



GRB PILOT IN DORNOD

Report for
Mongolia: Enhancing Resource Management through Institutional
Transformation (MERIT)

October, 2021



ACKNOWLEDGEMENT

Mongolia: Enhancing Resource Management through Institutional Transformation (MERIT) is an eight-year project (2016-2024) funded by the Government of Canada.

MERIT is a governance project that supports sustainable management of the resource sector. It strengthens the capacity of government and encourages inclusive economic and social development.

OUR VISION is a strengthened and empowered public sector that results in social and economic development that is sustainable and equitable, leading to a better quality of life for Mongolians.

Intelligence Publique, a Canadian firm, was commissioned by MERIT to design, deliver and evaluate a Gender Responsive Budgeting Pilot in the province of Dornod, Mongolia. The pilot was delivered through collaboration with Professor Otgontuya Langan, Ph.D and the MERIT team.

Special thanks to the Governor of Dornod for his leadership and to the public servants of Dornod who actively contributed to the pilot's success.

Regular collaboration and experience sharing with the Ministry of Finance, the National Committee on Gender Equality (NCGE), the World Bank and GIZ informed and strengthened the pilot while contributing to a national level discussion on gender-responsive budgeting.

Many people contributed to the implementation of the pilot with their faith in collaboration and for a better world.

-  3F, National Times News Tower,
Khudaldaanii Gudamj,
Khoroo-1
Chingeltei District,
Ulaanbaatar-15160, Mongolia
-  support@merit.mn
-  www.merit.mn
-  +976 7610-5000
-  @merit.mn

CONTENTS

SUMMAR	4
CONTEXT	6
PROCESS	8
Process as planned	9
Updated process.....	9
Efforts realized.....	11
RESULTS	12
General result	12
Portrait of the participants.....	12
Satisfaction disaggregated by activities.....	14
Fully Implemented Affirmatives Measures	16
Librarian case	16
Affirmatives Measures Near Completion	17
Unexpected results	17
CONTENT DELIVERED.....	18
LEARNED LESSONS	19
Friendly approach	19
Credibility of the Consultants and Facilitators.....	19
Frequent follow-up	19
Leadership/support from the Executive	20
Technical champion	20
Quality of interpretation	20
RECOMMENDATIONS FOR MANAGERS	21
RECOMMENDATIONS FOR POLICYMAKERS.....	22
ANNEXES:	23
List of affirmative measures	23
Calls for action.....	24
Gender analyses of the composition of the team.....	25
Photo collection on GRB pilot	26
Intelligence Publique.....	27



SUMMARY

The Mongolia: Enhancing Resource Management through Institutional Transformation (MERIT) project, funded by the Government of Canada, conducted a 12-month pilot to introduce Gender-responsive Budgeting to provincial, district and sub-district level administrations. The pilot was conducted in the province of Dornod from July 2020 to July 2021. The participants included 73 civil servants from Dornod and 7 guests for a total of 80 participants trained and coached to apply affirmative measures in their workplace.

The objectives of the pilot were:

- To test the implementation of gender-disaggregated, public expenditure, incidence analysis at the sub-district (bagh), district (soum) and provincial (aimag) levels supported by the local leaders and developed by civil servants.
- To support the adoption of affirmative measures in the short-term.
- To analyze the challenges with implementation and to identify the solutions, such as the ones applied by local authorities and civil servants.

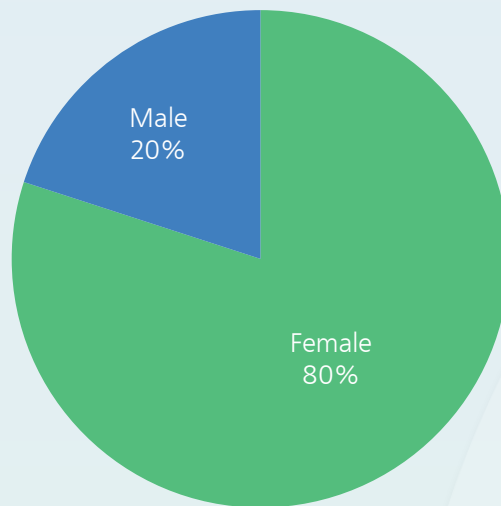
For the purpose of this pilot, Gender Budgeting refers to the analysis of the differential impacts of government budgets on women and men, girls and boys, and to the systematic integration of a gender perspective in budget documents and processes, aiming to push forward the policy objective of gender equality.

MERIT focused its intervention on gender-disaggregated, public expenditure incidence analysis in programmes, projects, and operations at the local government level.

The work was aligned with national legislation including the Law on Promoting Gender Equality, the National Program on Gender Equality, and the Medium-term Gender strategy plans for organizations and agencies under the Minister of Finance as well as international best practice. This evidence-based pilot was developed for and rooted in the Mongolian context.

The main activities were completed with some adjustments despite the COVID-19 pandemic.

Participants, by gender



As the graphic below demonstrates, women represented 80% of the participants.

By the end of the pilot, seven affirmative measures were implemented at 100 percent, 8 affirmative measures were near completion, 3 affirmative measures received funding from the provincial budget that were allocated to promote equality between men and women and one affirmative measure received funding from an international non-government organization (NGO).

The pilot was a success and it is replicable in other provinces as well as with public organizations at national level.



CONTEXT

The pilot was aligned with the Government of Mongolia's policy. Three instruments of the national policy define the State of Mongolia's gender strategy:

1. Law on the Promotion of Gender Equality (LoPoGE) and the Government's mid-term Strategy to implement the law developed in 2013.
2. National Program on Gender Equality (2017-2021), which was approved by Government Resolution No. 129 of 2017.
3. Gender Strategy (2016-2024) for organizations and agencies under the jurisdiction of the Ministry of Finance.

Approved in 2011, the Law on Promotion of Gender Equality (LoPoGE) focuses on strengthening the capacity of sub-committees and councils. In 2016, after a performance evaluation, the Secretariat of the National Committee on Gender created a National Program on Gender Equality (2017-2021) with the aim to develop gender statistics and analysis, introduce the concept of gender equality at the sectoral, local, and organizational levels, and intensify gender-responsive budgeting at all levels.

The law on Promoting Gender Equality and the National Program on Gender Equality

clearly define the responsibilities of the central and local governments and sectoral organizations such as the Parliament, the Government, the Prime Minister, National Committee on Gender Equality (NCGE), central administrative bodies, and local self-governing bodies to establish and maintain gender equality through the planning and implementation of gender-sensitive policies.

Regarding gender-responsive budgeting, Article 16.1.1 of the LoPoGE calls on the Government to incorporate gender equality promotion activities in the Economic and Social Development Guidelines and sector development policies and programs, to introduce a gender-responsive budgeting system, approve, and implement gender equality programs and special measures ensuring sufficient financing is approved for their implementation.

In accordance with the LoPoGE and National Program on Gender Equality, the ministries, the capital city and 21 provinces approved and implemented gender policies in their respective sectors and localities. Each of these policy documents incorporates gender analysis into policies, gender mainstreaming and gender-responsive budgeting as a separate objective or as a way to fund policy implementation action plans.

Priority 3 of the Gender Strategy (2016-2024) for organizations and agencies under the jurisdiction of the Minister of Finance states that “the budget process of the Minister of Finance and some general budget governors will apply a gender-responsive methodology step by step”. Under this objective, the Ministry of Finance is responsible for building the capacity and support of government officials in charge of planning and budgeting, and for developing gender-sensitive budgeting methodologies. Similar goals and activities are reflected in other sectors’ gender policies such as the Population, Labor and Social Welfare Sector (Objective 1.3), Food, Agriculture and Light Industry Sector (Objective 1.2), Environment and Tourism Sector (Objectives 1.1 and 2.1), Education, Culture, Science and Sports Sector (Objective 1.3). 1.3) and the Geology, Mining, Petroleum, and Heavy Industry (Objective 1.2).

Article 2.2.2 of the National Program on Gender Equality (2017-2021) sets the goal of “implementing gender-sensitive policies, planning and budgeting at the national, sectoral and local levels”. The “Action Plan for the Implementation of the National Program on Gender Equality” is approved by order No.

A/132 in 2017 of the Minister of Labor and Social Welfare. Clause 2.13 of the plan states that “Gender analysis of budget planning and execution, development of a methodology for gender-responsive budget planning and evaluation” will be implemented with the participation of the Ministry of Finance, NGOs and international organizations.

In complement to the regulations and national efforts, the National Committee on Gender Equality worked to establish a gender-responsive budgeting approach for Mongolia and has partnered with actors like UNFPA, the World Bank, GIZ and the MERIT Project to identify entry-points and an appropriate methodology for the Mongolian context.

Implemented by the World Bank, the “Strengthening Governance in Mongolia” project, funded by the European Union (EU), has launched the development, implementation, and piloting of the Gender-responsive Budgeting (GRB) in Mongolia since 2019, as part of its efforts to introduce GRB methodology in Mongolia. The goal of the law to introduce planning of gender-responsive budgeting is currently at an early stage.



PROCESS

A highly participative pilot with three main components was planned to ensure the full integration of the knowledge shared, to increase the capacity and the capability of the participants, and to encourage them to adopt new behaviours and practices. The components included:

- 5-day workshops with real cases shared by participants with the deliverables of teams formed and designs developed for applicable affirmative measures.
- Coaching in the promotion, financing, and implementation of the affirmative measures by the teams formed during the 5-day workshop.
- Reinforcement sessions as an opportunity for participants to share their experience and concerns beyond their working groups and to exert peer pressure on the teams who are falling behind in the development of their affirmative measures. These sessions strengthened participant's engagement.

The process was efficient and resulted in a high-level of ownership and ability to apply the techniques learned.

PROCESS AS PLANNED

The original design for the pilot included in-person workshops and face-to-face meetings. The Canadian consultant was scheduled to travel to Mongolia on a regular basis to work with the beneficiaries, a local consultant and the MERIT team. It included seven core activities:

1. Capacity building sessions on gender-budgeting with civil servants from sub-districts, districts and the province (on programme planning, gender-budgeting, inclusive policy).
2. Coaching with these civil servants in the preparation of the affirmative measures and their implementation.
3. Reinforcement sessions with civil servants on gender-responsive budgeting.
4. Coaching on the promotion and presentation of their affirmative measures.
5. Capacity-building sessions on project management.
6. Capacity-building sessions on monitoring and evaluation.
7. Mentoring sessions on problem and conflict-solving interventions.

The pilot duration was planned for one year, 80 days of effort.

UPDATED PROCESS

The COVID-19 pandemic altered the original plans. In January 2020 it became challenging to travel, to deliver in-person workshops or to hold face-to-face meetings. To keep the pilot moving forward, it was necessary to experiment with a blended model of co-facilitation. The Canadian consultant worked with the MERIT team and the local consultant in Mongolia through Zoom meetings.

The format of the training was redesigned and the on-the-ground intervention was led by the MERIT project team and the local consultant in close coordination with the Canadian consultant.

Three of the core activities were delivered with changes in format and dates. They were:

1. The 5-day workshops on gender-budgeting with civil servants from sub-district, district and provincial government (July and August 2020). The workshops consisted of a 35-hour training composed of at least 60% teamwork as well as participatory activities that created opportunities for civil servants to learn and apply the proposed techniques and tools.
2. 2-hours of coaching per team in the implementation of the affirmative measures developed during the 5-day workshop (September to November 2020).

3.

4.

During these participant-led sessions, team members presented their advances, discussed their experience and asked questions to the Canadian consultant, the local consultant and MERIT team members.

3. 2 days of half-day reinforcement sessions to extend public servant's awareness and skills in gender analysis to the organization level and society (June 2021).

These 12-hour trainings focussed on the gender gaps in society, the usual policies to reduce the gaps, participative gender audits, and the way to strengthen internal policy to promote on women and girls.

An activity was added to the plan:

- A meeting and presentation of the affirmative measures to the newly appointed Head of the Social Policy Division of the Dornod Governor's Office. This was an opportunity to build the new leader's gender awareness, present the affirmative measures implemented by the public servants and provide horizontal peer pressure to motivate the teams to implement their affirmative measures (February 2021).

Representation of the process as realized:



Three activities were eliminated from the original design as they were addressed through the follow-up provided by the MERIT team and the local consultant:

- Capacity-building sessions on project management.
- Capacity-building sessions on monitoring and evaluation.
- Mentoring sessions on problem and conflict-solving interventions.

EFFORTS REALIZED

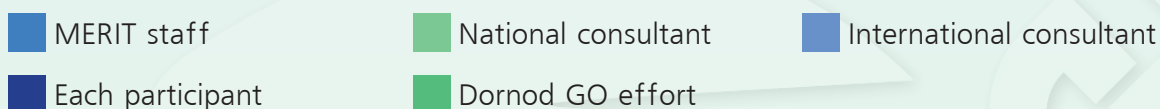
To correctly implement this pilot, there was a need for:

- Planning.
- Preparation of material (research, writing and design, elaborating documents, case studies and Power Point Presentations (PPTs)).
- Coordination amongst members of the team – MERIT, Canadian consultant, local consultant.
- Coaching with members of each team.

- Coordination with the organisations responsible for identifying the participants.
- Invitation and convocation of the participants.
- Logistic aspects (ensure internet facilities and the proper management of Zoom).
- Translation and interpretation.
- Follow-up and intermediate reports.
- Encouragement to participants in delivering the affirmative measures.
- Coordination with the executive team.
- Management of the scope of the pilot.

A rough estimation of the effort that would be required for future interventions includes:

- 355 hours for the international consultant
- 355 hours for the national consultants
- 1,787 hours for the members of MERIT team
- 37 hours for Dornod government effort
- 110 hours for each participant





RESULTS

GENERAL RESULTS

73 civil servants from the province of Dornod and 7 guests led to 80 civil servants receiving training on gender-budgeting in two stages: the first in July and August 2020, in the form of three, hybrid 5-day workshops (hybrid model: virtual and in-person) and the second in June 2021, in the form of four virtual, 3-day workshops.

The participants conducted at least one gender-disaggregated, public expenditure incidence analysis on a programme or a project from their organizations. They worked in small teams to produce an affirmative measure to reduce any gap identified in the expenditure incidence analysis previously realized. A total of 36 affirmative measures were produced during the three workshops.

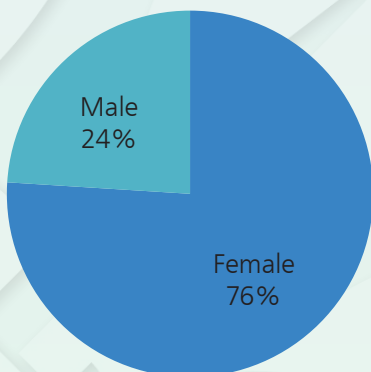
31 sessions of coaching were conducted to support the teams to implement the affirmative measures developed during the training. Adjustments were necessary and the 36 affirmative measures identified were reduced to 26. Most of the teams produced a plan of action to implement their affirmative measure.

Eight affirmative measures have now been implemented and offer services to women and girls.

PORTRAIT OF THE PARTICIPANTS

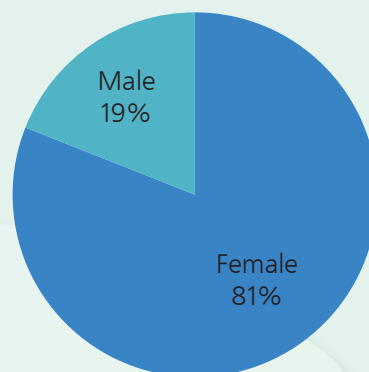
During the 5-day training in July and August 2020, 76 % of the participants were women.

Participants, by gender

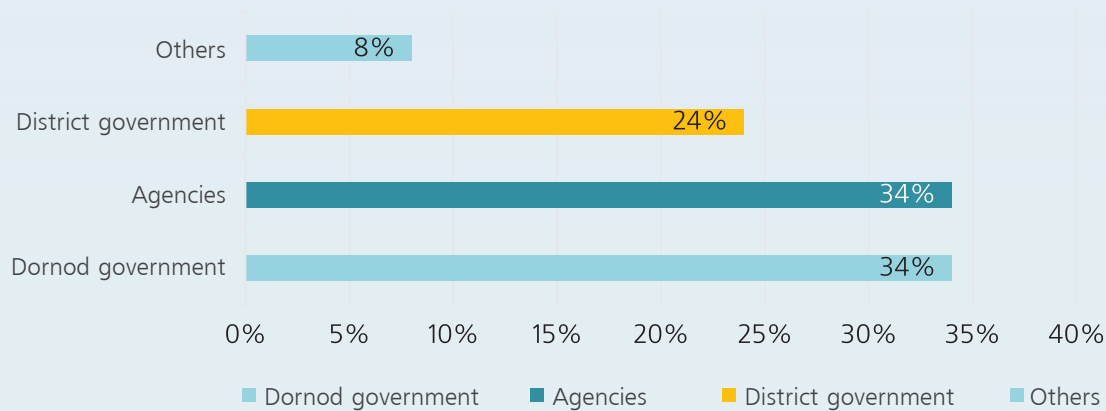


During the reinforcement session in June 2021, 81 % of the participants were women.

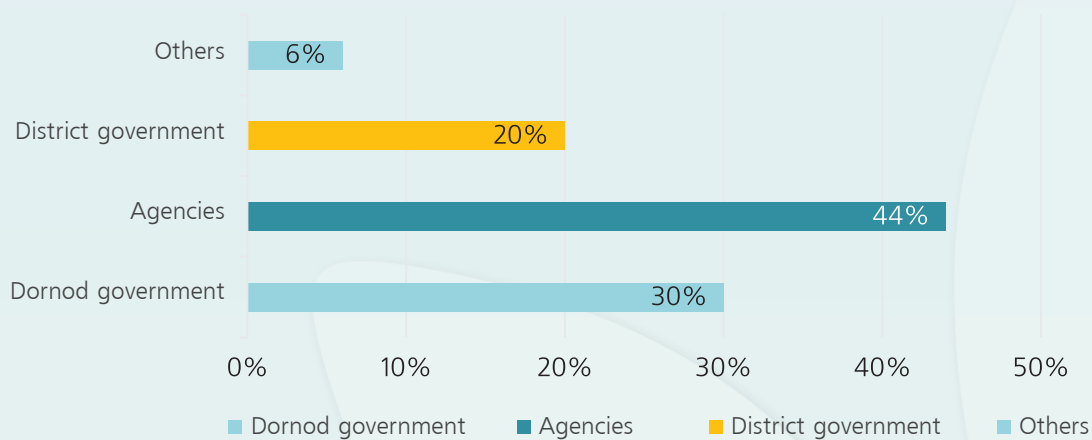
Participants, by gender



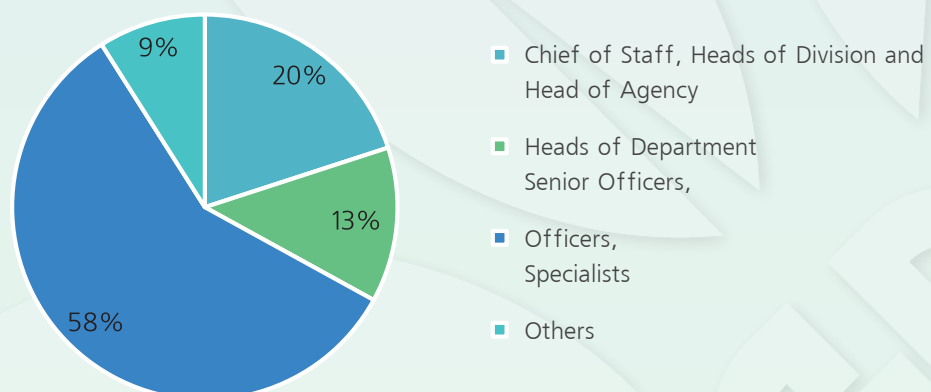
Participants in the 5-day training session in July and August 2020, represented the provincial government, agencies and district government as shown in the graphic below.



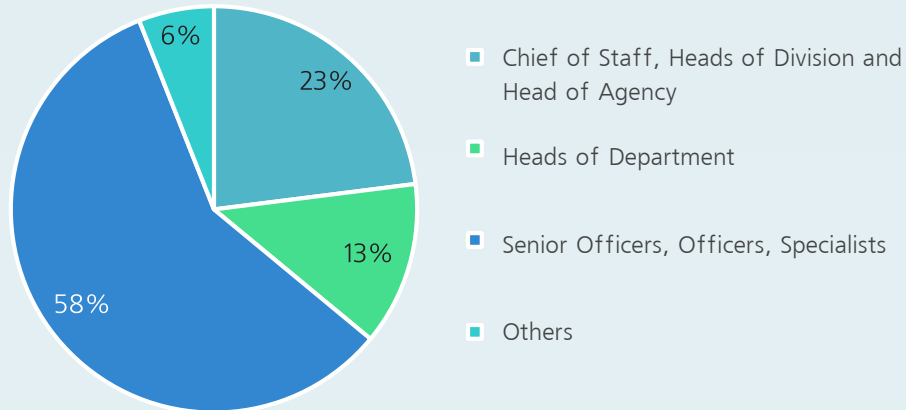
In the reinforcement session in June 2021, participants were from the provincial government, agencies and districts in the proportion shown in the graphic below.



Participants in the 5-day training sessions in July and August 2020 occupied different positions in the administrations, as shown in the graphic below.



In the reinforcement session in June 2021, participants occupied different positions in the administrations in the proportion shown in the graphic below.



SATISFACTION DISAGGREGATED BY ACTIVITIES

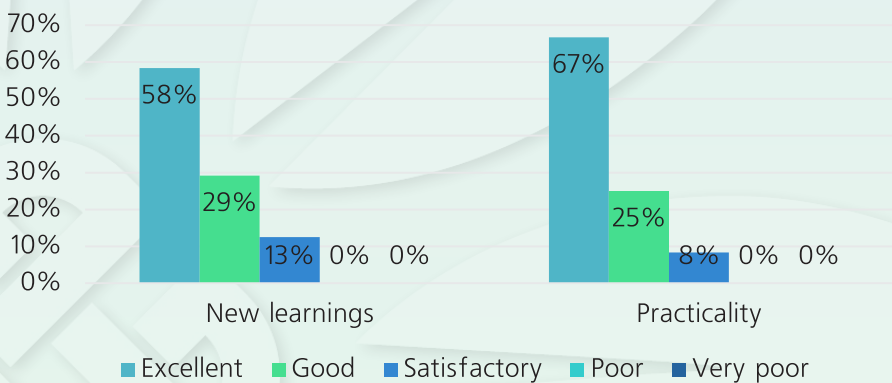
The evaluations conducted after each activity indicate the high level of satisfaction experienced by the participants through evaluations reveals the value of the training. Here, three graphics represent the value of the 5-day workshops, the coaching sessions, and the reinforcement session.

For each activity, the respondents had the opportunity to add a comment and provide a qualitative response on the event. The findings

and their comments are summarized below:

For the 5-day workshops, 92% of the participants found the workshop practical and stated that it addressed the needs faced in their day-to-day work; 67% rated the workshop excellent and 25% rated the workshop good. 87% of the total participants identified a good or an excellent level of knowledge gained from the training.

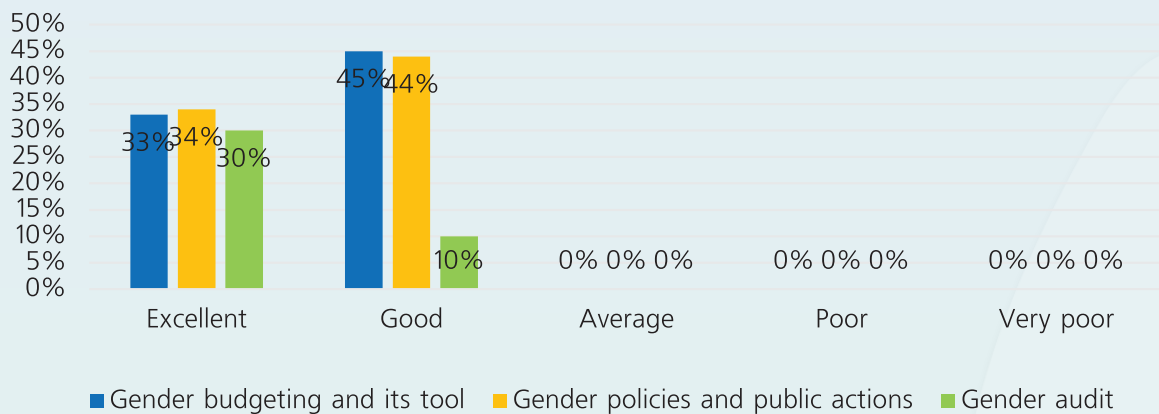
Participants assessment for the 5-day workshop



“The training was delivered very well and the explanations were easy to follow. That is why I had no difficulty in developing our affirmative measure.”

For the coaching sessions, the respondents of the questionnaire confirmed that they gained excellent and good levels of knowledge on the topics covered in the training.

Improved knowledge from the reinforcement sessions



For the reinforcement session, respondents said:

“ I obtained a wide range of ideas from the discussion on the closing of gender gaps in society. Most importantly, in order to close the gap, officials in all sectors of society need to pay more attention to information, research, analysis and need to deliver the gender training.”

Participant, Reinforcement Session

“I observed that there is a positive change in the attitudes of the participants. Therefore, we need to focus on how to motivate these people in the future and continue support for their influence on others.”

Participant, Reinforcement session

LIBRARIAN CASE

The Dornod Mobile library is a symbolic case.

It is an illustrative affirmative measure, with a high probability to be implemented.

Diagnosis: The Dornod library conducted a study of female and male users of the library services. The study revealed that very few women from rural areas were using the services. This meant that rural women have less access to knowledge, skills, and culture than women living in urban areas. To better understand the situation, the team conducted an analysis of the reasons rural women was not using the library. Some reasons were rooted in tradition and culture, but others included logistics such as access to transportation.

To improve access and provide an opportunity for rural women to build their knowledge, skills and culture, a project was created to develop a mobile library that could travel to the women in rural areas so that they could borrow books.

A vehicle has been donated but is currently being used for COVID-19 purposes. This case is a good example of a simple solution to a complex problem.

FULLY IMPLEMENTED AFFIRMATIVES MEASURES

The pilot created a tangible results at the end of the training. An indication of the pilot's success is the number of affirmative measures implemented. Seven of the 21 affirmative measures developed during the process were fully implemented and eight are near completion.

Completed measures:

1. Increase female herders' participation in the "Livestock Provision" Programme
2. Improve Waste-Management Program "Clean Choibalsan City"
3. Promote the Equal Participation of Women and Men in Developing Forest Community Activities
4. Increase women's participation in Community Councils for Monitoring and Evaluation
5. Specialized training for civil servants (including "train-the-trainer" training with the representative from the Civil Service Council's sub-council who is responsible for the professional development of over 4,000 civil servants in the province).
6. Increase women's participation in the business START-UP program to support youth start-ups
7. A project to increase in women's participation in the study tours of the Youth Start-up Support Program.

AFFIRMATIVES MEASURES NEAR COMPLETION

The result this capacity-building process is the implementation of the techniques learned. This is a very high and demanding standard that is even more challenging to achieve throughout the COVID-19 pandemic. Most of the eight affirmative measures below are near completion.

They include:

1. Increase women's access to fitness clubs
2. Increase women's participation in the "Herders Forum" annual event
3. Increase women participation in the "Responsible mining" consultation event in Bayandun soum
4. Programme to Develop Public Physical Health in the Tsagaan-Ovoo Soum, Dornod
5. Study trip activity within the "Herders' Employment Support Programme"
6. Increase women participation/ involvement in the district development fund lending program
7. Increase the participation of female entrepreneurs in soft loans to support SMEs
8. Archery project

The list of all the affirmative measures is in the annex.

UNEXPECTED RESULTS

Three positive, unexpected results are identified from this experience:

- The Governor of Dornod granted financing to three promising affirmative measures¹ when he saw the high-level of staff engagement and the value of the affirmative measures developed.
- Calls for Action were developed by participants in the reinforcement session (in the annex).
- 2 national facilitators and local consultants developed the knowledge and skills to replicate the GRB capacity-building project.

No negative unexpected results were observed.

¹ These three affirmatives are: 1) Increase the participation of women inheritors in the registration and dissemination of intangible cultural heritage; 2) Sports Support Program for People with Disabilities; 3) Support female caregivers of the disabled children in Kherlen Soum



CONTENT DELIVERED

The content delivered was developed specifically for this pilot. It was inspired by the work of the dominant authors in Gender and Public Policies, such as Janet Stotsky, Rhonda Sharp, Diane Elson, and Debbie Budlender.

The 5-day training aimed to prepare the participants to apply an easy method to analyse their programmes, projects, and activities. A step-by-step process was followed including real-case studies provided by the participants themselves to ensure the applicability of the tools proposed.

The reinforcement session targeted points of the gender analyse beyond the working unit of each participant. At the end of the training, participants were able to apply a gender lens to their society and on the response of the State to the inequality faced by women and girls.

The participants were offered the following eight tools:

1. A table for defining the parameters of the project, programme or organization studied.
2. A table for analyzing the incidence of the spending on women and men, girls and boys.
3. A table for analyzing the incidence of the payroll on women and men.
4. A framework for identifying and relating the causes of the gaps observed.
5. A template for producing an affirmative measure.
6. A model for studying the time use for women and men, girls and boys.
7. A model for studying the obstacles women face to obtain services from the State.
8. Persona technique, an integrative tool, to consider the different aspects of intersectionality in women's lives.

The pedagogical approach promoted participant's ownership of the content. Taking Benjamin Bloom's taxonomy of effective learning objectives as a reference, this pilot produced a level of engagement from participants to: apply the concepts and the techniques on their own and within their context; to analyze their situation by breaking it down into smaller components; to evaluate the public action by judging its intrinsic value; and to create an adequate response to reduce inequality in the short term.

The participants contributed their experience to the content. They also supported the training of the local co-facilitators.

The coaching sessions were special opportunities to have a real exchange between the learners and the facilitators. It gave participants a chance to express their doubts about the concepts presented and their challenges to apply the affirmative measures in the real world. It was an opportunity to adapt the content to reality.

During the coaching sessions team members suggested an action plan model for the implementation of the affirmative measures that would help them to put their plans into action.

For more details, the slides are available on request. The guideline is available at <http://portal.merit.mn/en/dataset/grb-guide2020>

The level of satisfaction and the number of affirmative measures implemented demonstrate that the content responded to participant's needs.



LEARNED LESSONS

FRIENDLY APPROACH

Talking about gender could challenge the beliefs and the behaviour models held by women and men. A partisan and ideological speech may provoke rejection by putting too much pressure on the participants. For these reasons, a friendly approach starting with something familiar, a neutral belief like public budgeting and public policy, was used. Beginning with the incidence evaluation of the policy on any group (rural, urban, by socio-economic status, ethnic groups or gender) reduces perceived threats. Sex-specific analysis of the impact of policy, programme or project will look like a rational analysis.

It is easier to start with the analysis of the composition of the working unit beneficiaries and after acquiring an understanding of the differentiated impacts of the public action on women and men, proceed with the analysis of the gender gaps in society.

The hybrid training included the use of simultaneous translation. The choice of the translator, a person who could deliver sensitive messages correctly when translated, made a significant difference to the participant's ability to understand and appreciate the training.

CREDIBILITY OF THE CONSULTANTS AND FACILITATORS

The public servants who participated in the pilot were mid and senior level professionals, well prepared in decision-making managing public administration. It was important for the national and Canadian consultants to be credible, in terms of their experience, their vocabulary, their references in talking about public budgeting, public policy and to anchor the gender analysis in public administration theory.

With this specific audience, anchoring gender analysis in gender theory was a risky choice. The gender theory could come in a second phase of the process.

FREQUENT FOLLOW-UP

Even though the pedagogical approach favoured participant's ownership of content, the day-to-day responsibilities distracted the participants and caused them to postpone efforts required to apply the affirmative measures developed during the training.

The frequent follow-up with the members of these teams contributed to the pilot's success. MERIT team members used the list of the participants to call, write, and meet participants on a regular basis to verify how the implementation of the affirmative measures was advancing, to encourage participants and support them in resolving challenges when necessary.

This is contributed to the pilot's success.

LEADERSHIP/SUPPORT FROM THE EXECUTIVE

The commitment of the Governor of Dornod to the implementation of the gender policy and his guidance to his senior management to be present and engaged in the pilot sent a powerful message to public servants to be fully engaged, to participant and to implement the techniques learned

This is a facilitating condition.

TECHNICAL CHAMPION

The Head of the Social Policy Division of the Dornod Governor's Office who was engaged throughout the pilot was an important champion, served as a technical support orientated MERIT and the teams in the three 5-day workshops from July and August 2020.

This was also a facilitating condition.

THE QUALITY OF THE TRANSLATION

As the pilot was led by an Canadian consultant who did not speak Mongolian, the quality of interpretation was an important component that contributed to the participant's understanding of the content. Not only the translation of words but also in identifying expressions capable of framing new paradigms as acceptable were key factors in the process.



RECOMMENDATIONS FOR PROJECT MANAGERS

The process developed through the pilot can be replicated in MERIT's three other partner provinces Tuv, Dundgobi and Sukhbaatar. Implementation criteria include: a clear sign of interest from the provincial governor, a civil servant who is identified as a technical champion and the funds for a national team of consultants are guaranteed. Once these criteria are met and agreed upon by the officials, a one-year process can be launched.

Invite a non-MERIT partner province to test the methodology without funding from a bilateral project. There would be minimal impact to invite a fourth, non-MERIT province to be part of some meetings and training, to use the guideline and lessons learned. Conditions required include: a clear sign of interest from the governor and a civil servant who is a technical champion.

Invite a ministry to adapt the process and apply the methodology. It would involve minimal impact to invite a central level ministry team to be part of some meetings, to use the guideline and lessons learned. Conditions required include: a clear sign of interest from the Minister and a civil servant who is a technical champion.

Take into consideration staff-turnover. With small teams, turn-over has a big impact on the implementation of the affirmative measure and the sharing of knowledge and skills within the organization.

Replicate the process as described below:

- 5-day workshop on gender-budgeting for civil servants focused on the preparation of an affirmative measure.

- 2-hour coaching by teams formed during the 5-day workshop, supporting them in the application of the affirmative measures.
- 2-half day reinforcement session to extend the gender analysis to organization and society.
- At least one event to bring teams together to share experiences and to motivate each other through peer-to-peer learning.

Consider the lessons learned by:

- Starting with something known and believed to be neutral like public budgeting and public policy. Beginning with the incidence evaluation of policy on any group (rural, urban, by socio-economic status, by ethnic groups or gender) will reduce perceived threats. Conduct a sex-specific analysis on the impact of policy, programme, or project will look like a rational analysis.
- Select credible national and international consultants capable of talking about public budgeting, public policy and anchoring the gender analysis in public administration theory.
- Plan a continuous follow-up with the team members formed during the 5-day workshop. Encourage and help them to solve challenges when required.

Supervision of the extension of the pilot and coaching by the national team and an experienced international resource.



RECOMMENDATIONS FOR POLICY MAKERS

Define a national, step-by-step gender budgeting process that could be easily applied by all the members of the administration. Namely, having a roadmap that could help the civil servants at working unit level to analyze their programmes, their internal policies, the social environment and to adjust their activities to contribute to gender equality.

Empower the agents at the local and sector levels to be able to transform the gender equality policy of the State to the day-to-day work at their levels. This can be done by:

- A gender budgeting guideline, easy to access and easy to understand, starting by the current activities of the agents and helping them to introduce a gender lens in their day-to-day work.
- Compulsory e-learning supported by the guideline and helping the civil servants to increase their awareness, capacity to introduce change and the desire to do it.
- A series of in person¹ trainings to reinforce the willingness to introduce changes in strategic areas and sectors.
- A complete course in the National Academy of Governance to integrate gender-responsive budgeting as standard knowledge and capacity for public servants.

Create a Gender-responsive budgeting unit within the Ministry of Finance responsible for: the dissemination of guidelines; monitoring the

use of e-learning; provide in-person training and coaching; managing on-line support; and managing a hotline to clarify and address issues in a timely manner.

Organize annual, national meetings to encourage evaluation, promote systematic learning and to capitalize on knowledge.

- A two-day seminar with representation of the provincial level and in big cities, strategic sectors and important state-owned enterprises where the participants share their efforts, challenges and results.
- A communicational strategy around these activities will increase the awareness of the population – contributing to a change in culture and socialization – thus encouraging the decision-makers to send their teams and make visible.
- An award could be created to increase the level of commitment.

Strengthen institutions like National Committees on gender and civil society (NGO and University) developing the capacity to appreciate the State budget in terms of gender equality. Have them clarify if the Law of Finances increases or reduces gender inequality?

Introduce a gender report as an annex to the Law of Finances to establish the contribution of the national budget to gender equality.

¹ Replicate the process as described below:

- 5-day workshop on gender-budgeting for civil servants aiming to the preparation of an affirmative measure.
- 2-hour coaching by teams issued from the 5-day workshop helping them in the application of the affirmative measures.
- 2-half day reinforcement session to extend the gender analysis to society and organisation.
- At least 1 event to bring teams together to share experiences and to motivate each other through peer-to-peer learning.



ANNEXES:

List of affirmative measures:

Team	Name of Micro-Project
Team No.1-1	Programme to support sport events of disabled citizens
Team No.1-2	"Herders Forum" event
Team No.1-3	Public Servant Specialization Training
Team No.1-4	Archery Programme
Team No.1-5	Target Households Development and Protection Improvement Programme
Team No.1-6	Increase the participation of women inheritors in the registration and dissemination of intangible cultural heritage
Team No.1-7	Programme to Develop Public Physical Training in the Tsagaan-Ovoo sub-district, Dornod
Team No.2-1	Increase women's participation in the sub-district level decision-making positions within the scope of "Sub-District Development Support Programme"
Team No.2-2	Increase women's participation in the "jobs for all"
Team No.2-3	Increase women's participation in the public monitoring and evaluation committees
Team No.2-4	Increase women's access to fitness clubs
Team No.2-5	Support businesswomen's participation in the tender selection and awarding in the "Children's Meal" Programme
Team No.2-6	Increase female herders' participation to the "Livestock Provision" Programme
Team No.2-7	Increase women's participation in the START-UP programme that supports youth start-up businesses
Team No.2-8	Study trip activity within the "Herders' Employment Support Programme"
Team No.2-9	Increase businesswomen's participation to the soft loans to support SMEs
Team No.3-1	Increase women's percentage in the HR/staffing of the companies that are awarded/contracted for works with public financing
Team No.3-2	Increase women's participation to the loan programme from the District Development Fund
Team No.3-3	Improve Tuv provinces's best practice to "Develop forest cooperatives by supporting the equal participation of women and men"
Team No.3-4	Waste Management Improvement
Team No.3-5	Support female caregivers of the disabled children
Team No.3-6	Increase employment and income of the women from target groups
Team No.3-7	Include female herders into the livestock provision loans within the Young Herders Programme
Team No.3-8	Ensure women's participation in the "Responsible Mining Forum" which will be organized in Bayandun soum
Team No.3-9	Increase opportunities for women to earn income from the garbage cleaning works around the Buir lake
Team No.3-10	Increase women's participation to the study tours of the Youth Start-Up Business Support Programme
Individual	Mobile Library



CALLS FOR ACTION

Public Servants from the Gender-Responsive Budgeting pilot Appeal to Local Government and Public Organizations to Increase Actions to Close the Gender Gaps in Society

CALLS TO ACTION

August 2021

Choibalsan city, Dornod.

As Mongolians with a unique culture based on lifestyle and custom, we call on local government, public organizations and civil servants at all levels to work together with mutual understanding to close the gender gaps in society and to promote gender equality.

To civil servants

Let every civil servant apply gender-responsible methodologies in his/her daily work including developing, implementing and evaluating policy documents, projects, programs, and plans.

To serve the citizens, let us ensure that every civil servant is gender aware in his/her opinions, morals, language and actions.

To local government and public organizations

Let all organizations, regardless of their duties, respect the differences in demographics including: age, gender, and ethnicity to implement gender-responsible policies and activities based on human rights.

Every local government and public organizations should plan their activities based on gender-disaggregated data, increase gender awareness through advocacy activities and training to eliminate gender stereotypes, and report on and discuss results.

To Provincial and District Citizens' Representative Councils (Khurals)

At the policy level, lead and provide methodology, resources and opportunities to promote gender equality by increasing the representation of women in provincial and district policy making, as decision makers and citizens' representatives in councils.

Promote gender responsibility in defining, planning, discussing, monitoring, auditing, and evaluating the impact of budgets by taking into account the gender equality in the policies, decisions, and budgets approved by local governments, and use gender responsible budget guidelines.

To civil society and NGOs

Build on and improve the effectiveness of advocacy on gender stereotypes contributing to awareness and a change in attitude among citizens who are beneficiaries of public policies and services, government officials, and political officials.

Develop gender-responsible external monitoring, evaluation and auditing based on public participation in policy and public services based on gender disaggregated baseline data.

To media

Increase the awareness, commitment and participation of the media to address gender inequality and to close the gender gaps in society.

From the
Participants of the Gender-Responsive Budgeting Pilot

Gender analyses of the composition of the team

#	Team number	Sex of the members		Name of micro-project
		F	M	
1	Team No.1-1	2	1	Programme to support sport events of disabled citizens
2	Team No.1-2	2	1	"Herders Forum" event
3	Team No.1-3	2	1	Public Servant Specialization Training
4	Team No.1-4	2	1	Archery Programme
5	Team No.1-5	2	1	Target Households Development and Protection Improvement Programme
6	Team No.1-6	2	1	Increase the participation of women inheritors in the registration and dissemination of intangible cultural heritage
7	Team No.1-7	2	2	Programme to Develop Public Physical Training in the Tsagaan-Ovoo Soum, Dornod
8	Team No.2-1	2	1	Increase women's participation in the Bagh level decision-making positions within the scope of "Bagh Development Support Programme"
9	Team No.2-2	2	1	Increase women's participation in the "jobs for all"
10	Team No.2-3	2	1	Increase women's participation in the public monitoring and evaluation committees
11	Team No.2-4	2	1	Increase women's access to fitness clubs
12	Team No.2-5	2	1	Support businesswomen's participation in the tender selection and awarding in the "Children's Meal" Programme
13	Team No.2-6	2	1	Increase female herders' participation to the "Livestock Provision" Programme
14	Team No.2-7	3		Increase women's participation in the START-UP programme that supports youth start-up businesses
15	Team No.2-8	3		Study trip activity within the "Herders' Employment Support Programme"
16	Team No.2-9	2		Increase businesswomen's participation to the soft loans to support SMEs
17	Team No.3-1	3		Increase women's percentage in the HR/staffing of the companies that are awarded/contracted for works with public financing
18	Team No.3-2	2	1	Increase women's participation to the loan programme from the Soum Development Fund
19	Team No.3-3	3		Improve Tuv aimag's best practice to "Develop forest cooperatives by supporting the equal participation of women and men"
20	Team No.3-4	2	1	Waste Management Improvement
21	Team No.3-5	2	1	Support female caregivers of the disabled children
22	Team No.3-6	3		Increase employment and income of the women from target groups
23	Team No.3-7	4		Include female herders into the livestock provision loans within the Young Herders Programme
24	Team No.3-8	3		Ensure women's participation in the "Responsible Mining Forum" which will be organized in Bayandun soum
25	Team No.3-9	3	1	Increase opportunities for women to earn income from the garbage cleaning works around the Buir lake
26	Team No.3-10	2	1	Increase women's participation to the study tours of the Youth Start-Up Business Support Programme
	Total	61	19	



Photo collection on GRB pilot



INTELLIGENCE PUBLIQUE

Intelligence Publique is owned by Michel Filion. The firm has extensive experience accumulated in aid and development projects in Africa, Asia, and America. Experience in gender policy includes:

- Capacity-building in Gender Budgeting for civil servants from emerging and developing countries since 2007.
- Implementation of Gender Budgeting in local government in Peru from 2012 to 2018 with the Canadian-Peruvian bilateral project ProGobernabilidad.
- Capacity-building in Gender Budgeting for local government in Mongolia in 2019 with the Canadian-Mongolian bilateral project MERIT.
- Preparation of material for capacity-building in Gender Budgeting for Senegalese Government in 2020 with the Canadian-Senegalese bilateral project Assistance Technique – Plan Сйнйгал Ймергент.
- Reinforcement of municipalities on Gender Budgeting in 2021, with Federation of Canadian Municipalities in Africa (North and West African countries).
- Elaboration of two guidelines on Gender Budgeting: one in Spanish and the other in English (a Mongolian version is available).

Mr. Filion has worked in 32 countries with 65 governments. Intelligence Publique currently leads a large-scale, virtual consultation process for the Inter-American Development Bank on a new initiative for the Amazon Basin, a \$ 300-million intervention.

www.linkedin.com/in/michel-filion