



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

GENDER MAINSTREAMING IN THE WORKPLACE

Presented By: Julia Carter, Technical Advisor



Introductions

Name: Introduce your name by simply adding an adjective before their name that begins with the same letter

Organization: Name of Organization

Role: Also how long you have been there.

Background/ Experience in Gender: Trainings, Formal Education, Work Experience etc.



Agenda

09.00 – 09.05 a.m.	Opening speech
09.05 – 09.30 a.m.	Introduction, TA Julia Carter and all participants
09.30 – 10.00 a.m.	Activity 1: Beginning to understand Gender: What is gender? How is it different from sex?
10:00 – 10:30 a.m.	Introduction to Understanding Gender Roles, Gender Issues in Mongolia, Gender Issues in Mongolian Mining Sector
10.30 – 10.45 a.m.	Tea break
10:45 – 11:15 a.m.	Discussion
11:15 – 11:45 p.m.	Activity 2: Power Walk
11:45 – 12.30 p.m.	Gender Mainstreaming, Gender Equality, Opportunities for Gender Mainstreaming (Anti-Harassment, Equal Pay, Women in Management, Parental Leave), TA Julia Carter
12:30 – 01:30 p.m.	Lunch Break
01.30 – 03.00 p.m.	Creating Gender Mainstreaming Policies: Where to Start, TA Julia Carter
03.00 – 03.15 p.m.	Tea break
03.15 – 04.00 p.m.	How to integrate Gender Policies into your workplace, training and capacity building opportunities, TA Julia Carter
04:00 – 04:30 p.m.	Discussion on possible initiatives at the organization, Oyuntuya Shagdarsuren, MERIT
04.30 – 05.00 p.m.	Group discussion and Evaluation on What has been learned in today's session, TA Julia Carter

Goals and Objectives for Today

Goals:

1. Participants will have a better understanding of gender mainstreaming opportunities within the organization
2. Participants will be able to incorporating gender mainstreaming in programming issues and organizational practices
3. Participants will gain practical guidance for constructing gender mainstreaming policies in their organizations



Why Gender?

Having gender equality isn't just an important issue for women; workplace gender equality is also directly related to the overall economic performance of organizations and in general, the whole country. Studies show that where there is greater workplace equality there is:

- Better national economic growth
- Increased national productivity
- Stronger reputations for organizations built upon fairness and equal rights
- Increased inflow of highly qualified candidates for jobs
- Better overall organizational performance



Understanding Gender Roles

Gender: refers to the social attributes and opportunities associated with being male and female and the relationships between women and men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes.

UN Women 2017

Sex vs. Gender

SEX	GENDER
<ul style="list-style-type: none">• Biologically Determined	<ul style="list-style-type: none">• Constructed by Society
<ul style="list-style-type: none">• Universal for all human beings	<ul style="list-style-type: none">• Multi-faceted: differs within and between cultures and across geography, climate, etc.
<ul style="list-style-type: none">• Unchanging	<ul style="list-style-type: none">• Dynamic, changes over time

Gender Biases

This activity was meant to create a discussion around how society promotes images of men and women, which result in gender biases and images.

Understanding the difference between sex and gender is critical within the workplace. It helps us understand **that the cause of inequity between men and women, as it is often not their biological characteristics, but socially constructed attributes of men and women.**



Source: UN Women 2017

Photo: https://www.123rf.com/stock-photo/gender_equality.html

Mongolia and Gender

UNDP Report:

- A large share of women participate in unpaid family work, especially in rural areas.
- Concern about urban-rural divide and the challenges Mongolia faces in relation to urbanization and migration and providing equal opportunities to geographically dispersed populations, including young people
- Social stereotypes and traditional family roles are seen as limiting factors in female participation within the workforce

Source: UNDP Human Development in Mongolia Report of 2016

Mongolia and Gender in Mining Industry

- High levels of occupational segregation in high growth sectors of the economy such as mining. This is mainly attributed to Mongolia's labour regulations that existed until 2008 whereby women were prohibited from engaging in a broad list of activities such as operating heavy equipment
- Approximate 1,000 organizations registered with EITI Mongolia in 2014 they estimate that approximately 10% of employees were women
- There were large gaps in what women and men earned; for example, women were paid 23 percent less than men in mining and 17 percent less in transport on average and nearly a third less in community and social services where female participation is relatively high

Mongolia and Gender in Mining Industry

- Women were located mostly in informal sector wage employment in the service sector, heavily concentrated in support positions in retail and catering.
- An ILO study (2006) interviewed women employees in a number of organizations in the formal mining sector and documented sexual harassment and a lack of gender-sensitive organization policies with respect to living and working conditions

Source: MERIT Gender Strategy 2016

Oyu Tolgoi (OT) Experience Example

Mongolian mining company Oyu Tolgoi (OT) recognizes that gender is a key area where OT's community programs can be improved.

- They incorporate gender and inclusivity into every aspect of their policies and programs and have even created a gender policy.
- OT is focused on diversity and inclusion because it makes good business sense and employing diverse people gives access to a range of perspectives to make the best decisions about how to operate and grow business.
- They also provide guidance to all its operations on how to improve their ability to consider the human rights and gender impacts of their work, and how to develop appropriate responses.

Oyu Tolgoi (OT) Experience Example

Examples:

1. Gender is included in policies at business unit level, community relationship strategy and multi-year community development plans etc.
2. OT employees have access to Speak-OUT, a telephone line supplemented by Internet, email and secure letter box to raise serious issues and inappropriate behavior to the attention of senior management. Whether it is gender discrimination; sexual harassment; violence; fraud; legal, policy or regulatory violations, employees can speak to someone about it.
3. OT forbids using inappropriate language in the workplace, including swearing, vulgarity or verbal abuse
4. In planning of OT's communities programs such as job fair for community residents, support healthy lifestyle festival in community residents etc. OT is considered how the program will affect /benefit men and women, disabled people and other marginalized groups differently, and if one group benefit at the expense of another.



Tea Break: 15 Minutes



Activity #2: Gender Power Walk

Instructions:

All participants stand to join in a row at an open space for the exercise

All participants will receive a card stating an occupation and other characteristics. Please do not share your card with anyone else.

I will make statements and please to take one step forward if the statement applies to your given character.

Discussion:

What are the outcomes of the power walk and its implication on our gender mainstreaming level activities. The distance between participants symbolizes lots of real distances or inequities in communities. What are they? (Socio-economic, cultural, rural/urban, status, etc.)

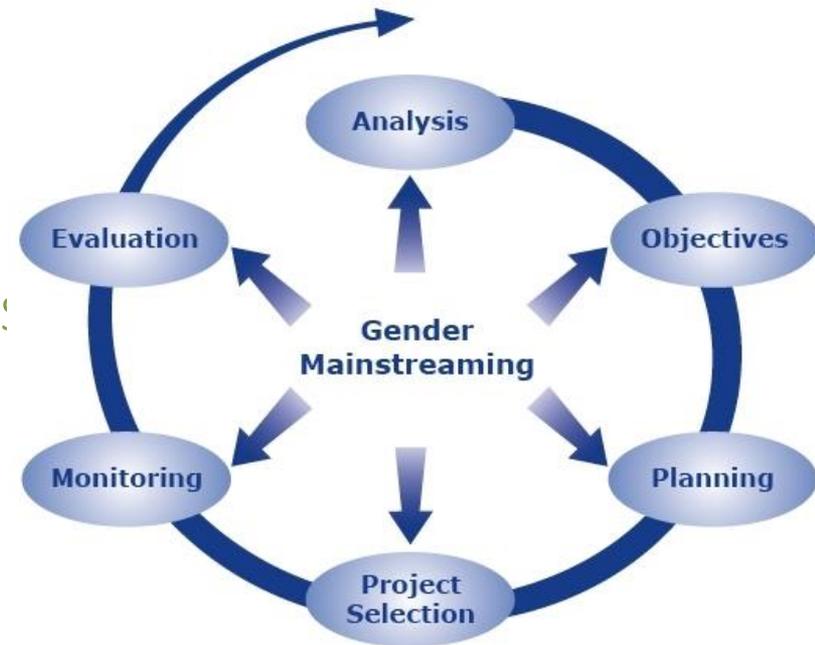
1. Why are some people at the back, and others are at the front?
2. How did the people at the back feel when the others were stepping forward?
3. How did the people at the front feel when they moved ahead of the others?
4. Can the participants who take none or only take a few steps have their voices heard by those at the front? How could they be heard?
5. What is the position of men and women relative to others in the power walk?

What is Gender Mainstreaming?

Gender mainstreaming requires that attention is given to gender perspectives as an integral part of all activities across all programs. This involves making gender perspectives, what women and men do and the resources and decision-making processes they have access to, more central to all policy development, research, advocacy, development, implementation and monitoring and financial allocations of all programs.

Source: UN Women 2017

Picture: [http://www.esf-gleichstellung.de/fileadmin/data/Downloads/!](http://www.esf-gleichstellung.de/fileadmin/data/Downloads/)



Gender Empowerment

The empowerment of women concerns women **gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources** and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality



UN Women 2017

Photo: <https://programavelasco.org/images/WEP/WEP.LOGO.jpg>

Gender Equality

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. It implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women



UN Women 2017

Picture: <http://fw008613-4-flywheel.netdna-ssl.com/wp-content/uploads/2014/06/gender-equality-960x500.jpg>



Opportunities for Gender Mainstreaming

Think about **opportunities** for advancing gender equality that your organization could take advantage of such as Women in Management programs, Mentorship programs, Equal wages, Flexible schedules, built in child care services, strong HR strategies and incentive programs, accessibility and parental leave benefits.

- **Consider what other organizations are already doing** and where collaboration could take place.
- Think about **training, funding, political and private sector opportunities** coming up.
- **Work collaboratively to integrate these program ideas** and ask women and men within your organization what their needs are and how the organization can better meet them.

Targeting Women and Men

- **Find out the needs** of women and men and the best methods to target them
- **Advertise** that you recruit and retain women and other marginalized groups and put a large emphasis on this. This may also help attract more international business.
- **Have specific percentages and goals** for female and male recruitment numbers

Women in Management Programs

Promoting Management Incentive Plans for Women and Men

Promote management programs for women. Mapping out a plan with the organization soon after joining will incentivize their work in the following ways:

1. Make them feel valued
2. More motivated and driven to achieve a higher position
3. Stay longer with the organization

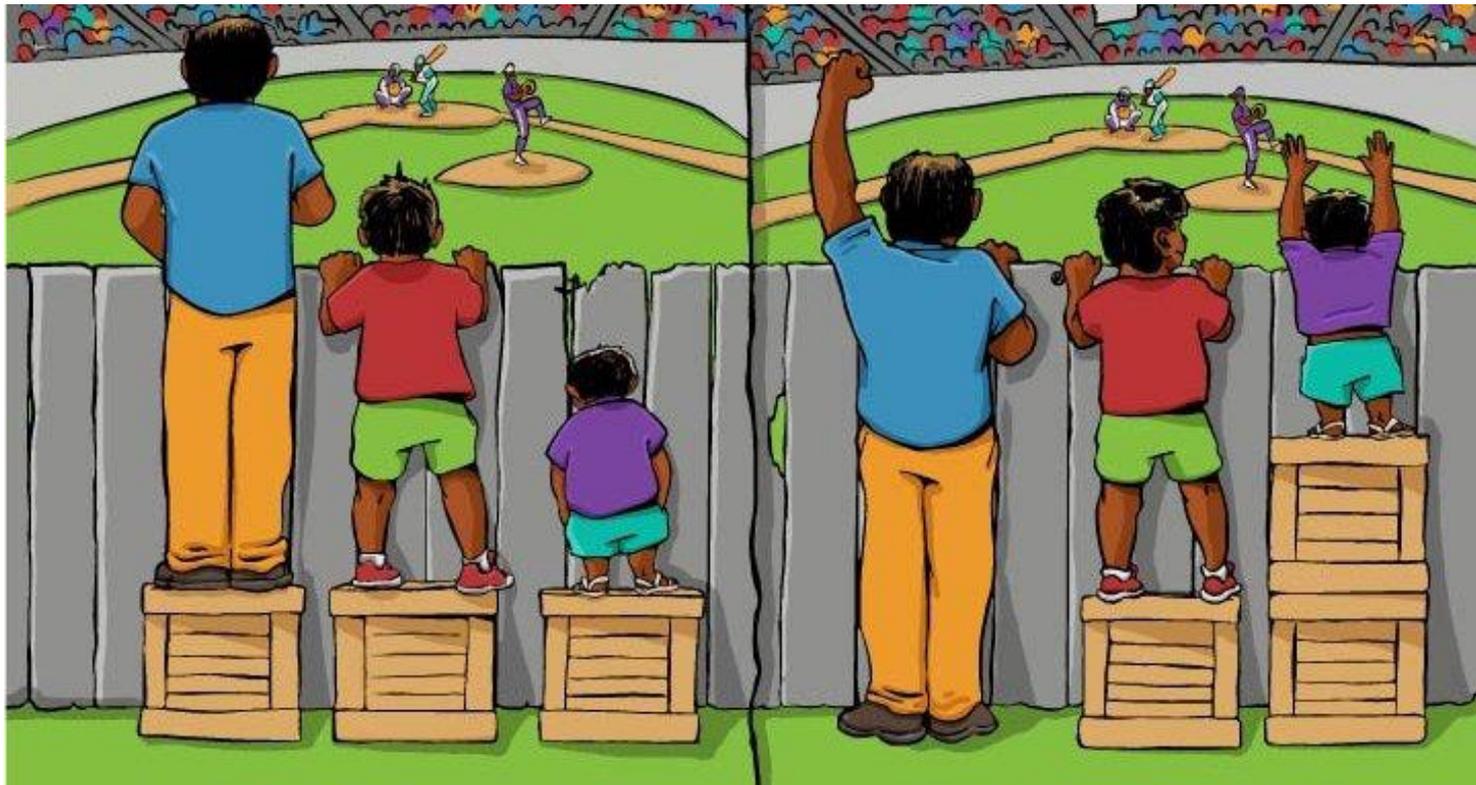


Providing Flexibility

Women and men need, flexibility in their jobs and will remain with an employer longer who guarantees it. Ways to accommodate this include:

- schedule changes,
- fixed shifts,
- time off for personal matters and other family-friendly initiatives
- providing childcare centers at the place of work or even making child friendly environments (Ex. Kindergartens at Ministry Offices)

What Providing Flexibility Looks Like



Source: <https://www.linkedin.com/pulse/gender-equity-vs-equality-pradeep-kumar-panda>



Respecting Employees

Loyalties, like respect, are values that appear to be reciprocal. The following are ways an organization can show they respect employees

- Individualized work sites,
- relationship with peers and superiors
- providing training

Anti-Harassment Policies

Organizations need comprehensive discrimination and harassment policies. These will provide the following benefits:

- mechanisms to deal with harassment issues in a streamlined fashion
- marginalized populations feel safe and welcomed in their work environments.
- According to Mongolian Law it is required that all organizations outline sexual harassment policies and methods to deal with claims



Paying Equal Wages

Part of an overall retention bonus strategy is to ensure women are being paid equal wages to men. This will allow for:

- empowerment
- make women and men feel valued
- make them want to stay longer.

Parental Leave

Maternity leave and Baby Care Leave are legal rights in Mongolia that designate a period of 120 days for new mothers, thus, employers should promote regularly.

The next steps involve pushing for things like Parental Leave, which would provide the same rights to both men and women. This would be empowering for men, but also encourage women back to the workforce and in many cases both partners can split the leave equally allowing them both to work. Knowing an organization is very supportive of parental leave will:

- make many women and men want to work for a organization
- make both women and men want to stay longer and be more loyal to the organization
- give women and men time with their child before heading back to work
- give more job security



Tea Break: 15 Minutes

How to Integrate Gender Policies into the Workplace

Creation of gender policies such as a gender mainstreaming strategy is one of the most common ways to take a proactive stance on gender. These are often mandated by many international organizations and have had effective results in recent years.

Gender Analysis of your organization. This gives the baseline assessment of what level your organization is at in regards to gender equality and inclusiveness.

Human Resources. While gender should extend to all levels of your organization, arguably one of the most important areas is HR, as that can dictate hiring policies and salary allocations.

How to Integrate Gender Policies into the Workplace

Once policies have been established, **gender trainings** are essential so that the everyone can have proper understanding of how gender roles influence their workplace.

Dialogue. Creating an open dialogue among the work place regarding gender issues is arguably one of the most essential things that can be done. In order to achieve this, people need to feel safe and in a judgement free environment. This allows existing prejudices to be brought forward so they can better be understood.

Gender Focal Points. Having a key person who mainstreams and discusses gender is a good way to integrate it into the workplace.

Training and Capacity

This is where Gender Focal Points are key to an organization:

Is there awareness/competence among (management/technical/field) staff on gender within the organization?

Does the organization support opportunities for training and follow-up on gender by staff?

Are there awareness raising activities on gender mainstreaming within the organization?

Public Relations

What is the **image of the organization** among stakeholders regarding gender issues?

Do **materials or publications** portray men and women based on gender stereotypes?

Do **advocacy and publicity materials** used by the organization include information from a gender perspective?

Gender Mainstreaming Policies: Where to Start?

In order to create an effective Gender Mainstreaming Policy you must:

Give a background on the sector being discussed and its historical context in relation to gender. This allows other employees to understand the historical importance and need for gender policies

Next you need to **outline your goals, objectives and guiding principles** in correlation with management and a key gender focal point

Gender Mainstreaming Policies: Integration

Next you need an implementation strategy to show how it can be effectively integrated into all facets of your organization. This part is very important as too many organizations have well written gender strategies that are never implemented. This should include:

Gender Analysis

Expected Results

Capacity and Leadership Development (Ideally implemented through an HR department)

Gender Mainstreaming Checklists

- **Utilize checklists** created through the various gender mainstreaming sites as a quick and easy way to ensure you are implementing gender mainstreaming practices at every level of your organization
- **Go through each level of the organizational structure** and make sure gender priorities are embedded in the organization at all levels.
- **Modify the checklists to make them more relevant** to your organization's regional, national and social context

Gender Check List Example

Gender Checklist

Implementation level

This checklist is defined to measure that project is addressing the practical gender need and supporting the strategic gender interests during the course of project implementation.

The gender and protection officer will ensure gender mainstreaming through field visits observations, spot checks and document reviews. Checklist will be used as a tool to ensure gender responsiveness of the program.

Project Cycle Stage	Checklist	Achievement		
		Yes	Partly	No
Project Implementation	Project team has gender balanced staffing. Numbers of men and women team members are proportionate with number of the target beneficiaries.			
	Project team has equal right, access and opportunities to their rights.			
	Members of team can define gender, gender marker, PGN, SGI and how the gender is mainstreamed in the project.			
	Staff is oriented about gender perspective of the project to be addressed.			
	Project beneficiaries, specific activities and participation of women at grass roots in decision making.			
	Whether the women are being interacted by the women staff respecting the local norms and culture.			
Project	Equal opportunity is provided for			

Gender Mainstreaming Policies: Monitoring and Evaluation

Monitoring and Evaluation is another essential component to measure how well the strategy is being implemented and should be gender sensitive in its approach.

This is essential to understanding how the strategy is working and what needs to be changed in order to be more effective.

It is also good to note that many monitoring and evaluation processes within organizations tend to be gender blind so this strategy could be an essential step in changing the way you investigate your information and disseminate your results.



Discussion

What did you learn today?

What had the greatest impact on you?

Topics do you want discussed further or to know more about in future trainings?

How can these topics learned be implemented at your organization?



Next Steps and Deliverables

What are your plans moving forward?

How can MERIT support you?

Timelines?



Further Questions?

Thank You for Your Participation 😊

Sources

Asian Development Bank, Guidelines for Gender Mainstreaming Categories of ADB Projects 2012

MERIT Gender Strategy November 2016

UNDP Human Development in Mongolia Report of 2016

UN Women Concepts and Definitions

<http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>