



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Gender Mainstreaming Workshop

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Agenda

- Gender Concepts
- Gender in Mongolia
- Gender Mainstreaming
- International Case Study
- Tools for Gender Mainstreaming
- Gender Mainstreaming in the Project Cycle
- Mongolian Case Study
- GM in your project

Why talk about gender in organizations, projects and policies?

- Organizations, including Government Ministries and research institutes, are NOT gender-neutral entities
- Gender issues are sometimes **visible** and sometimes **invisible**
- Gender equality is not only an important issue for women
- Gender-awareness leads to **higher quality project 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

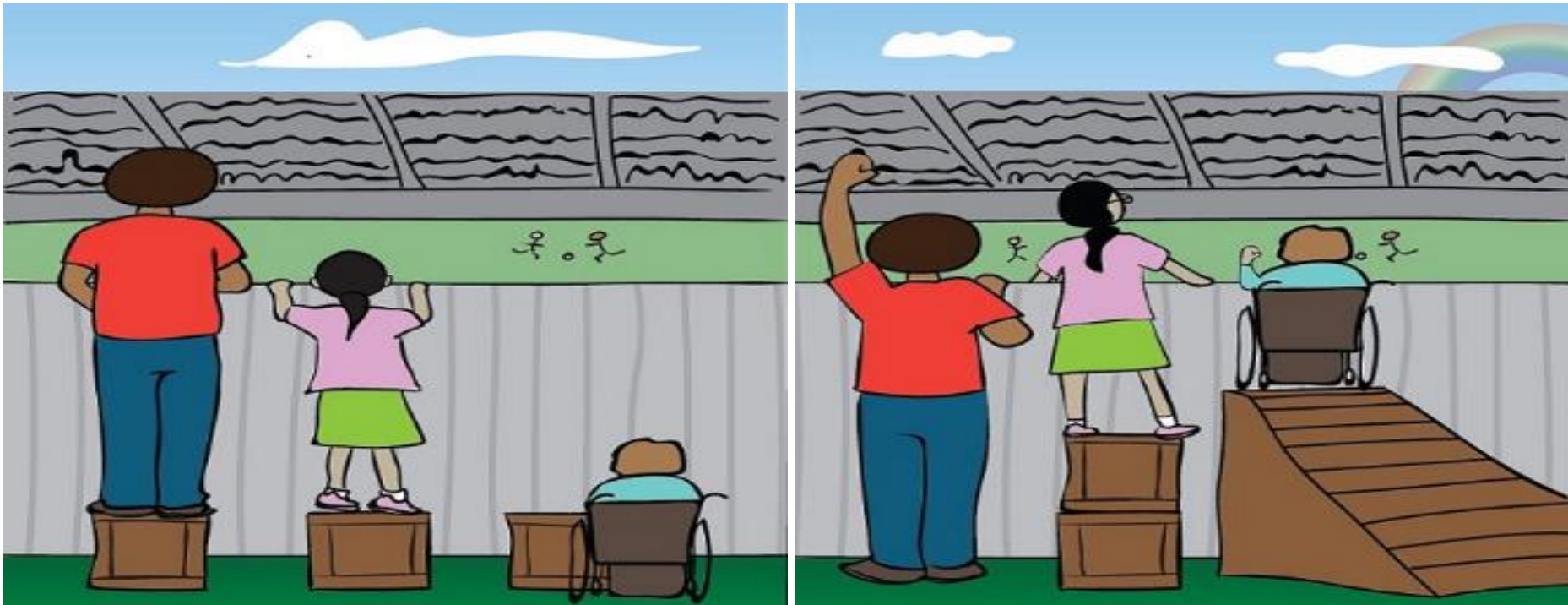
Gender Equality

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 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

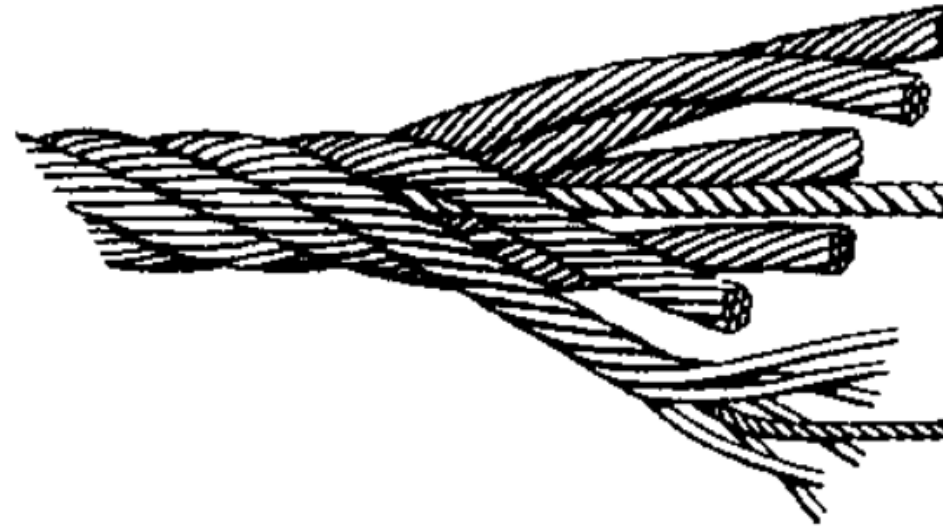
IT IS NOT

- 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.?

Entry Points for Gender Mainstreaming

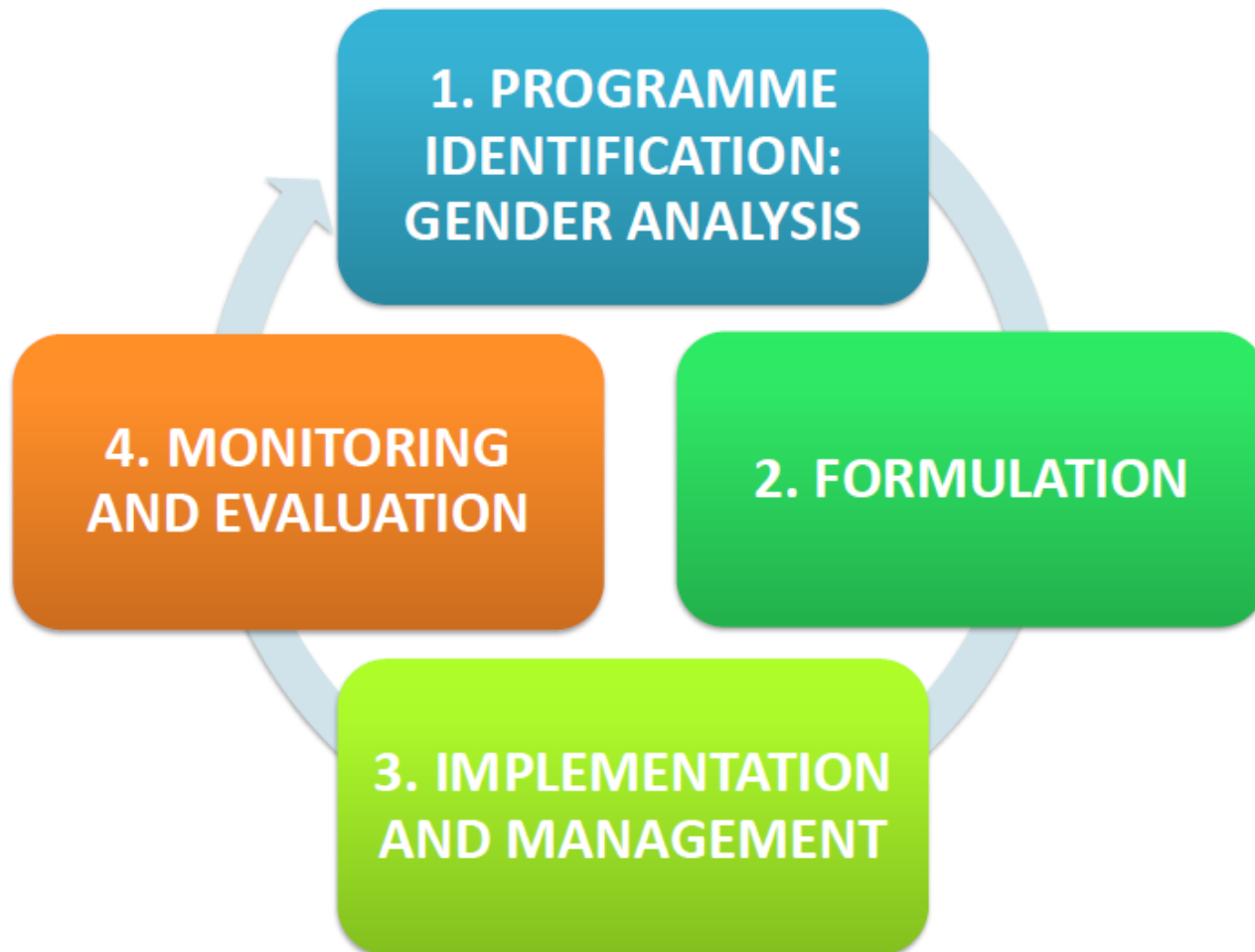
Entry points are like “starting points”, areas or points in the project cycle where gender mainstreaming can be introduced

- **Policy:** project statements/announcements of support to gender mainstreaming; can be issued during implementation
- **People:** women and men stakeholders of the project; project staff, those responsible for gender mainstreaming
- **Stakeholders:** “sponsors”, “agents of change”, “targets”, “advocates”; directly and indirectly affected by project
- **Enabling mechanisms:** support systems and structures that ensure gender is mainstreamed in the project (i.e. budget, M&E system, sex-disaggregated database, project indicators, etc.)

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 Analysis for Mainstreaming







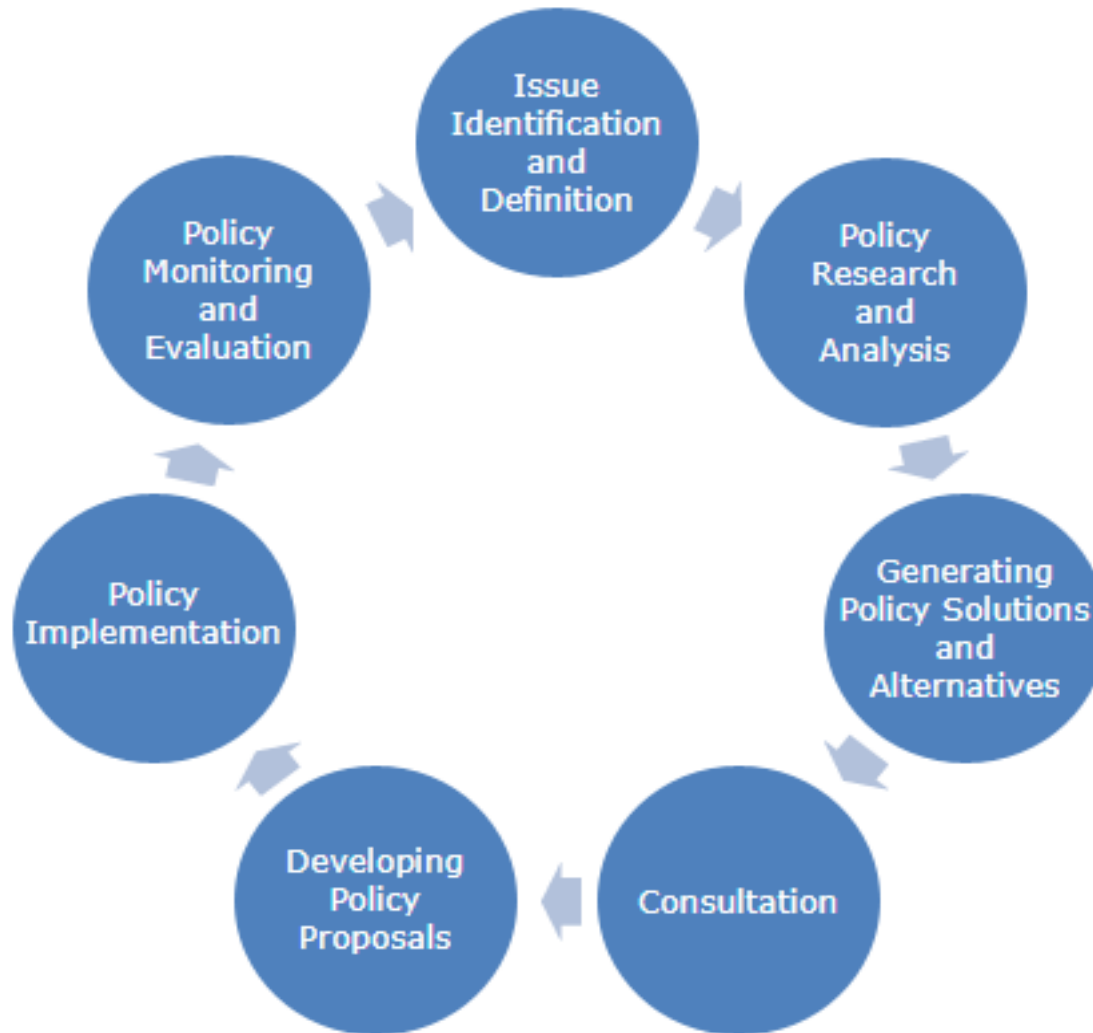


Gender Analysis for Mainstreaming

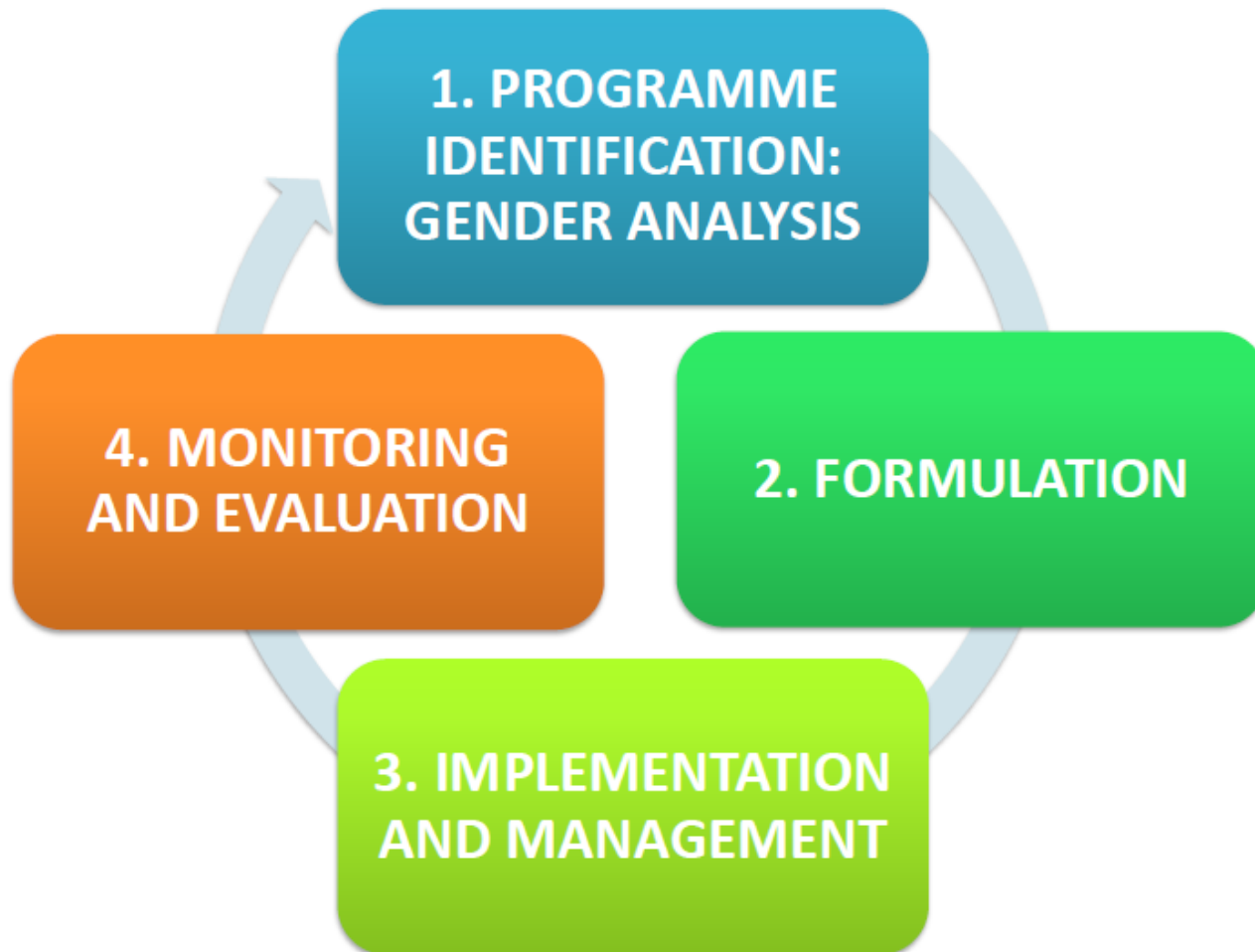
- A tool to see reality more clearly
- Key questions:
 - Activities – who does what?
 - Resources – who has access/control over the resources?
 - Benefits – what factors control access to benefits?
 - Participation – how and when do men and women participate in receiving the benefits?
- Principle: better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

Why?

Gender Mainstreaming in the Policy Cycle



Gender Mainstreaming in the Project Cycle



Gender Mainstreaming: Identification

Define the problem & identify solutions

- Identify key sources of information
 - ensure balance between women and men as informants
 - use sex-disaggregated data
- Identify major characteristics of the target area
 - determine population groups that will be affected by your project
 - population groups: gender, age, socio-economic status, disabilities, etc.
 - community characteristics: size, location, socio-economic status, participation of community members, strengths and weaknesses
 - patterns of significant activities and role structure (age, sex) and how they influence decision-making
 - level of social cohesion and self-reliance

Gender Mainstreaming: Identification

Define the problem & identify solutions

- “Which female and male stakeholders should be involved in this discussion? Who has the information I need? Who will be affected by the project?”
- “How does this problem affect different stakeholders differently?”
 - Consider differences in age, gender, socio-economic status, household structure, etc.
- “How can we solve this problem for women and for men?”
- “To what extent does gender affect this problem?”
- “What can we address in the scope of this project?”

Refer to your *“Checklist”* and *“Strategies”* for Gender Mainstreaming in the Project Identification Stage handout

Gender Mainstreaming: Design

Define impact and outcomes, outputs and activities

- Project objectives should consider and address:
 - context of the sector, including gender issues
 - needs of women and men
 - quantifiable and reliable indicators that are gender-responsive
 - targets that are doable, measurable and attainable within the lifespan of the project
- Project strategies/activities should:
 - be formulated with maximum use of information sources, involve women and men beneficiaries
 - include mechanisms for women's participation (address gaps in skills/knowledge that hinder effective participation)
 - provide a set of minimum, non-negotiable requirements to ensure gender-responsive project

Gender Mainstreaming: Design

- Minimum, non-negotiable requirements:
 - integration of gender concerns in the project mainstream
 - generation of sex-disaggregated data
 - raising women's economic, political and social position
 - installation of mechanisms which consider time, work loads, skills and knowledge differences of women
- Institutional assessment:
 - project staff capacities/expertise related to gender
 - gaps in knowledge
 - strategy to fill gaps

Refer to your *“Checklist”* and *“Strategies”* for Gender Mainstreaming in the Project Design Stage handout

Gender Mainstreaming: Implementation

Implement the project according to workplan and budget

- Begin with a baseline survey to refer back to during your evaluation, include a gender focus
- Train staff on specific strategies for working with and engaging women and men
 - create gender-sensitive policies and use strategies to ensure equal participation of women and men in all project activities
- Monitor the participation and experiences of women and men throughout the project **constant collection of sex-disaggregated data
- Women and men should be given equal opportunities to hold management positions in various levels of the project activities
- Project should adapt to the changing needs and interests of women and men

Gender Mainstreaming: Implementation

- “are there equal opportunities for women and men to participate in the project management positions?”
- “are there mechanisms to ensure that the project resources or benefits are equally accessible to women and men?”
- “are the project objectives consistent with the identified problem, are they acceptable to the communities, do they address the practical needs of women and men?”
- “do the project implementation strategies respond to different needs and potentials of women and men, provide mechanisms for increased and more effective participation of women and men?”

Refer to your *“Checklist”* and *“Strategies”* for Gender Mainstreaming in the Project Implementation Stage handout

Gender Mainstreaming: M&E

Document progress, results achieved and impact = evaluation report

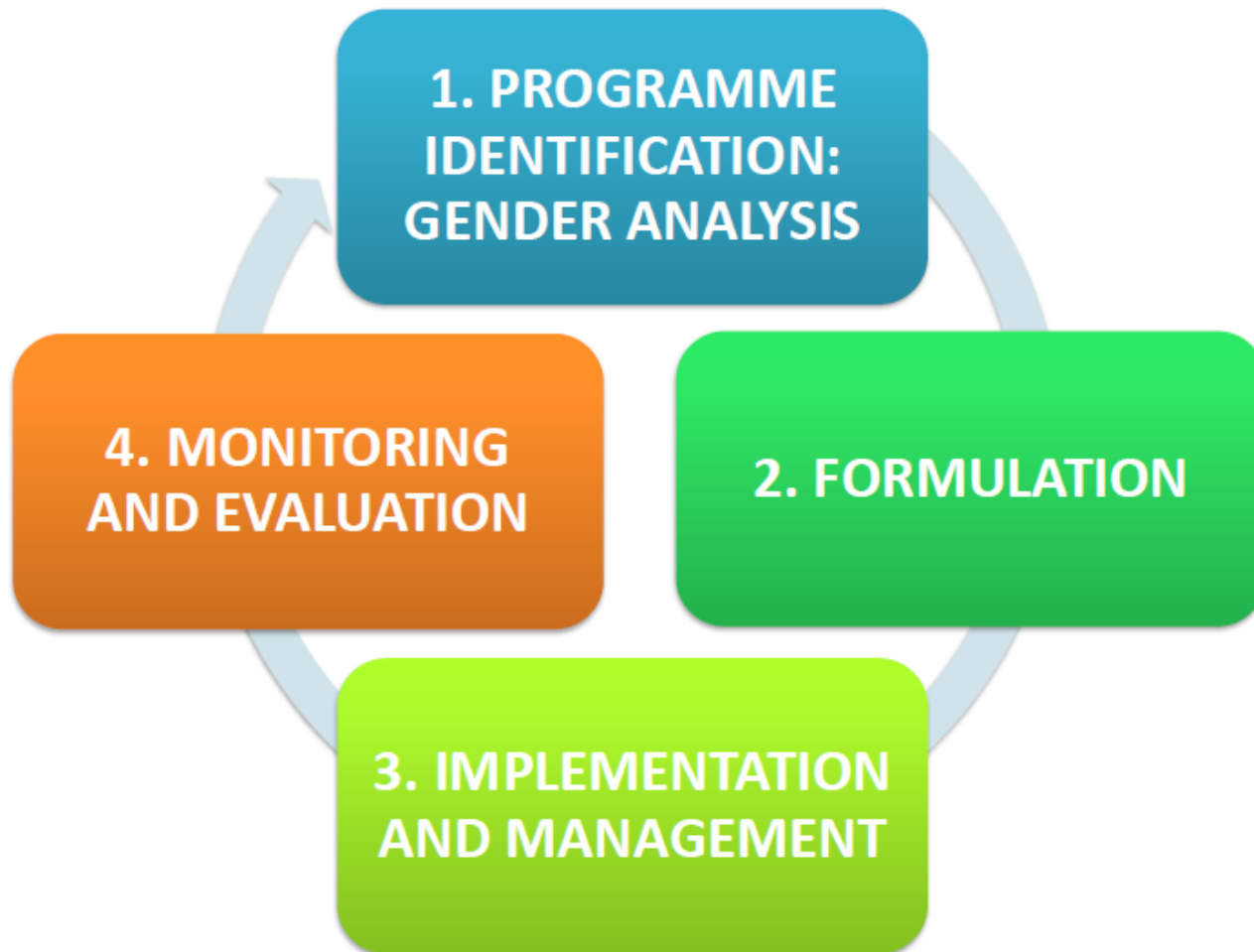
- Develop a systematic M&E system with a gender perspective, should be included in the project design
- Train the project staff on the use and purpose of the gender-sensitive M&E system
- Use a participatory monitoring method including women and men stakeholders
- Develop and identify gender-responsive indicators to explicitly measure the effects of the benefits of the project on women, men and both
- Identify and determine project effects on women and men using results of monitoring the different activities in the project
- Ultimately create a gender-sensitive evaluation report

Gender Mainstreaming: M&E

- “does the project’s monitoring and evaluation system...
 - explicitly measure the project’s effect on women and men?”
 - collect data which will indicate the access and control of resources for both women and men?”
 - collect data which will indicate opportunities women and men have to improve their lives?”
- “does the project identify gender-sensitive indicators? At what frequency are these monitored?”
- “does the project collect sex- and age-disaggregated data?”
- “if we notice that the project has negative effects on women and/or men, what actions do we take to correct this?”

Refer to your *“Checklist”* and *“Strategies”* for Gender Mainstreaming in the Monitoring and Eval. Stage handout

Gender Mainstreaming in the Project Cycle



Gender Mainstreaming Activity

- Youth unemployment is high
- Unemployment is highest among youth living in the ger district
- This group has few resources/supports to help them overcome barriers to employment
- The government will partner with a foreign agency to create a 4-year project to improve the employment rate among at-risk youth living in the ger district
- The project must be gender mainstreamed

Gender Mainstreaming Activity

- Chose a project you are currently working on or have worked on in the past and write out...
 1. Project description (identification), including important facts and statistics
 2. Project design: objectives and activities, including impact, outcomes, outputs and gender-sensitive indicators
 3. Brainstorm gender entry-points in the implementation stage
 4. Brainstorm gender entry-points in your M&E system

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