

# MERIT Newsletter

January 2020 | Issue 01

## Performance Appraisal

*September 26 – December 20, 2019*

Will Gow brought his passion and enthusiasm back to Mongolia to support MERIT's provincial partners to implement the civil service law of January 2019. The assignment focused on strengthening manager's skills to implement new human resources practices and creating tools to facilitate this.

Over three months, Will worked with 104 managers to conduct transparent and balanced performance appraisals. They developed skills on evaluating, coaching and reducing bias in the performance appraisal interviews.



The train-the-trainer approach prepared a cadre of public servants to facilitate human resources training for 12,000 employees in four provinces. Facilitators learned how to develop individual training plans, evaluate performance status and create an onboarding process for new hires. Will created tools to support these processes that were shared with the Civil Service Council as a way of increasing awareness of how provinces are implementing the new regulations and sharing knowledge so that it can be applied beyond MERIT partners.

## National Deployment Strategy

*January 13-23, 2020*

Raymond Gervais, yet another valued member of MERIT's frequent adviser program, completed his sixth assignment in January. He worked closely with the Monitoring and Evaluation (M&E) team at the Cabinet Secretariat and Mr. Bold from the National Academy of Governance (NAoG) to develop an innovative national deployment strategy of a results-based M&E program. The strategy recognizes both M&E focal points and train-the-trainer approaches. The deployment strategy will be further developed over the next months in collaboration with the Cabinet Secretariat and NAoG.



## Environmental Reclamation

September 25—26, 2019

A study tour to a mine site to the Zaamar district in the Tuv province provided an example of a Mongolian mine using best practice in environmental management. The Mongolian placer gold mining company Uuls Zamaar LLC, hosted forty-five representatives from ministries, local government offices, and environmental inspectors. Representatives from local mining companies also came. The participants learned about the company's award winning best practice in land reclamation and techniques to work with the local government and surrounding communities.

After the site visit, MERIT technical advisers Ross Eccles and Steve Aikin and a representative from the Mongolian Academy of Life Sciences, facilitated a discussion. Participants discussed challenges and opportunities to improve technical and biological rehabilitation in their communities. They also raised the issue of communication gap between extractive companies and local government which lead to an exchange of ideas on how to work with companies. The study tour facilitated a positive change in attitude towards the mining industry.



## Megaproject Management

January 6 – 31, 2020

Brenda Boucher, a valued member of MERIT's most frequent adviser plan, completed her sixth assignment in Mongolia working with the National Development Agency (NDA). The NDA is responsible for development policy and planning. MERIT supports the team at NDA to strengthen inter-governmental and inter-sectoral collaboration and support.

Brenda worked with the NDA team to strengthen the strategic planning process for mega-projects, most of which are in or are related to the mining sector. Discussions were held with various stakeholders to gain a solid understanding of the context and priorities. Examples from Canadian best practice were shared and a report was produced that will help guide sustainable socio-economic and environmental development throughout Mongolia. The timing of the assignment was optimal as strategic decisions are being made at the senior government level that will impact this work.

## Participatory Gender Audit

September 9 – October 4, 2019

MERIT collaborated with the Institute of Geography and Geo-ecology (IGG), under the Mongolian Academy of Sciences and the Ministry of Education, Culture, Science and Sports, to conduct a participatory gender audit of the organization.

MERIT and IGG have partnered on organizational gender mainstreaming since 2017 and this participatory audit was implemented as a tool to assess the 'status' of gender equality at the organization, to highlight strengths and to identify opportunities for improvement.

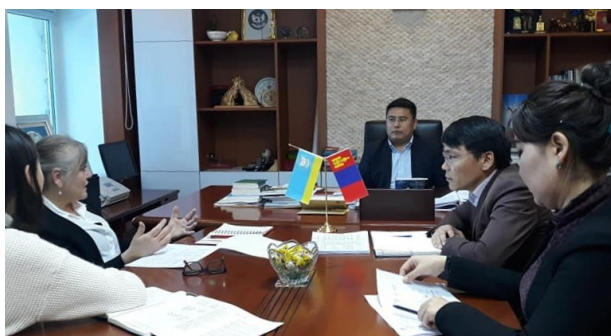
The audit approach included an organizational document review, a questionnaire and semi-structured interviews with employees and researchers from all levels of the organizations. The audit relied on the active participation of all leadership and staff members at IGG. Leadership and the Gender Club at IGG are working on implementing recommendations from the audit.

## Public Consultation Methods and Procedure

*December 25—January 8, 2020*

Earlier this year, the Governor of Dundgovi province expressed their initiative to develop and update their mining policy document and requested technical assistance from MERIT. The support came in the form of mentorship and consultation by Technical Adviser Joan McEwen, her fifth assignment in Mongolia.

The Technical Adviser provided mentorship to the mining specialist on planning policy document and gave a training on the public consultation to raise awareness of the importance of stakeholder input in the mining policy. The assignment aims to support the development of an effective mining policy document that contributes to responsible mining in Mongolia.



## Local SMEs and the Mining Supply Chain

*January 15—18, 2020*



Strong small and medium enterprises (SMEs) promote development in communities affected by mining activities. Economic diversification contributes to more sustainable sources of income and an improved standard of living.

Eric Karlzen, another valued member of MERIT's frequent adviser plan, worked with the Mongolian University of Science Technology's (MUST) School of Business Administration to develop practical training for SME owners in Dornod and Sukbaatar. In 2019 a pilot program was delivered by MUST Instructors in Dornod province. This January, the first course from the pilot was successfully replicated with SME owners in Sukhbaatar province.

Participants included well established SMEs in Sukhbaatar province. A trade person who opened her store in 1996 was looking for opportunities to expand her business. All participants expressed their interest in benefiting from the mining in their region through becoming part of the mining supply chain.

## Strengthening Leadership in Local Government

*December, 2019—January, 2020*

Over the past year, MERIT's partnership with Dale Carnegie Mongolia has made a significant contribution to both partner's and MERIT staff's professional development. The organizations have worked together to provide valued training with a focus on soft skills that include public speaking, team work, skills for success, information management and leadership. The latest initiative involves the delivery of leadership training to 90 (51 women/39 men) managers in all four provinces. The two-day, interactive training strengthens leadership skills and practices to improve organizational effectiveness. Participants reported changes in attitude and increased skills in team building while improving the delivery of quality services.

## Gender Community of Practice's Annual Meeting

December 12—13, 2019

Dundgobi's Governor's Office hosted this year's annual meeting of the Gender Community of Practice. The meeting gathered 39 (M12/F27) gender specialists and champions from 12 public service institutions to share their organization's progress and plan activities to promote gender mainstreaming.

The event was an opportunity to pilot-test the Mongolian version of GBA+ (Gender-Based Analysis Plus) training, an online platform offering education and case studies to illustrate how policies can impact diverse groups of people differently. The training is based on the Status of Women Canada's curriculum adapted to the Mongolian context.

Co-chairs were elected from the Ministry of Mines and Heavy Industry and the Dundgobi Governor's Office keeping in line with having one representative from the central and one from the local level. Members expressed their appreciation for the Community of Practice and the value it brings to raising awareness of gender and building skills to promote gender equality in the public sector of Mongolia.



## Minister's Certificate of Appreciation

January 13, 2020

It was an honor for MERIT to receive the Minister's Certificate of Appreciation from the Ministry of Environment and Tourism (MET) for developing and delivering a Leadership and Gender Program to managers. MET was the first Ministry to have a gender policy in Mongolia and continues to lead the way by recognizing the value of gender equality to the workforce and the sector.

Through the leadership and gender training delivered by Dale Carnegie and Women for Change, participants gained knowledge, confidence and leadership skills. MET now has a network of leaders contributing to solid results at the individual, organizational and sector levels.



## CONTACT US



MERIT Project,  
3F, National Times News Tower  
Khudaldaanii Gudamj, Khoroo-1  
Chingeltei District,  
Ulaanbaatar, Mongolia



info@merit.mn



www.merit.mn



+976 7016-5000



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