

- Creating and activating a special website of the National Network to Support Gender Responsive Budget to achieve the network objectives.
- Facilitating the work of dialogue groups/discussion forums based on the Internet through the network’s website for the purposes of exchange of experiences and local, Arab and international expertise.
- Preparing a short biography for all members and publishing it on the network’s website including their qualifications, expertise, achievements and resumes to make use of them.
- Disseminating success stories on the application of gender responsive budget projects: locally, regionally and internationally, and promoting them on the network’s website.
- Providing a comprehensive and integrated database on Jordanian women in different centers and locations: political, parliamentary, leadership, judicial, municipal councils on the website.

7. Promote the participatory approach to invest efficiently and effectively in available resources (human, cognitive, technical and financial) and employ them to support an approach towards gender responsive budget. It includes:

- Participatory planning for the network management and distributing tasks and responsibilities in balance among the network members according to their expertise, desires and interests in order to achieve the desired goals.
- Raising awareness among the network members of the concept of knowledge management, and believing in the need to find and build an effective strategy for knowledge management within the network, and a commitment to activate and

sustain it in order to support the achievement of the network objectives.

- Assessing the network institutional status, studying to what extent it succeeded in achieving goals and improving its performance within the available capacities and resources and within a practical and realistic context based on exchange of knowledge, research and experience.

8. Work as an effective tool for communication, coordination and internal and external networking between institutions and organizations concerned with the gender responsive budget. It includes:

- Establishing and regulating forms of cooperation and coordination between the network members and ensuring its sustainability.
- Developing effective strategies for communication between the network members and women in political and leadership positions and in particular members of both houses of the Senate and House of Representatives and ministers, and enhancing exchange of knowledge and experiences among them.
- Strengthening relations and promoting communication between members within the network, and the rest of members employees in budget's sections in various ministries, institutions and government departments.
- Encouraging the network members to share their knowledge and experiences among them.
- Enhancing communication between the network members and the various concerned segments of society in general, and women in particular.
- Building effective communication channels with institutions of the public and private sectors with experience in budget and in particular gender responsive budget.
- Enhancing communication channels and building partnerships with the youth foundations and bodies relevant to women: unions, charities, Women's Union, Jordanian National Forum for Women, We are All Jordan Youth Commission.

13) Action Plan of the National Network to Support Gender Responsive Budget (2015-2017):

Strategic objective (1)	Ultimate Outcome	Indicators
<p>To exchange knowledge, experiences, expertise and best practices on gender responsive budget and share them with others.</p>	<ul style="list-style-type: none"> - Network members are aware of all knowledge, experiences and best practices of interest. - A common language formed among network members. - Network members are now leaders of change of the adoption of gender responsive budget. - Active women participation in the network. - The network has become a permanent learning community where members can exchange opinions and visions which contribute in individual and institutional development. 	<ul style="list-style-type: none"> - How easy and quick is the access to information? - Percentage of active members in the committees and meetings. - Number of pilot pioneer projects proposed by members. - Percentage of proposals submitted by members which were adopted by the network. - Number of organized brainstorming workshops and dialogue and debate sessions. - Percentage of developmental ideas and pilot pioneer projects that have been circulated. - Number of network members who participated in the study visits to leading countries in the project implementation and passed the experience impact to colleagues.

Specific Objective	Output	Indicators	Sources of verification	Duration		
				2015	2016	2017
1/1 Getting to know other similar networks, their achievements, challenges, financial and services needs and ways of meeting them.	-Network members have gained knowledge related to gender budget. - Network members have worked to strengthen networking at the national level, to move to the Arab and international levels.	- A data base on gender responsive budget (quantitative and qualitative) and sharing it with others.	- A built data base. - Field visits - Meetings - Progress reports			
1/2 Exchange information, opinions and ideas on gender responsive budget and pioneer projects implemented by different countries in this area.	- Network members are aware of pioneer projects on gender responsive budget implemented by several countries	- Number of pioneer projects that have been listed and shown. - Number of network members who carried out study visits to leading countries to exchange experiences, expertise and best practices.	- Study visits - Meetings - Visit reports - Progress reports			
1/3 Awareness of women's issues in general, general policies and strategies related to women and in particular the general budget.	- Network members are aware of women issues and policies and strategies in the general budget.	- To what extent can network members contribute to the adoption of gender sensitive policies, strategies and projects?	- Questionnaires. - Interviews. - Opinion polls. - Minutes of meetings.			
1/4 Identify gender gaps experienced by women through a thorough analysis of the general budget, exchange of related views and proposals to address these gaps.	- Gender gaps experienced by women related to political, social, economic, cultural and information areas identified and solutions to overcome them have been developed. - Network members are aware of gender gaps experienced by women, and submit proposals to solve them.	- Number of proposed solutions to problems/gaps submitted by members. - Percentage of problems/gaps for which effective solutions have been developed.	- Questionnaires. - Interviews. - Opinion polls. - Minutes of meetings. - Surveys.			

Strategic Objective (2)	Ultimate Outcome	Indicators
<p>Empower the network members with cognitive, professional and personal competencies required for the network as a think-tank that works on preparing gender responsive budget.</p>	<ul style="list-style-type: none"> - Building network members individual skills in the gender budget field. - Building institutional capacities of the National Network to Support Gender Responsive Budget. - Policies, plans and programs based on women's needs adopted. - Policies, plans, programs and budgets based on the needs of women and gender requirements were adopted. - An active role for women in the network membership, and in promoting transparency and accountability. - Growing support of various institutions, media and community towards network role. 	<ul style="list-style-type: none"> - How easy and quick you can access to information? - Growing number of policies, plans and programs based on women's needs and issues. - The extent of the increased growth of positive approaches and practices in institutions to support gender responsive budget. - Women contribution in activating transparency and accountability procedures. - Percentage of women heads and rapporteurs of Committees in the network. - Percentage of active women members in committees and meetings.

Specific Objective	Output	Indicators	Sources of verification	Duration		
				2015	2016	2017
2/1 Working on network members' knowledge, expertise and competencies relevant to their work and duties as members of the network.	<ul style="list-style-type: none"> - Quality training materials have been prepared. - A team of trainers was formed as the core of network. - Training courses organized for network members according to knowledge, professional and personal competencies. - Network members have acquired professional competencies related to the preparation and follow-up of gender responsive budget. 	<ul style="list-style-type: none"> -The level of training materials. - Number of trainers. - Number of training courses organized. - Distribution and dissemination of these courses and coverage of various target groups. - Number of member participants in the training courses. - The extent of diversity of courses and coverage of various competencies. - Network members' employment of acquired competencies in their work. 	<ul style="list-style-type: none"> - Quality control reports on training of trainers and training programs. - Questionnaires. - Interviews. - Opinion polls. - Minutes of meetings. 			
2 / 2 Explaining knowledge, policies and legislation (laws, regulations, instructions) relating to budget in general and gender responsive budget in particular.	<ul style="list-style-type: none"> - Network members are aware of legislative knowledge, such as covenants and international charters and conventions related to women's rights, the Jordanian Constitution, and the set of laws, regulations and instructions governing the general budget and the gender responsive budget. - Network members have knowledge related to their work and duties. 	<ul style="list-style-type: none"> - Number of training and awareness courses organised on legislature knowledge. - Distribution of these courses to cover various target groups. - Number of members participating in the training sessions. - Level of network members' awareness of the necessary legislative knowledge at various levels. - All legislation relevant to the work of the general budget uploaded on the network website. 	<ul style="list-style-type: none"> - Quality control reports on training and awareness programs. - Questionnaires. - Interviews. - Opinion polls. - Website content. - Minutes of meetings. 			

<p>2/3 Raising the efficiency of the network members in the area of reviewing and analyzing important national documents such as: policies, strategies and plans, so that these documents become gender responsive budget.</p>	<ul style="list-style-type: none"> - Network members are trained on competencies and mechanisms of review and analysis of policies, strategies and plans, programs and budgets and amendments proposal in order for them to become gender responsive and especially budgets. -Network members are able to formulate effective modifications in policies, strategies and budgets to take into account the needs and requirements of gender. 	<ul style="list-style-type: none"> - Number of policies, strategies and plans, programs and budgets analyzed, reviewed and amended by network members. - The quality and level of policies, strategies, plans, programs and budgets which the network members participated in studying, reviewing, analysing and amending. - Number of effective amendments adopted by network members to serve women and gender issues. 	<ul style="list-style-type: none"> - Progress reports. - Minutes of meetings. -Interviews with parties related to, policies, strategies, plans, programs and budgets. - Interviews with women and related civil society organizations. 			
<p>2/4 Enhancing the role of network members and developing their contribution to building partnerships with the private sector and civil society organizations.</p>	<ul style="list-style-type: none"> - Network members are trained on competencies of communication, ability to clarify positions, understanding views, negotiation, persuasion and advocacy and have an effective communication network. 	<ul style="list-style-type: none"> - Number of meetings organized by network members with partners. -Geographical distribution of these meetings. - Diversity and comprehensiveness of the parties participating in these meetings. 	<ul style="list-style-type: none"> - Minutes of meetings with partners from the private sector and civil society. 			

Strategic Objective (3)	Ultimate Outcome	Indicators
<p>Provide opportunities for network members to access useful sources of information.</p>	<ul style="list-style-type: none"> -Easy access for network members to useful sources of information. -Network members are using information effectively in their work. 	<ul style="list-style-type: none"> - How easy it is to access and obtain information? - Number of development projects proposed by network members. - Percentage of proposals submitted by members, which have been adopted.

Specific Objective	Output	Indicators	Sources of verification	Duration		
				2015	2016	2017
3/1 Having the latest knowledge and information on gender responsive budget.	-Network members are updated with knowledge and information about gender responsive budget.	-The extent of information diversity. - Number of members following latest information.	- Questionnaires. - Interviews. - Opinion polls. - Statistics.			
3/2 Providing studies, research and reports that support the shift towards gender responsive budget to review and benefit from.	-Network members are familiar with studies and research to support their work.	- Number and diversity of listed studies and research. -Number of Members who are following Studies and Research.	- Questionnaires. - Interviews. - Opinion polls.			
3/3 Viewing updates, initiatives and ideas for pioneer projects that sought to shift towards the gender responsive budget.	- Female network members are aware of initiatives and ideas of pioneer projects that sought to shift towards gender responsive budget.	- Number and diversity of listed pioneer pilot projects. - Number of members following pioneer projects.	- Questionnaires. - Interviews. - Opinion polls.			
3/4 Provide network members with experts' achievements, studies and research in gender responsive budget.	-Network members are familiar with women studies specialists' news and researches relating to gender responsive budget.	- Number of specialists whose achievements were listed. - Number of members who are following experts' news and achievements.	- Questionnaires. - Interviews. - Opinion polls.			

<p>3/5 Review success stories and outstanding achievements of countries which implemented gender responsive budget.</p>	<p>-Network members are familiar with success stories and outstanding achievements of countries that have implemented gender responsive budget.</p>	<p>- Number and diversity of listed success stories. - Number of members following success stories.</p>	<p>- Questionnaires. - Interviews. - Opinion polls.</p>			
<p>3/6 Identify local, Arab and international organizations and bodies concerned with women's and gender issues.</p>	<p>- Female network members are aware of organizations and bodies concerned with women's issues and gender.</p>	<p>- Number of available counted organizations and bodies. - Number of members following organizations and bodies.</p>	<p>- Questionnaires. - Interviews. - Opinion polls</p>			
<p>3/7 Inform the network members about courses, seminars and conferences held in the Kingdom and abroad on gender responsive budget to be able to participate in and benefit from resulting reports and recommendations.</p>	<p>-Network members are familiar with courses and conferences related to their work and mandates.</p>	<p>-Number and diversity of listed courses and conferences. -Number of network members following courses and conferences. - Number of members participants in courses and conferences.</p>	<p>-Questionnaires. - Interviews. - Opinion polls -Statistics.</p>			

Strategic Goal (4)	Ultimate Outcome	Indicators
Provide guidelines and practical manuals to help the concerned institutions adopt the approach towards gender responsive budget.	<ul style="list-style-type: none"> - Guidelines and manuals based on the needs of the concerned institutions and individuals have been prepared, published and distributed. - Members' easy and quick access to information. - Members' effective use of information in their duties. - Members' active participation in the preparation of reference manuals. - Increase in number of qualified and experienced women joining the network. - Contribution to institutional capacity of institutions involved in gender responsive gender. - Gender responsive budgets adopted in various entrepreneurial enterprises. 	<ul style="list-style-type: none"> -Number of guidelines developed and made available to network members. - Number of concerned institutions provided with the guidelines. - How easy and quick is the access to information? - Number of women who participated in developing guidelines. -Percentage of women heads and rapporteurs of the network sub-committees. - Number of active members in the committees and in meetings. - Number of development projects proposed by members. - Percentage of proposals submitted by members which have been adopted.

Specific Objective	Output	Indicators	Sources of verification	Duration		
				2015	2016	2017
4/1 Provide guidelines and practical manuals to help concerned organizations adopt the approach towards gender responsive budget.	<ul style="list-style-type: none"> -Guideline (s) prepared to provide specialized information on gender responsive budgets. - Increased awareness of institutions on the importance and method of transforming towards gender responsive budgets. 	<ul style="list-style-type: none"> -Guidelines (s) prepared to provide specialized information on gender responsive budgets. - Number of network members who contributed in the preparation of guidelines. - Number of institutions that have received guidelines. 	<ul style="list-style-type: none"> - Prepared and approved guideline (s). - Minutes of meetings of the committee to prepare the guideline (s). - List of institutions that have received the guideline(s). 			

<p>4/2 Answer inquiries and questions of the network members and the concerned institutions.</p>	<p>-A growing role for network members in achieving transparency and accountability. - The most asked questions by network members collected and listed. -Answers were given in a simple and clear manner by a specialized committee. - Answered questions (which can be updated and developed) are available for network members and institutions on CDs and on the network website.</p>	<ul style="list-style-type: none"> - Number of questions raised by members and their recurrence. - Diversity of questions. - Number of members participating in asking questions. - Number of members and institutions that have been provided with CDs. - Number of members and institutions that have downloaded answers through the website. 	<ul style="list-style-type: none"> - Progress reports. - Minutes of meetings of the committee to prepare answers. - CD's data. - Network's website content. 			
<p>4/3 Provide specialized consultation to network members and concerned institutions that help them carry out their duties related to adoption of gender-sensitive budget.</p>	<p>- A specialized committee created to provide advice to network members regarding their duties.</p>	<ul style="list-style-type: none"> - Number of provided consultations. - Number of network members who benefited from consulting services. 	<ul style="list-style-type: none"> -Questionnaires. - Opinion polls. - Committees Reports. - Minutes of meetings. - Interviews with network members. 			

Strategic objective (5)	Ultimate Outcome	Indicators
Activate channels and methods to influence decision-making centers relevant to the preparation and implementation of the general budget to adopt policies which are more responsive to gender.	<ul style="list-style-type: none"> - Effective communication between the network members and decision-making centers relevant to the preparation and implementation of the general budget. - A positive interaction between the network and ministries, institutions, departments and organizations concerned with the budget. - Financial policies which are more responsive to gender. - Effective incentive systems to support equal opportunities in government ministries and departments. 	<ul style="list-style-type: none"> - Number of decision-making centres with which the network communicated. - Number of networks with which the network built effective partnerships. - Number of public and private institutions and international organizations that the network built effective partnerships with. - Adopted gender responsive financial policies. - Adopted. Incentive systems to support equal opportunities in government ministries and departments.

Specific Objective	Output	Indicators	Sources of Verification	Duration		
				2015	2016	2017
5/1 Develop a special policy paper on the topic of «the approach towards gender responsive budget and disseminating it to convince policy makers and financial decision-makers in various authorities of the importance of adopting this approach.	<ul style="list-style-type: none"> -A special policy paper on “the approach towards gender responsive budget” prepared, developed and disseminated. - High level group discussion organized to convince financial policy makers and decision makers in various authorities of the importance of adopting this approach. 	<ul style="list-style-type: none"> - A policy paper prepared, developed and disseminated. -Number of network members who participated in meetings on preparing and discussing the policy paper. - High level group discussion organized. -Number of finance policy makers and decision makers who participated in the group discussion. 	<ul style="list-style-type: none"> -The policy paper - Minutes of meetings. -Final report of the group discussion. 			

<p>5/2 Review and develop incentive systems to support equal opportunities in government ministries and departments.</p>	<ul style="list-style-type: none"> - Incentive systems to support equal opportunities in ministries and government departments developed and adopted. - Extent of achievement of equal opportunities in government ministries and departments; it became among the standards within King Abdullah II Award for Excellence in Government Performance and Transparency. 	<ul style="list-style-type: none"> - Percentage of progress of incentive systems development process to support equal opportunities in the public sector. - A specific measure on the extent of achievement of equal opportunities in the public sector institutions was included in the Award standards. 	<ul style="list-style-type: none"> - The incentive system project accomplished and approved. - Minutes of meetings. - Progress reports - The measure developed, approved and applied in the competition for the award. 			
<p>5/3 Develop effective strategies for communication between the network members and decision-making centers in political and leadership positions and in particular the House of the Senate, House of Representatives and the Council of Ministers.</p>	<ul style="list-style-type: none"> - Clear strategies for the network external communications prepared to build strategic partnerships and enhance communication and cooperation with all the concerned parties and in particular with decision making centers in leadership and political positions especially in the Senate and House of Representatives. 	<ul style="list-style-type: none"> - Effective strategy for the network external communication prepared and approved. - Memorandums of understanding that have been drafted and signed between the network and the institutions and stakeholders. 	<ul style="list-style-type: none"> - Strategy for external communications accomplished and approved. - Minutes of meetings. - The Network external reports. - Memorandums of understanding. 			

<p>5/4 Establish and regulate forms of cooperation and coordination between the network members and related decision-making centres related to the preparation and implementation of the general budget.</p>	<p>-A number of personal visits and scheduled visits carried out by the network members to the concerned decision making centers related to the preparation and implementation of the general budget in order to enhance communication and common understanding and disseminate the network objectives and mandates.</p>	<p>-Number of personal interviews. -Number of scheduled visits. -Number of decision making centers that were visited and interviewed.</p>	<p>-Interviews reports. - Minutes of meetings. - Reports on scheduled visits.</p>			
<p>5/5 Strengthen relations and promote communication between members within the network and with the rest of the members working in different budget sections in various ministries, institutions and government departments.</p>	<p>-A number of personal interviews, and field visits and focus group discussions with sections involved in budget preparation in various ministries institutions and departments carried out to enhance communication and a common understanding.</p>	<p>-Number of personal interviews. -Number of field visits. -Number of focus groups that were conducted and extent of diversity of subjects.</p>	<p>- Interviews Reports - Minutes of meetings. - Field visits reports -Quality control reports on focus groups.</p>			

Strategic Goal (6)	Ultimate Outcome	Indicators
Pursue effective employment and investment in Information Communication Technology (ICT) to achieve the National Network's objectives	<ul style="list-style-type: none"> -An interactive website developed and sustained. -A comprehensive and integrated database on Jordanian women in various centres and positions is built. - More space for the network's members to express their views and issues. -Reaching out more potential women and partners through effective communication via modern media channels especially the Internet. 	<ul style="list-style-type: none"> - Effectiveness of the website in achieving the network objectives. - Number of browsers of the network's website. - Number of members actors in dialogue groups / discussion forums on the website. - Quantity, quality and relevance of information available to network members through the website. - Comprehensiveness of the database. - Percentage of the network members using the website. - Level of interaction through the website. - Percentage of women and stakeholders approached by the network members

Specific Objective	Output	Indicators	Sources of Verification	Duration		
				2015	2016	2017
6/1 Create a special website of the National Network to Support Gender Responsive Budget and activate it to achieve the network objectives.	<ul style="list-style-type: none"> -A specialized team formed to create databases inspired by the network needs . - Created databases. - A media plan implemented for the site launch. 	<ul style="list-style-type: none"> - Extent of the website effectiveness in achieving the network's objectives. - Number of browsers of the network website 	<ul style="list-style-type: none"> - Website's content. - Electronic opinion surveys - Website's visitors. 			

<p>6/2 Facilitate the work of dialogue groups/discussion forums based on the Internet through the network website for the purposes of exchange of experiences and local, Arab and international expertise.</p>	<ul style="list-style-type: none"> -A positive interaction between the community and the network members and the members themselves. -Electronicdialogueactivated. - Members' initiatives in discussion forums increased. 	<ul style="list-style-type: none"> - Number of participants in the forums. - Extent of diversity of dialogue and discussion. 	<ul style="list-style-type: none"> - Registration and access to the website and participation in discussion forums. 			
<p>6/3 Prepare a short biography for all members and publishing them on the network website including their qualifications, expertise, achievements and resumes to make use of them.</p>	<ul style="list-style-type: none"> - Brief resumes of all network's members prepared and loaded on the website. 	<ul style="list-style-type: none"> - Website's coverage of resumes of all members. - Number of browsers of resumes 	<ul style="list-style-type: none"> -The website's content. 			
<p>6/4 Disseminate success stories on the application of gender responsive budget projects: locally, regionally and internationally, and promote them on the network website.</p>	<ul style="list-style-type: none"> - Success stories on the application of gender responsive budget projects listed and promoted as models to follow. - Active website projecting success stories. 	<ul style="list-style-type: none"> -Number of success stories related to the application of gender responsive budget projects listed and the extent of their diversity. - Number of browsers of success stories. 	<ul style="list-style-type: none"> - Questionnaires. - Interviews. - Electronicc opinion surveys to measure positions of institutions concerned with adoption of gender responsive budget. 			

<p>6/5 Provide a comprehensive and integrated database on Jordanian women in different centres and locations: political, parliamentary, leadership, judicial, municipal councils on the website.</p>	<ul style="list-style-type: none"> - A comprehensive and integrated database on women's participation in public life established. - Jordanian women march through the decades has been projected. 	<ul style="list-style-type: none"> - The extent of diversity and comprehensiveness of data available on the website: Historic, political, environment, legislative, social, economic, statistics parliamentary and municipal. 	<ul style="list-style-type: none"> -Website's content. - Questionnaires. - Interviews. - Electronic opinion Surveys. - Statistics. 			
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Strategic Goal (7)	Ultimate Outcome	Indicators
<p>Promote the participatory approach to invest efficiently and effectively in available resources (human, cognitive, technical and financial) and employ them to support an approach towards gender responsive budget</p>	<ul style="list-style-type: none"> - Effective operational plans for the network built, implemented, monitored and evaluated within a participatory methodology. - The network's objectives achieved within a participatory methodology. - Better performance for network members. 	<ul style="list-style-type: none"> -How realistic are the procedural plans and their suitability for achieving the desired objectives? - Number of stakeholders involved in the development of plans. - Extent of achievement of the network's objectives. - Municipal councils' reports. - Number of development projects proposed by the members. - Percentage of the suggestions made by members which have been adopted.

Specific Objective	Output	Indicators	Sources of Verification	Duration		
				2015	2016	2017
7/1 Participatory planning for the network management and distributing tasks and responsibilities in balance among all the network members according to their expertise, desires and interests in order to achieve the desired goals.	<ul style="list-style-type: none"> - A clear structure of the network developed. - A clear, written, announced and approved job description for work teams and committees 	<ul style="list-style-type: none"> - Extent of clarity and task coordination and distribution of roles and efforts. - Number of the network members participants in committees and different work teams. 	<ul style="list-style-type: none"> - The network's approved structure. - Approved job description. - Minutes of meetings of committees and work teams. 			
7/2 Raise awareness among the network members of the concept of knowledge management, believing in the need to find and build an effective strategy for knowledge management within the network, and a commitment to activate and sustain it in order to support the achievement of the network's objectives.	-An effective strategy for knowledge management within the network developed.	<ul style="list-style-type: none"> - Progress in achieving the strategic objectives of knowledge management within the network. - Number of network members participants in meetings for building the strategy. 	<ul style="list-style-type: none"> -Knowledge management strategy completed and approved. - Minutes of meetings and reports. 			
7/3 Assess the institutional status of the network, study to what extent it succeeded in achieving goals and improve its performance within the available capacities and resources and within a practical and realistic context based on exchange of knowledge, research and experience.	<p>Monitoring and Evaluation system of the network's work developed and approved. .</p> <ul style="list-style-type: none"> - An institutional evaluation for the network is implemented. 	-Success of work teams in achieving the desired goals and outcomes according to the network's vision and set orientations.	<ul style="list-style-type: none"> -Questionnaires -Opinion polls. - Interviews. - Progress reports. - Minutes of meetings of committees and work teams. 			

Strategic objective (8)	Ultimate Outcome	Indicators
To work as an effective tool for communication, coordination and internal and external networking among institutions and organizations concerned with the gender responsive budget.	<ul style="list-style-type: none"> - Effective relationships within the network members. - Effective partnerships between institutions and organizations concerned with gender responsive budget. - Effective partnerships between the “National Network to Support Gender Responsive Budget” and similar networks on the Arab and international levels. - A positive interaction between the network and civil societies. 	<ul style="list-style-type: none"> - Number of Members constantly in contact with the network. - Number of networks and institutions with which the network built effective partnerships. - Number of national conferences and seminars organized through partnership between the network and public and private institutions and international organizations, and the number of participants.

Specific Objective	Output	Indicators	Sources of Verification	Duration		
				2015	2016	2017
8/1 To form and regulate forms of cooperation and coordination between the network members and ensure its sustainability	- A clear strategy for internal communication between work teams prepared including: mechanisms of meetings, preparing reports, getting feedback and all forms of communication personal, clerical and technical.	<ul style="list-style-type: none"> - An effective strategy for internal communication within the network prepared and approved. - Number of network members, participants in meetings for building the strategy. - Number of members who were committed to mechanisms and models of meetings, preparing reports and providing feedback included in the strategy. 	<ul style="list-style-type: none"> -The approved Internal communication strategy. - Minutes of meetings. - Network’s Internal reports. 			

<p>8/2 To develop effective strategies for communication between the network members in political and leadership positions and in particular members of both houses of the Senates and House of Representatives and ministers and promote the exchange of knowledge and experiences with each other.</p>	<p>-A clear strategy for the network external communication prepared for the purposes of building strategic partnerships and maximizing communication and coordination with all stakeholders: public, civil society organizations, private sector institutions, and with other networks with similar objectives locally, regionally and internationally</p>	<p>- An effective strategy for the network external communication developed and adopted. - Memorandums of understanding drafted and signed between the network and other institutions and networks.</p>	<p>-The approved external communication strategy - Minutes of meetings - Networks external reports - Agreements of understanding.</p>			
<p>8/3 To strengthen relations and promote communication between members within the network and between the rest of the members working in sections of the budget in the various ministries, institutions and government departments.</p>	<p>- A set of personal interviews, field visits and “focus groups” discussions with departments relevant to preparing the budget in the various ministries, institutions and departments implemented to enhance communication and common understanding.</p>	<p>- Number of personal interviews. - Number of field visits. - Number of focus groups that have been implemented and the extent of diversity of subjects.</p>	<p>-Interviews reports. - Minutes of meetings. - Field visits reports. -Quality control reports on focus groups.</p>			
<p>8/4 To encourage the networkmembers to share knowledge, experiences and expertise with each other.</p>	<p>- The network members are familiar with knowledge, expertise, experience and best practices that are important to them.</p>	<p>-Number of development projects proposed by the network members. - The percentage of proposals submitted by members which have been adopted.</p>	<p>-Field visits - Minutes of meetings.</p>			

<p>8/5 To enhance communication between the network members and the various concerned segments of society in general, and women in particular</p>	<ul style="list-style-type: none"> - Policies, programs and projects that meet society's needs and aspirations especially women. - Development projects became gender sensitive 	<ul style="list-style-type: none"> -Number of policies/development projects proposed to meet women's and societal needs. -Number of gender sensitive policies/development projects adopted by the network (gender equity and equal opportunities). 	<ul style="list-style-type: none"> -Progress reports. - Visit reports - Network's minutes of meetings. -Interviews with women. 			
<p>8/6 To build effective communication channels with institutions of public and private sectors experienced in budget and in particular gender responsive budget.</p>	<ul style="list-style-type: none"> - Communication channels and effective partnerships built with private and public sectors. 	<ul style="list-style-type: none"> - Number of events and activities organized by the network members in collaboration with stakeholders from the private and public sectors. - Geographical distribution of these events and activities. - The extent of diversity and the inclusion of the parties participating in these events and activities. - Memorandums of understanding that have been drafted and signed between the network and the public and private institutions. 	<ul style="list-style-type: none"> - Minutes of meetings with Stakeholders from public and private sectors. - Memorandums of understanding 			

<p>8/7 To strengthen communication channels and build a partnership with civil society organizations and bodies relevant to women and gender: unions, charities, Jordanian Federation of Jordanian Women, Jordanian National Forum for Women and We are All Jordan Youth Commission...</p>	<p>- Effective Communication Channels and partnerships built with civil society organizations and bodies relevant to women and gender.</p>	<p>-Number of events and activities organized by the network members in collaboration with partners from civil society organizations and bodies relevant to women and gender. - Geographical distribution of these events and activities. - The extent of diversity and inclusion of parties participating in these events and activities. - Memorandums of understanding that have been drafted and signed between the network and the civil society organizations and bodies relevant to women and gender.</p>	<p>- Minutes of meetings with civil society organizations and bodies related to women issues and gender. -Memorandums of understanding.</p>			
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14) Monitoring and Evaluation Mechanisms for the implementation of the network action plan:

The National Network to Support Gender Responsive Budget which includes representatives of various public and private sectors involved in the budget, women and gender, in addition to civil society organizations, operates under the umbrella of the Jordanian National Commission for Women, in coordination with the General Budget Department/Ministry of Finance and in cooperation with the UN Women.

This means that the Jordanian National Commission for Women is concerned with the task of monitoring the implementation of the network action plan to support gender responsive budget in Jordan for the years (2015-2017).

The National Commission is also responsible for the preparation of progress reports on achieving the objectives of the action plan , the most prominent outcomes and outputs that have been achieved , and the challenges that stood an obstacle in order to overcome them. This is intended to facilitate the follow-up of achievements of the desired objectives during the years of the plan, identifying achievement and excellence in performance to optimize, and specifying gaps to develop policies, plans, operational procedures and programs to ensure avoiding them in regard to various objectives and areas included in the action plan.

This makes clear the importance of conducting annual periodic audits of the network action plan by the National Commission in particular and by the network members in general, to follow up on any progress in the implementation, especially that adoption of the network action plan reflects awareness and commitment to women's issues and the importance of their fair and active participation in community development in all axes and sectors. It also represents a key step towards putting it into practice, which calls for mobilization of the necessary support for the network's goals through continuous coordination and effective partnership between the Jordanian National Commission for Women and the various government parties that can contribute to provide support for

programs and projects concerned with achieving the network objectives, particularly the Ministry of Finance/General Budget Department in particular in addition to activating coordination with various ministries, institutions, government departments, parties and organizations concerned with women's issues on the national, regional and international levels.

Following, we enclose a monitoring and evaluation form for the action plan of the National Network to Support Gender Responsive Budget in Jordan (2015-2017)

Annual Monitoring and Evaluation form for the action plan of the National Network to Support Gender Responsive Budget in Jordan (2015 - 2017)

Strategic objective ()::

Procedural goal ()::

No.	Expected results and outputs	Targeted Indicators	Achievements related to results and outputs (from (1/1 -31/12)	Completion percentage from the targeted%	Completion Verification Sources	Parties involved in implementation	Challenges and obstacles	Suggested alternatives
1.								
2.								
3.								

Definition of Key Terms:

We will try, hereunder, to define the most prominent terms related to the National Network Plan of Action to Support Gender Responsive Budget in Jordan (2015 - 2017), as follows:

Empowerment

The concept of empowerment emerged in the middle of the last century and was associated with international liberation movements. Beijing Conference (1995) emphasized on activating the concept of empowerment and linking it to human development. Empowerment is: a person's control of oneself and capacities and enhancing one's ability to work and train with people for self-realization through mass participation. It enhances development through its impact on economic growth and contributes to expansion of people's choices giving them a margin of freedom.

As defined by the World Bank in the year (2002) empowerment is done through participation, voice and responsibility. It can push forward and contribute to the advancement of humanity and therefore provides a positive atmosphere for reforms. To achieve this it is necessary to empower women and particularly poor and marginalized women by giving them an opportunity to participate in work or expand their capacities or potential whether this expansion is done through education or social welfare.

The importance of empowerment is in its defiance of prevailing power relations in society like men's power over women and thus empowerment helps everyone and affected groups to claim their rights and strengthen social justice

Empowerment is a scientific concept linked to consistent scientific programs through which necessary indicators such as training, planning and outreach are provided in order to measure its success in achieving objectives. Women's empowerment is not limited to provision of services making them only receivers but seeks to strengthen their capacities to develop themselves and their involvement in development activities. Women's economic empowerment also means strengthening women's ability to gain an independent income, providing them work and ownership rights.

Gender:

Refers to behavioural expectations gained from learning from the community which are gender-related. It refers to a variety of social roles and features that are attributed to the culture of men and women. In other words, the term "gender" refers to the difference in roles (rights, duties and obligations), relationships and responsibilities, images and status of women and men which are socially and culturally determined through a society's historical development.

Gender Mainstreaming in policies, plans, programs and budgets

Structured mainstreaming of priorities and needs of both men and women in all policies and legislation in order to ensure justice between them, taking into account the impact of these policies and legislation in all stages of planning including implementation, monitoring and evaluation of the conditions of both men and women. In other words it is for institutions and organizations to become conscious of the differences between women and men and the requirements for each of them, taking them into account to address, stop gender based discrimination and promote justice and equality at all levels and areas to become an integral part of its work. This includes legislation, policies, institutional strategies and everyday business. Thus, gender mainstreaming policy is considered as a strategy to achieve equality and justice in various fields and is not a goal in itself.

Gender Analysis

A framework within which roles and responsibilities of men and women in society are defined and how and to what extent they access resources, benefits and opportunities are specified, and strengths and weaknesses faced by men and women in all walks of life are compared. In other words gender analysis is a systematic way to examine the status of women and men in all areas of development, analyze their roles and responsibilities and the extent of their access and control of resources in all sectors and levels paying attention to causes and factors influencing that both positively and negatively.

Gender Mainstreaming Audit

The methodology of gender mainstreaming audit is considered a tool that focuses on

the establishment of gender equality in institutions through mainstreaming gender in programs, budgets and institutional structures , and developing practical plans to discover weaknesses and gaps and translating them from theory to practice on the ground to achieve justice , equality and equal opportunities in ministries and institutions and accomplish the ultimate goal which is equality and gender equity in society . Gender mainstreaming auditing process is also important tools for circulating gender based equality through the identification of political, technical and administrative gaps in the field of mainstreaming gender in institutions and accordingly decide the foundation from which will start the undertakers of these institutions.

Gender Equality

Is defined by having no differentiation between individuals on the basis of sex in particular with regard to distribution of resources, revenues, provision of services, rights and duties.

Monitoring or Follow up

A daily routine measuring process of implemented activities and their progress. It looks at what is actually being implemented and is carried out by working members in the same program or project. A report about its results with proposed recommendations is submitted to a higher management level in order to make related decisions.

Evaluation

A regular measuring process for the overall achievement. It tests what has been achieved during a period of time, or the produced impact. Usually evaluation methods are determined during the planning of the program or project in order to fit desired results and objectives. Information is provided for evaluation through monitoring processes. Evaluation is often performed by external parties based on a participatory approach and offers an objective measurement and recommends a set of proposals that require decisions.

Impact

Effect or effects are positive and negative long-term effects on identified demographic groups or target groups and result, directly or indirectly, from a development intervention

whether intended or unintended. These effects may be economic or social or cultural, or institutional or environmental or technological or other types. The impact assessment is a kind of result evaluation that focuses on the effects or general results of longer-term public for a particular program or project.

Indicator

Quantitative or qualitative measure of performance of a program or project which allows the verification of changes that result from a development intervention in relative to what was planned. It is used to prove the change and give details that illustrate the extent of work to achieve the results of the program or the actual achievement. In order for the indicators to be useful to monitor and evaluate the results of the program it is important to identify indicators so that they are direct, objective, practical and convenient and to be updated regularly

Methodology

A description of how a strategy or a plan of action for example will be completed. It is a set of methods, procedures and analytical techniques that are used to collect and analyze information relevant to the formulation or evaluation of a plan, program or project or a specific activity.

Category/ Target Group:

They are key stakeholders in a program or project who are expected to benefit from the results of that program. They are population sectors which the program/project aims to serve and meet their needs.

Strategic Planning

Is a process through which the future is projected thus setting necessary procedures and processes to achieve that future. Furthermore, strategic planning is more than just trying to set expectations for the future, it surpasses that to the conviction that the future picture can be influenced by setting clear goals and objectives and working to achieve them in a specific time frame.

Strategy

An overall comprehensive approach based on understanding the broader context and the total environment in which we carry out tasks and duties. It also includes strengths, weaknesses and problems/ gaps to be addressed and solved. The strategy gives us a framework within which we can work and shows us and the partner institutions and organizations what we are trying to achieve and what approach should we adopt?

Action Plan

Is a practical framework which translates the goals that we seek to attain in the form of specific qualitative and quantitative objectives and clear policies and programs to achieve these goals through the next period of time.

(Janet Shapiro, Strategic Planning indicative Guide, (CIVICUS), and a toolkit for planning, monitoring and evaluation addressed to program managers/tool No. 1: Glossary of Terms for planning, monitoring and evaluation, the United Nations Fund for population (UNFPA).

General budget

The government's plan for the next financial year to achieve the desired national goals within a medium-term fiscal framework

Results Oriented Budgets (ROB)

The budget that relies on linking between spending on the activities of all government bodies and the results of this spending through the development of indicators to measure performance for all levels to achieve efficiency and effectiveness of spending and access national goals and priorities.

Public spending

The amounts allocated to ministries, government departments and institutions (ceilings) to finance all terms of capital and current expenditures by the annual general budget bill.

Medium-term fiscal framework

Government's financial plan policy through the medium term based on expectations of the national economy based on a number of bases, assumptions and expectations of major economic indicators.

Medium-term expenditure framework

Government's detailed plan for public expenditure allocated to government departments through the medium term. (The law regulating public budget number (58) for the year 2008).

Appendix (1)

Opinion Poll on Features and Framework of the Action Plan of *the National Network to Support the Gender Responsive Budget *

November 2013



اللجنة الوطنية الأردنية لشؤون المرأة
The Jordanian National Commission for Women

General Information:

Name:	
Academic Qualifications:	
Specialization:	
Job title:	
Workplace: (Ministry / department / institution)	
Phone:	
Cellular:	
Fax:	
E-mail	

a- Have you ever participated in any programs or training courses on women's rights or gender mainstreaming or gender responsive budget or updates in the preparation of the general budget? Please mention them with the organizing party.

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b- Have you ever participated as trainer in the preparation of any training materials and training related to women's rights or gender mainstreaming or gender responsive budget or updates in the preparation of the general budget? Please mention any:

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c- Have you ever participated in any workshops or training or awareness courses or seminars organized by the Jordanian National Commission for Women (JNCW) related to women's rights or gender mainstreaming or gender responsive budget or updates in the preparation of the general budget? Please mention any:

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d- Kindly specify your approval or non approval of the representation of each of the sectors listed in the following table in the National Network to Support Gender Responsive Budget marking (x) in front of each paragraph and under the appropriate degree of judgment from your opinion:

No.	The proposed sector for representation in the Network	Yes	No
1	The executive authority: ministries, institutions and government departments.		
2	The legislature: the House of Representatives, the Senate.		
3	Civil society organizations especially those related to women's issues.		
4	Academic institutions / universities and research centres related to women's issues.		
5	Private sector institutions.		
6	Media organizations.		
7	Other. Please mention		

e- Kindly determine your training needs (as a member in the National Network to Support Gender Responsive Budget) on each of the topics listed in the following table marking (x) in front of each paragraph and under the appropriate degree, in your opinion:

No.	Training Subject	I need training (Strongly/Moderately/ A Low Degree)	I don't need training
First	Issues related to women's rights and gender mainstreaming in general:		
1	Definition of the National Strategy for Jordanian Women (2013-2017), its main axes, areas related to women's empowerment: socially, politically, economically and legally.		
2	Definition of human rights principles enshrined in international conventions especially the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).		
3	Definition of gender mainstreaming philosophy, concepts, mechanisms and challenges.		
4	Mechanisms to mainstream a gender perspective into national legislation taking into account the needs of both men and women with justice.		

5	Mechanisms to mainstream a gender perspective into national policies taking into account the needs of both men and women with justice.		
6	Mechanisms to mainstream a gender perspective in the plans, programs and national budgets, taking into account needs of both men and women with justice.		
7	Strategic planning and planning of programs and projects from the perspective of mainstreaming gender needs (towards equal opportunities between the sexes).		
8	Gender sensitive statistics and indicators.		
9	Monitoring and evaluation of programs and projects from the perspective of mainstreaming gender needs (towards equal opportunities between the sexes).		
Second	Topics related to gender responsive budget in particular		
10	What is a gender responsive budget? To what extent do we need it? What is its methodology?		
11	Advocacy and lobbying for mainstreaming gender needs into the state general budget and macroeconomic policies (towards equal opportunities between the sexes).		
12	Preparation and training of trainers in the field of preparation of gender responsive budget (towards equal opportunities between the sexes).		
13	Stages of preparation of a gender responsive budget: Analysis of the general budget, restructuring of the budget, and mainstreaming gender as a determinant of the process of preparing the budget		
14	Updates in the preparation of the general budget: Results Oriented Budget (ROB), medium-term financial framework (MTFF) and medium-term expenditure framework (MTEF).		

15	General Economic and Financial Policies		
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Any other subjects you would like to propose for training:

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f- Kindly review the paragraphs below identifying any that you think is within the mandates of the national network to support the gender responsive budget and in what degree, by marking (x) in front of each paragraph and under the appropriate degree in your opinion:

No.	Mandates of the national network to support gender responsive budget	I agree it is within network mandates (Strongly-Moderately--A Low Degree)	I don't agree it is within the network mandate
1	Determine the nature and volume of role of each: the government, the House of Representatives and civil society organizations to implement the initiative of gender responsive budget.		
2	Contribute to strengthening women's role especially women leaders through according attention to analyzing the impact of government policies on gender.		
3	Leading transformation and change towards adoption of a gender responsive budget and women's enjoyment of equal participation in decision-making related to budget.		
4	Follow-up and analyze if the policy on equal opportunities between the sexes is reflected in the form of allocating sufficient budgets for this purpose or not?		
5	Budget analysis and assessment of women's status and study of revenue, public expenditure elements and their potential impact on women.		
6	Analysis of variance between the sexes, projecting government policies to address this variance and contributing to adoption of the principle of government accountability for commitment to achieving gender equality.		
7	Contribute to budget's amendments and financing policies in order to improve economic and social conditions for women		
8	Defining decision-makers in various sectors of the gender responsive budget.		

9	Raising awareness among government employees on the effects of government policies on women in general and on qualitative impact of the budget and financial policies in particular.		
10	Implement training programs, build and strengthen individual and institutional capacities in the field of application of gender responsive budget		
11	Advocacy to institutionalize the process of preparing gender responsive budget.		
12	Mobilize support to increase number of women in positions of public budgeting.		
13	Establish an effective monitoring and follow up system on women's representation in government bodies: ministries, institutions and the various departments.		
14	Participate in national, regional and international seminars related to budget, equality and equal opportunities between women and men and bridging the gender gap.		
15	Create a comprehensive database on individuals and stakeholders concerned with gender responsive budget and building strong relations and coordination with them.		
16	Supervise analytical studies of the general budget in various sectors identifying gender gaps and proposing ways to address them.		

Any other mandates you would like to suggest:

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g-Kindly review the paragraphs below and identify which do you think is among the strategic objectives of the National Network to support the Gender Responsive Budget, and in what degree, by marking (x) in front of each paragraph, and under the appropriate degree, in your opinion:

No.	Strategic objectives of the National Network to Support Gender Responsive Budget	I agree that it is one the network's strategic objectives (Strongly/Moderately/A low degree)	I don't see it as a network's objective
1	Exchange of knowledge, experiences, expertise and best practices on the gender responsive budget.		
2.	Empower the network's members with cognitive, professional and personal competencies required for the network as a think-tank that works on preparing gender responsive budget.		
3	Provide opportunities for network's members to access useful sources of information		
4	Provide practical guidelines and manuals to help relevant institutions adopt an approach towards gender responsive budget		
5	Activate channels and methods to influence decision-making centres relevant to the preparation and implementation of the general budget to adopt policies which are more responsive to gender.		
6	Effective employment and investment in ICT in achieving the networks objectives		
7	Promote the participatory approach to invest efficiently and effectively in available resources (human, cognitive, technical and financial) and employ them to support an approach towards gender responsive budget.		
8	Work as an effective tool for communication, coordination and internal and external networking between institutions and organizations concerned with the gender responsive budget		

Any other strategic objectives you would like to suggest:

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