



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Introduction to Gender and Gender Mainstreaming

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Agenda

- Gender Concepts
- Gender in Mongolia
- Gender differences in the workplace and in leadership
- Case studies
- Strategies to improve gender relations in your workplace
- Gender mainstreaming
- Gender analysis

Why talk about gender in organizations?

- Organizations, including Government Ministries and research institutes, are NOT gender-neutral entities
- Gender issues are sometimes **visible** and sometimes **invisible**
- Gender equality isn't only an important issue for women
- Workplace gender equality is directly related to overall economic performance
 - better national economic growth
 - increased productivity
 - increased inflow of highly qualified employees
 - better overall organizational performance
- Gender-awareness leads to **higher quality work outcomes and higher quality research**

Gender Concepts

Sex

Biological differences between the female and male bodies; doesn't change over time

Gender

Social- and cultural-based distinction between women and men; the roles, behaviours, and attributes that a given society considers appropriate for men and women; changes over time

Gender Concepts

Gender
is...

Relative: men are considered 'breadwinners' and women 'homemakers'

Learned: children learn from a very young age to identify differences between boys and girls

Unquestioned: we accept gender roles, they are rooted in history and tradition

Gender roles vary in different places: different countries, societies, religions, etc. have different rules

Gender roles change over time: the responsibilities of women and men change depending on the needs of society

Building Blocks of Gender

Norms

Ideas about how women and men **should** be, look, and act. Acceptable characteristics, expectations to conform to

Roles

Socially assigned attitudes, behaviours, work or responsibilities of women and men, girls and boys

Relations

The social relations between women and men; including how power, access to and control over resources are distributed

Gender Roles Activity

Think about your childhood and complete these sentences...

When I was a child, I was told a good **boy** should....

When I was a child, I was told a good **girl** should...

When I was a child, I was told as a **boy** I could....

When I was a child, I was told as a **girl** I could not...

Are there differences between the messages that girls and boys receive?

These childhood lessons stay with us throughout our lives and shape our attitudes, behaviours and self-esteem when we are adults

Gender Socialization

Toys

What toys do we give girls and boys?

Places

Where/when do we let girls and boys play?

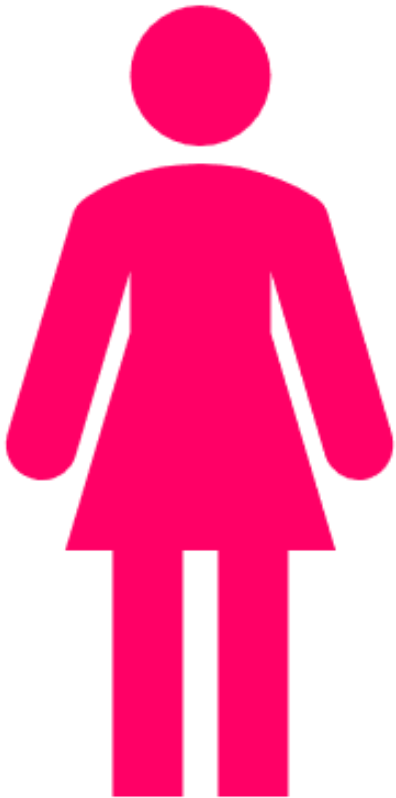
Act

How do we expect girls and boys to behave?

Feel

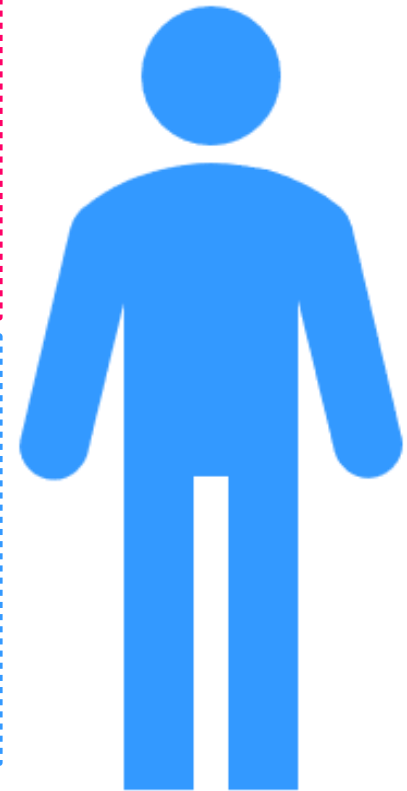
How do we let girls and boys express their feelings and emotions?

Gender Stereotypes



Stereotypical Woman

- Concerned about public good
- Nurturing
- Caring
- Cooperative
- Group-oriented
- Not competitive



Stereotypical Man

Concerned about private good –
Confrontational –
Independent –
Logical –
Strong-minded –
Competitive –

Gender Stereotypes are simplistic generalizations about the gender attributes, differences and roles for women and men. Not supported by science, learned through socialization.

Gender Stereotypes



Women don't leave the Kitchen!

We all know a woman's place is in the home, cooking a man a delicious meal. But if you are still enjoying the bachelor's life and don't have a little miss waiting on you, then come down to Hardee's for something sloppy and hastily prepared.



Men don't leave the Kitchen!

We all know a man's place is in the home, cooking a woman a delicious meal. But if you are still enjoying the single life and don't have a little mister waiting on you, then come on down to Hardee's for something sloppy and hastily prepared.



Gender Concepts



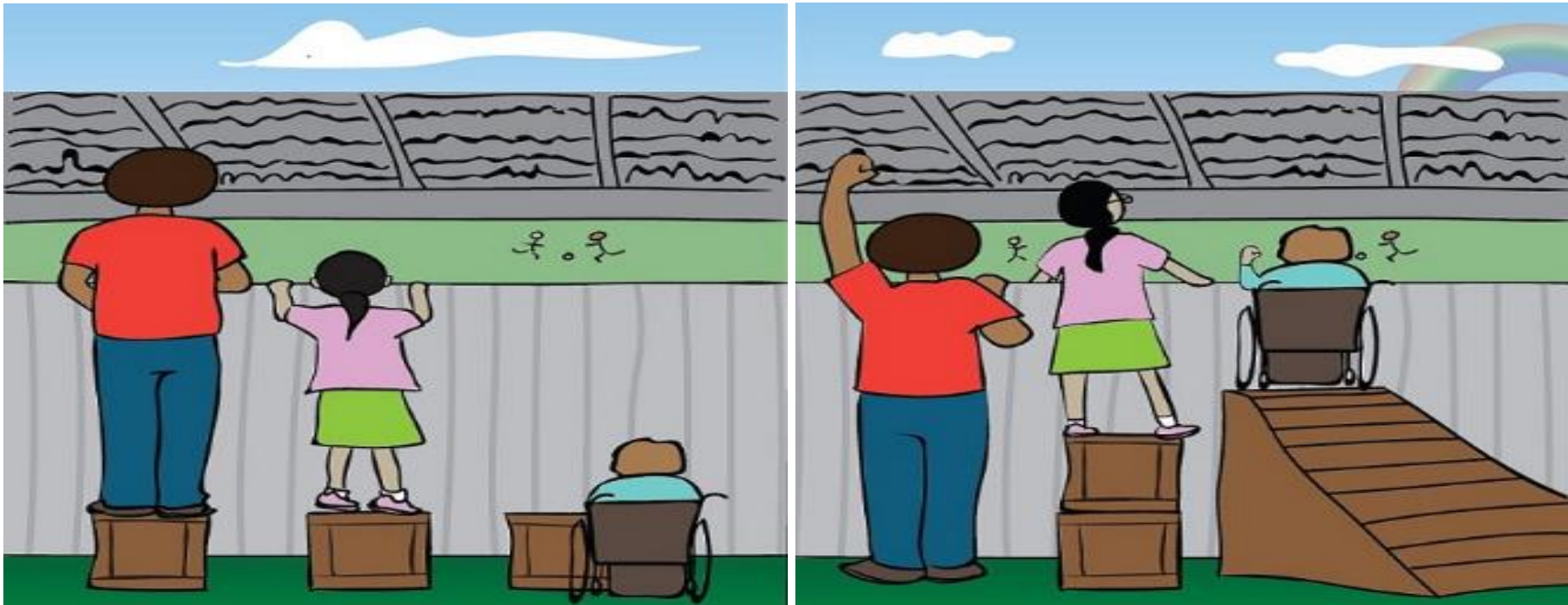
Gender Equality

Women and men, and boys and girls, enjoy equal rights, responsibilities and opportunities

Gender equality does **NOT** mean that women and men become the same.

Access to opportunities does not depend on whether you are a woman or a man

To reach 'gender equality', we need to consider the different needs of women and men, boys and girls. Not everyone will benefit from the same support...



What is the right support to give equal access to everyone involved?

Gender Situation in Mongolia

The Government of Mongolia has made strong commitments to achieving gender equality

National:

- The Law on the Promotion of Gender Equality (2011)
- National Program on Gender Equality (2017-2021 Action Plan)
- Mongolia Sustainable Development vision 2030 + Government Action Program 2016-2020

International:

- Convention to Eliminate all Forms of Discrimination Against Women
- Sustainable Development Goals 2030, adopted by UN in 2015
- All major international agreements and conventions regarding gender equality and women's rights

Gender Situation in Mongolia

- 2018: Mongolia ranked 3rd most gender equal country in Asia
- 2017: Mongolia ranked 53rd (of 144) most gender equal countries in the world
- In the 2017 “Global Gender Gap Report”, Mongolia was at or above the global averages of gender equality in Economic Participation, Education and Health – but Mongolia scored below average in Political Empowerment
- In Mongolia, while **60%** of university graduates are women, only **30%** of middle-managers are women, and only **15%** of senior managers are women
- In Mongolia, there is only **12%** representation of women in parliament

Gender Situation in Mongolia

Though Mongolia performs well overall in terms of gender equality, there are still some large barriers to overcome:

- Gender division of labour and education
- Workforce participation
- Violence against women
- Average life expectancy and access to quality health care
- Number of college or higher graduates

Gender in Society Activity

Ask yourself these questions...

Men make good/are good at....
Women make good/are good at....

Men should not be/are bad at....
Women should not be/are bad at....

Are there differences between your expectations of men and women?

Why do you think these things are true?

Is there something you would do differently if you were the opposite gender?

Gender Equality in the Workplace

- Gender equality in the workplace means... ALL employees have equal opportunities, equal rights and equal access to resources REGARDLESS of their gender
- Women and men should...
 - have an equal chance of being hired and promoted
 - feel safe and respected in their office
 - be trusted with resources, be able to access tools they need
 - be asked to participate in decision-making

DOES NOT mean that women and men are identical, there are differences. **BUT** those differences should not affect the things listed above.

Gender Differences in the Workplace

- Hierarchies vs. relationships
- Product goals vs. process goals
- Authority vs. engagement
- Attribution of success
- Conflict management
- Speaking up and leaning in

Gender Issues in the Workplace

- Gender bias
- Discrimination (pay, treatment, hiring, promotion)
- Gender stereotypes
- “boys clubs”
- Uncomfortable workplaces
- Sexual harassment or assault
- Micro-inequalities

Micro-inequalities

Seemingly small action, moments or words that are often hard to prove yet somehow diminish or exclude someone

- A man enters the room and only shakes hands with the other men in the room
- A foreigner assumes you are Chinese or thinks your culture is similar to China
- At a meeting, your boss mentions the achievements of your coworker but does not mention your achievements
- Your coworker constantly checks their phone while you are speaking to them

Micro-affirmations

Equally small actions and moments when you subtly acknowledge a person's value and accomplishments, intentionally include them

- Introduce someone and highlight their accomplishments/value
- Shake hands with everybody in a room
- Thank people for their contributions/hard work
- Encourage equal participation of women and men, young and senior employees
- Listen and make eye-contact during presentations/conversations/meetings

Gender Issues in the Workplace - Strategies

- Be aware and question your biases and stereotypes
- Gender trainings
- Gender committee/focal point & dialogue
- Check for discrimination in your hiring processes, pay scales, reward/promotion decisions, etc.
- Anonymous surveys to identify hidden problems in the workplace
- Check your HR policy, Code of Conduct, Code of Ethics, etc.
- Micro-affirmations
- Promoting an inclusive and safe environment



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Gender Mainstreaming

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Gender Mainstreaming

A process to achieve gender equality

Integrating a **gender perspective** into policy development, research, legislation, resource allocation, and planning, implementation and monitoring of programmes and policies

Gender Mainstreaming

- Create **gender-aware** and **gender-transformative** policies, legislation, research, projects
- Reduce gender inequities that may exist in a project area
- Ensure women and men's specific needs are met and that women and men benefit equally

Gender Mainstreaming

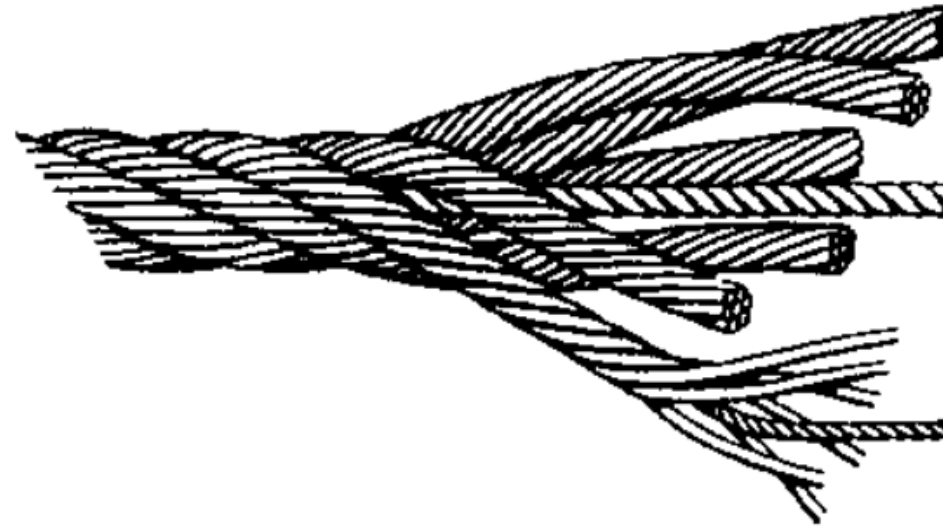
IT IS NOT

- Adding a “woman’s component” or a “gender equality component” to an existing activity
- Increasing women’s participation – it goes beyond that

IT IS

- Considering the experience, knowledge and interests of women and men in development
- Modifying projects so the result will benefit women and men equally
- Transforming social and institutional structures

Gender Mainstreaming



Gender Mainstreaming



Why do we need Gender Mainstreaming?



Gender Mainstreaming Examples

Government Policy

- Maternity leave → Parental leave
 - Both men and women benefit from spending time with their children, children benefit from both parents
 - Single fathers, adoptive parents, gay couples
 - Depending on the household, mothers could be earning more, fathers could be unemployed, etc.

Gender Mainstreaming Examples

Organizational/Internal Policy


- Flexible working hours
 - Employees with children, women and men, may benefit from having flexible working hours or being able to bring their children to the office under certain circumstances
- Capacity building/training
 - Do women and men at your org. have different levels of capacity in certain areas?
 - Do women and men have different responsibilities at/outside work that would make it difficult to improve their skills/attend trainings/etc.?





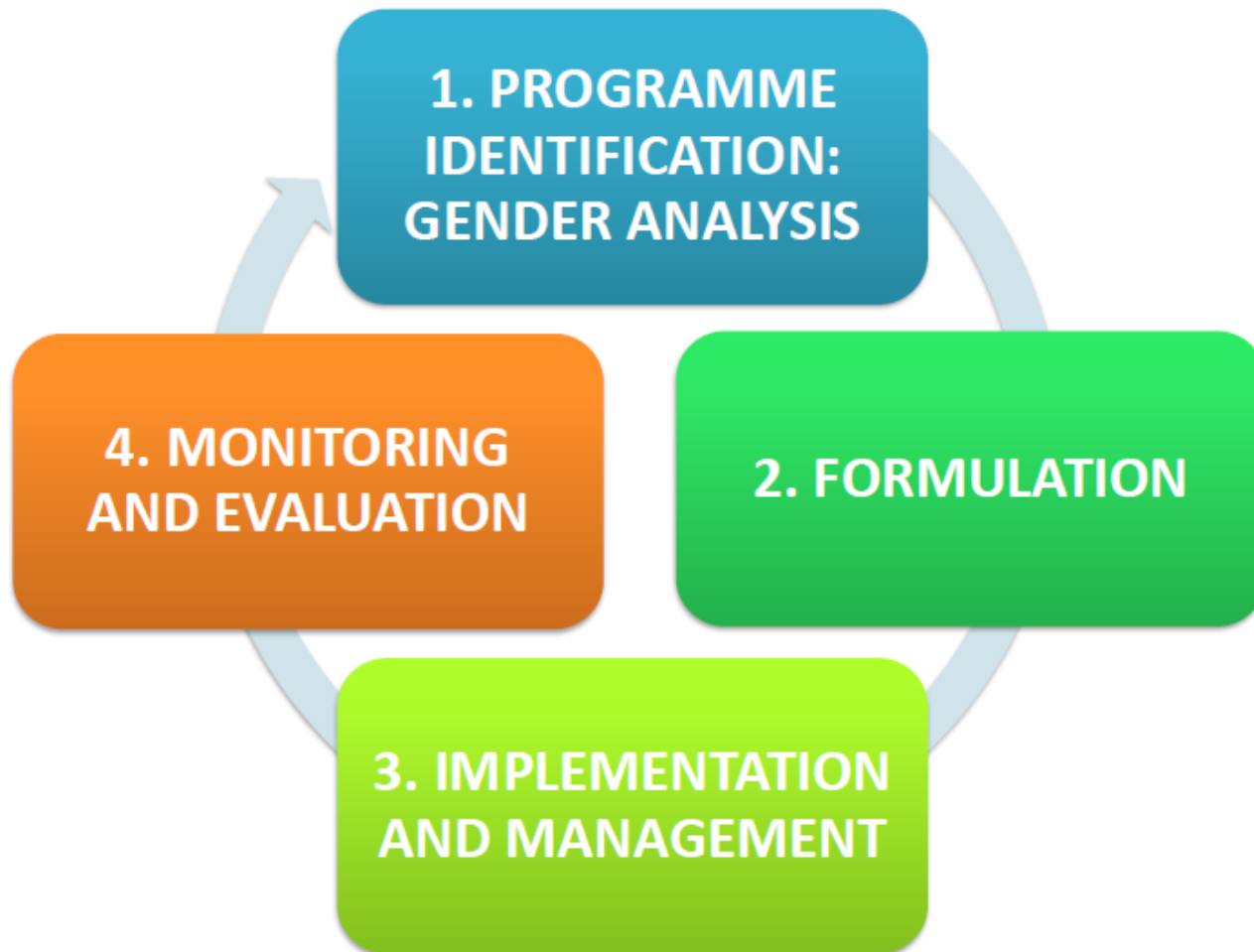


Gender Analysis

- A tool to see reality more clearly 
- Key questions:
 - Activities – who does what?
 - Resources – who has access/control over the resources?
 - Benefits – what factors control access to benefits?
 - Participation – how and when do men and women participate in receiving the benefits?
- Principle: better information is the basis for meeting our goals (efficiency, equality, etc.)

Why?

Gender Analysis for Mainstreaming



Gender Mainstreaming Activity

- Read the case study alone or with your group
- Highlight any area where you think a gender component can be added
- Then we will review the final version of this project which has been gender mainstreamed

Gender Mainstreaming Examples

Identification

Define the problem & identify solutions

- Gender Analysis: Consult male and female stakeholders, looks for sex-disaggregated data
- “How does this problem affect different stakeholders differently?”
- “How can we solve this problem for women and for men?”
- “To what extent does gender affect this problem?”

Project Design

Define impact and outcomes, outputs and activities

- **Gender analysis:** how can this project...
- “contribute to women and men’s equitable access to resources and increase gender equality?”
- “benefit both women and men by addressing their different needs and capacities”
- Address the gender implications when formulating the expected impact, outcomes and outputs & support with gender-sensitive indicators
- **Institutional assessment/capacity gaps**

Gender Mainstreaming Examples

Monitoring and Evaluation

Implementation

Implement the project according to workplan and budget

- Baseline survey including social/gender focus
- Equal participation of women and men
- Capacity development and gender awareness among staff & partners
- Specific strategies for working with women and men/measures to allow women and men to take advantage of opportunities

Evaluation

Document progress, results achieved and impact = evaluation report

- Continuous collection of sex-disaggregated data (qualitative and quantitative)
- Participatory monitoring involving both women and men
- **Adapt:** implement changes or add new activities if necessary
- Measuring against gender-sensitive indicators to assess impact, outcomes and outputs
- Create gender-sensitive report

Feedback

1. One thing I will do differently as a result of today's training
2. What are the next steps I will take to mains?
3. How can MERIT support me?
4. One thing I liked about today's training
5. One thing that can be improved

Thank you for your attention!

Resources

<https://www.weforum.org/agenda/2018/09/asia-gender-equal-countries>

<https://www.weforum.org/reports/the-global-gender-gap-report-2017>

<https://asiapacific.unfpa.org/en/publications/2017-national-study-gender-based-violence-mongolia>

<http://hrlibrary.umn.edu/svaw/harassment/explore/4effects.htm>

Gender Analysis Tools

Harvard Analytical Framework:

<https://www.ilo.org/public/english/region/asro/mdtmanila/training/unit1/harvrdfw.htm>

Moser Gender Planning Framework:

<https://www.ilo.org/public/english/region/asro/mdtmanila/training/unit1/moserfw.htm>

SWOT Analysis: <http://www.includegender.org/toolbox/plan-and-prepare/swot/>

Barrier Analysis: http://barrieranalysis.fh.org/background/background_info.htm

Capacities and Vulnerabilities Assessment Framework: http://www.adaptation-undp.org/sites/default/files/resources/6_capacities_and_vulnerabilities_assessment_framework_cva_framework.pdf

Women's Empowerment Framework:

<https://www.ilo.org/public/english/region/asro/mdtmanila/training/unit1/empowfw.htm>

Intersectionality Wheel: http://www.criaw-icref.ca/sites/criaw/files/Everyone_Belongs_e.pdf