

Project Title: Promotion of Gender Equality in Public Decision-Making and Empowerment of Women and Youth in Mongolia - Phase 2

Project Number: 01006254

Implementing Partner: UNDP

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Brief Description

Mongolia has committed to advancing gender equality and inclusive governance under the SDGs and Vision 2050, yet progress on SDG 16 remains limited. Despite recent legal reforms, women and youth continue to be underrepresented in political decision-making due to weak implementation of gender quotas and male-dominated political party structures. Socio-cultural biases further restrict their participation, as shown in Parliament's 2023 human rights and gender-sensitivity self-assessment and the uneven outcomes of the 2024 elections.

This project responds to these gaps by addressing both institutional and socio-cultural barriers that hinder meaningful participation. It strengthens legal and policy frameworks, supports political parties in adopting gender-responsive practices, and expands leadership development opportunities for women and youth. Complementary public awareness efforts aim to shift societal norms and increase understanding of inclusive governance.

Expected results include stronger political leadership ecosystems, improved legal and institutional environments, expanded mentorship and training, and heightened public support for diverse representation. Through these interventions, the project contributes to more inclusive governance and decision-making that reflect the needs and aspirations of all citizens, ultimately supporting Mongolia's long-term development goals.

Contributing Outcome (UNSDCF 2023-2027, CPD): Outcome 4: By 2027, policy-making and implementation in Mongolia is more gender-responsive, participatory, coherent, evidence-informed and SDG-aligned; governance institutions at all levels are transparent and accountable; and people, especially the marginalised groups, have access to justice and rule of law for full realization of human rights.

Output(s) with gender marker:

1. 1. The political capacity of Mongolian women and youth is enhanced.

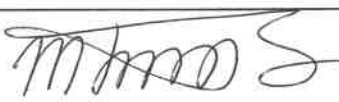
GEN3

1.2. The institutional capacity is strengthened through the amendment and enforcement of the laws related to women and youth. **GEN3**

1.3. Public awareness of leadership of women and youth in the decision-making is increased. **GEN3**

Total resources required:	\$ 5,136,00	
Total resources allocated:	UNDP TRAC:	\$120,000
	Donor:	\$4,800,000
	Government:	
	UNDP In-Kind:	\$216,000
Unfunded:	NA	

Agreed by (signatures):

Secretariat of the State Great Hural, Mongolia	Implementing Partner
 Byambadulam Jalbajav ACTING SECRETARY GENERAL OF THE STATE GREAT HURAL	 Matilda Dimovska RESIDENT REPRESENTATIVE, UNDP MONGOLIA
Date: 2026.07.23	Date: 2026.07.23

I. DEVELOPMENT CHALLENGE

Gender equality is a cross-cutting priority of the 2030 Agenda for Sustainable Development, recognizing that progress across all goals depends on the empowerment of women and inclusive decision making. Mongolia's Vision 2050 and its commitment to the SDGs similarly emphasize gender equality and youth empowerment as essential pathways to achieving national development objectives.

Despite these commitments, the implementation of SDG 16 (Peace, Justice, and Strong Institutions) remains slow both globally and in Mongolia. This highlights the urgent need for systematic and sustained efforts to strengthen democratic institutions and ensure inclusive decision-making.

In recent years, the Parliament and Government of Mongolia have taken steps to address corruption, human rights, and gender equality. Notably, the 2023 self-assessment of Parliament's human rights and gender sensitivity revealed critical gaps in the participation and influence of diverse groups particularly women and youth within parliamentary processes. The assessment provided actionable recommendations to enhance inclusivity and gender responsiveness within legislative structures.

However, a lack of inclusivity and gender responsiveness in decision-making persists across all levels of public decision-making bodies and within political parties. This systemic issue continues to undermine the quality of governance and threatens the realization of Mongolia's long-term economic, social, and environmental goals outlined for 2030 and 2050.

While Mongolia has made commendable progress in advancing gender equality in decision making through legislative reforms, the current legal and institutional frameworks remain insufficient to ensure meaningful and sustained political participation of women and youth. Key laws such as the Law on Elections of Citizens' Representatives Hural (Law on local elections), the Law on Parliamentary Elections, and the Law on Political Parties require further revision and effective implementation to translate policy commitments into real, inclusive change.

The 2024 parliamentary elections marked a positive shift, with a more diverse pool of candidates, including women, youth, persons with disabilities, and professionals from non-political backgrounds. However, this diversity did not fully translate into equitable representation, revealing persistent systemic and structural barriers. Similarly, the 2024 local elections reaffirmed the importance of gender quotas in enabling women's participation, yet the stagnant 20% quota and weak enforcement mechanisms continue to limit progress at the sub-national level.

Ensuring the implementation of the 40% gender quota in Law on Parliamentary Election, set to take effect in 2028, is very important. On the other hand, it remains a highly risky and attention-grabbing issue. Since the election law must be maintained for 8 years, it is expected that it will be maintained unless there is a change. However, in Mongolia, the election law has been revised twice just before national elections to disregard or reduce the gender quota, so it remains uncertain whether the election law will remain in place until 2028. If the necessary measures to ensure the law's implementation- 40 percent gender quota are not consistently carried out, and if the provisions are amended to reduce this gender quota, there is a significant risk that the number of female candidates will decrease.

From 2012 to 2020, women's representation at the sub-national level remained almost unchanged, ranging between 26.9% and 27.6%. The percentage of women elected in 2024 sub-national elections did not significantly change either, with women accounting for 27.6% (2,213 out of 8,031) of all elected representatives. The percentage of female candidates at the sub-national level increased to 32.43%, a noteworthy improvement compared to the previous sub-national elections.

This limited progress is partly due to the 20% gender quota lacking enforcement mechanisms, reflecting the need for a more gender-responsive legal framework. The Law on elections of Aimag, Capital City, Soum, and District Citizens' Representatives' Hural remains unrevised, highlighting the need for further reforms to strengthen gender representation, reduce campaign expenses, and enhance election advertising practices. If the progressive provisions of the Law on Parliamentary Elections—such as the electoral system, cost reduction, and the gender quota—are updated and incorporated into the Law on Elections of Aimag, Capital City, Soum, and District Citizens' Representatives' Hural, progress is expected by 2028.

The Political Parties Law, enacted in 2005, lacked provisions to support internal democracy, transparency, oversight, and accountability, which led to political parties operating as arbitrary and unstructured groups. In 2023, after 18 years, the law was revised to address key issues related to party membership, functions, financing, internal democracy, oversight, and accountability. The revised law includes several important provisions, such as promoting gender equality within political parties by requiring 40% gender representation in central, supervisory, and local bodies. It also supports the participation of social interest groups, including women, elders, youth, and disabled individuals, in policy development and party activities. The law mandates that at least 20% of public funding be allocated for political training and support for these groups. Additionally, the law requires the submission of gender equality reports and provides extra funding for parties that exceed gender quotas in candidate nominations, as specified in the Law on Election of the State Great Hural. Full implementation of the revised Political Parties Law will strengthen the internal democracy, accountability, and transparency of political parties.

However, there is a lack of interest, transparency, accountability, and experience with gender self-assessments within political parties. Therefore, this project will support and promote internal democracy, accountability, and transparency; enhance the participation of women and youth in political party policies; and institutionalize gender self-assessment across all political parties.

In the first phase of the project, numerous public awareness activities, both in-person and online, were conducted to eliminate gender stereotypes and promote gender equality in decision-making, successfully reaching thousands of individuals through extensive initiatives.

But stereotypes of leadership related to gender continue to persist. There was an increase in public perception regarding the participation of women in socio-political activities compared to the 2021 survey, the 2024 results still indicated that the underrepresentation of women in Parliament is linked to social structural factors, cultural norms, and a lack of knowledge and understanding among voters. This indicator of stereotypes is above the national average in sub-national level or remote areas.

The media has been remaining key player in this arena, and media content monitoring study conducted by the Media Council of Mongolia (MCM) found only 1 in 10 media sources was female by 2024, the number of female sources tripled—linked primarily to increased gender quotas and a higher number of female candidates, comparing with the study in 2021. While this progress reflects media capacity-building efforts, sustaining this positive trend requires further intervention and monitoring. In the first phase of the project, efforts were focused on strengthening national-level media capacity and enhancing collaboration. The findings from this research reflect the content produced and distributed by national media outlets. In 14 of the 21 provinces of Mongolia, there are media outlets that report on local events, activities, and the daily lives of the people. To challenge the deeply ingrained gender stereotypes in remote regions, local media outlets play a crucial role in this effort in shaping public perceptions.

II. STRATEGY

The barriers to equal representation and participation must be addressed through legal, institutional, and socio-cultural reforms to ensure inclusivity in decision-making processes. By fostering and promoting leadership and creating enabling environments for women and youth, Mongolia can achieve its long-term development goals while ensuring governance reflects the voices and aspirations of all its citizens.

Without focused and sustained efforts, these barriers will continue to undermine democratic values and hinder the development of a representative and responsive political system. There is an urgent need for a comprehensive intervention that strengthens legal frameworks, builds leadership capacity, and institutionalizes inclusive practices within political parties.

This project responds to that need by:

- Promoting legal reforms to increase gender quotas and improve enforcement mechanisms at subnational level.
- Supporting women and youth through tailored capacity-building and grant programs, mentorship, and leadership development.
- Engaging political parties to institutionalize gender-responsive practices and comply with reformed legislation.
- Promoting inclusive decision making through institutions, alliances, public awareness campaigns, and media engagement.

Despite persistent challenges rooted in patriarchal norms, gender stereotypes, and political disengagement, **transformative change is both possible and necessary**. This project is designed to catalyse such change by addressing systemic barriers and empowering underrepresented groups—particularly women and youth—to actively participate in Mongolia’s political processes.

Promoting Democratic Values and Inclusiveness: Increasing the political participation of women and youth is essential for reinforcing democratic values that are inclusive and representative. Equal representation leads to more responsive and effective policies, as women and youth bring diverse perspectives that reflect the needs and aspirations of the broader population.

Addressing Systemic and Structural Barriers: The project addresses entrenched systemic barriers such as patriarchal party cultures, gender stereotypes, and lack of experience among women and youth in the decision-making process. Through a strategic program, beneficiaries will gain the skills, knowledge, and confidence needed to navigate and influence political spaces. This targeted support is essential for dismantling long-standing barriers and enabling meaningful participation.

Fostering Political Stability and Growth: Empowering women and youth contributes to a more resilient and forward-looking political system. Their active engagement fosters innovation, strengthens civic trust, and promotes inclusive decision making. Over time, this leads to greater political stability and sustainable development, aligning with Mongolia’s long-term democratic aspirations.

Long-Term Impact at the Decision-Making Level: Strengthening women’s and youth’s roles in the decision-making process will contribute to the development of a more inclusive and gender-responsive decision-making infrastructure. This will result in policies that better reflect the needs of all demographics, particularly marginalized groups, thereby enhancing social cohesion and decision-making effectiveness.

Timely and Essential Interventions: Mongolia’s recent legal reforms and gender quotas present a unique opportunity to advance gender equality. However, without targeted interventions, these reforms risk remaining symbolic. This project is timely and essential to ensure that legal advancements translate into real, transformative change by addressing the socio-cultural and institutional barriers that hinder progress.

The project focuses on enhancing the political representation of women and the participation of youth in Mongolia's decision-making process, with emphasis on the national and sub-national levels. It addresses key systematic and socio-cultural barriers by strengthening legal frameworks towards inclusive and gender-responsive decision-making, empowering women and youth political participation and leadership, and improving public awareness.

Key areas of focus:

- Strengthening the implementation of the legal reforms that promote gender equality at the national level
- Addressing the necessary legal reforms to ensure equal participation and representation in decision-making processes at all levels
- Fostering institutional change towards inclusive and gender-responsive decision-making,
- Expanding women and youth in political participation and political leadership.

Applicable solutions to identified problems

1. Strengthening the implementation of the legal reforms that promote gender equality at the national level.
 - To provide technical assistance to political parties is to prepare, submit and publicly disclose annual gender equality reports to ensure compliance with the Law on Political Parties and promote accountability and transparency in embedding gender equality principles across the political landscape. And specific tools are needed to incentivize fulfilment of gender and youth related legal provisions.
2. Addressing the necessary legal reforms to ensure equal participation and representation in decision-making processes at all levels.
 - Provide technical support for advancing necessary measures to reform the Local Election Law; for instance, to conduct studies to identify gaps and barriers in the legal environment of local elections, focusing on areas such as election cost, gender quotas, electoral systems, electoral district boundaries, and polling day procedures. Through targeted public awareness campaigns, education programs, and public dialogues to challenge gender biases, shift societal attitudes, and advocate for supportive policies.
3. Fostering institutional change towards inclusive and eliminating gender stereotypes.
 - Strengthen institutional capacity to implement, monitor, and prioritize gender equality in decision-making, resource allocation, and policy development. Promote institutional reforms by integrating gender-responsive policies into political structures and processes.
4. Expanding women and youth in political participation and leadership.
 - This aims to build the capacity of women and youth to actively engage in politics and hold leadership roles. It involves organizing training and mentorship programs, and leadership development initiatives to equip women and youth with the skills, knowledge, and confidence needed to participate effectively in the political arena. The focus is on encouraging and supporting their involvement in key decision-making processes, political campaigns, and leadership positions at all levels of decision-making through not only the above-mentioned interventions but also the media.

Applicable approaches to the identified problem

Tackling both supply and demand sides. Activities will address both the supply and demand sides of participation. Legal revisions and consultation processes will involve diverse population groups to ensure familiarity and inclusivity, rather than being led unilaterally by government agencies.

Issue-based interventions. Interventions will focus on specific legislative topics and draft laws under parliamentary discussion to ensure practical application of inclusion and gender-responsive policies. At the

political party level, efforts will target internal reforms to promote equal participation and address gender-based issues.

Leadership space for women and youth, particularly women parliamentarians and young decision-makers.

At the national level, the focus will be on expanding leadership opportunities for women parliamentarians and youth within decision-making processes. At the sub-national level, emphasis will be placed on women representatives in Citizen Representative Hural and young decision-makers, fostering leadership at local levels as well. These initiatives will empower them to showcase their political leadership, demonstrating effective leadership styles and decision-making processes to the public.

Multi-stakeholder partnership. A multi-stakeholder approach, involving media, the private sector, civil society, and educational platforms, will raise awareness of gender equality and challenge stereotypes, and promote political participation, including voting, particularly among youth. Strengthened media partnerships will foster a supportive environment for women and youth leadership, while private sector engagement will help eliminate harmful norms and promote inclusive attitudes.

Addressing Beneficiaries' Needs. The project adopts a **stage-specific and tailored approach** to meet the distinct needs of each beneficiary group:

- **Women** will receive voter education and mentorship for eligible participants, training in campaign strategies for aspirants, electoral system knowledge for candidates, and advanced legislative skills for elected women, alongside opportunities to expand networks and advocate as role models. This will enhance their confidence, skills, and representation in decision-making roles, fostering a more inclusive political culture.
- **Youth** will receive stage-specific support through public awareness activities, skill-building workshops and mentorship programs aimed at reversing declining political interest, inspiring leadership, and addressing community-driven needs. Additionally, grants will be provided to showcase leadership initiatives and solve challenges identified in collaboration with the community. These initiatives will foster their political awareness and leadership skills, contributing to a new generation of diverse leaders.
- **Political parties** will be guided to institutionalize inclusive practices through capacity-building sessions focusing on gender-responsive participation and compliance with the Political Party Law, supported by collaborative development of inclusive structures. This will build their capacity for gender-responsive decision-making at the party level, institutionalizing inclusivity and fostering sustained diversity.

Safeguards Against Discrimination: To prevent discrimination, the project will integrate safeguards such as inclusive and accessible training programs, workshops, and campaigns. UNDP's grievance redressal mechanism will promptly address any incidents of discrimination. Marginalized groups will be included in project planning and implementation to ensure their voices are heard and represented.

Lessons learned from past projects

Lessons learned from the "Promoting Gender Equality in Public Decision-Making and Women's Empowerment in Mongolia" Project phase 1 (2021-2025), implemented by UNDP:

Cross-party collaboration under the neutrality principle.

The project highlighted the critical importance of fostering cross-party collaboration to enhance women's political participation. Party affiliations often created significant barriers to unified women's movements, underscoring the need for neutral and inclusive platforms. In response, the Women's Leadership Network was established under the implementation of the first phase of the project. This network has since expanded nationwide, engaging 2,200 women and providing capacity development, mentorship, and support to prospective female candidates. Built on the principles of equal partnership, this neutral network has proven effective in fostering solidarity and enabling collective action toward shared goals across party lines. It has demonstrated its value in promoting inclusive political processes. Based on its success in the first phase, WLN

will be further strengthened and utilized in the second phase, with efforts to expand its reach to the sub-national level, enabling broader engagement and impact.

Building synergy among stakeholders

The project successfully built the synergy among all stakeholders and key players —decision makers, civil society, researchers, media and political parties, by fostering their vision on issues of democracy, human rights, and gender equality and strengthening collaboration and streamlining their efforts. With this synergy, significant legal reforms were made to ensure fundamental human rights, such as the right to vote and be elected, and gender equality. Notably, this synergy enabled not just the submission of an election law draft but also the successful amendment of the election law, increasing the quota for women candidates and significantly improving the election rate of female politicians.

These reforms contribute to the protection of human rights and, in turn, support the development of the country. In the upcoming phase, this partnership model will continue to serve as a crucial leverage for collaboration. Efforts will focus on further strengthening legal and institutional frameworks to enhance gender equality and youth participation and ensuring sustained cooperation among stakeholders to address persistent challenges in women's political representation and empowering youth in decision-making processes.

Building alliances with male champions for gender equality

A critical lesson from the project is the importance of involving male leaders as champions for gender equality. Historically, gender equality has often been framed solely as a women's issue, leading to limited outcomes and reinforcing gender biases. To overcome these challenges, the project emphasized the need to position gender equality as a common issue that impacts both men and women. By providing male leaders with a deeper understanding of gender equality and highlighting their role in promoting it, the project demonstrated that their active support could drive more constructive and impactful change. Engaging male leadership as allies fosters a more inclusive and collaborative approach to achieving gender equality in decision-making. In the next phase, the project will actively engage male champions at both national and sub-national levels by conducting targeted workshops and advocacy campaigns to enhance their understanding of gender equality. Specific efforts will include collaborating with local male leaders to challenge and shift gender stereotypes rooted in cultural practices, and promoting their role as advocates for inclusive decision-making processes.

Enhancing women's public recognition as political leaders

Media visibility proved pivotal for the Women's Leadership Network's (WLN) strategy to enhance women's recognition as political leaders. Storytelling initiatives and election campaign videos reshaped societal perceptions, with measurable impact—approximately 70% of women featured in media content pursued candidacy. This underscores the role of the media in normalizing women's political leadership and positioning them as credible public leaders. In Mongolia, where infrastructure is underdeveloped and settlements are sparsely distributed, the media continues to play a crucial role in disseminating information, increasing public awareness, and changing attitudes. Local residents, in particular, tend to rely more on local media outlets for information. In the second phase, the project will strengthen collaboration with local media by implementing targeted campaigns to highlight women's and youth leadership, producing storytelling content to normalize their roles in public decision-making, and providing capacity-building workshops for local journalists to ensure gender-sensitive reporting. These efforts aim to expand the visibility of women and youth leaders and further shift societal attitudes toward inclusive leadership.

Sustaining the partnerships for policy advocacy and public awareness

Policy advocacy and public awareness were pivotal in advancing gender equality in Mongolia's political landscape. The Women's Leadership Network spearheaded campaigns, including collecting 3,500 petitions for election law reforms, demonstrating the power of collective action. Media initiatives effectively shifted societal perceptions and challenged gender stereotypes. While national media networks were strengthened, resource limitations restricted deeper engagement with sub-national media. Long-term, continuous efforts aimed at systemic policy changes and addressing deeply ingrained stereotypes in society are essential for

achieving effective results. Moving forward, it is crucial to ensure the implementation of the newly updated laws, including the revised Local Election Law.

In the second phase, the project will focus on organizing targeted policy advocacy and public awareness campaigns at both national and sub-national levels to support gender equality and promote the political participation of youth and women. Specific activities will include collaboration with local stakeholders and media outlets to amplify outreach, as well as capacity-building workshops to ensure effective advocacy and sustained impact.

III. RESULTS AND PARTNERSHIPS

Expected results

Expected outcomes and indicators

The project aims to strengthen legal and policy frameworks that support women and youth participation and representation in public decision-making at both national and sub-national levels. It will enhance mechanisms for political participation, enabling women and youth to overcome structural, institutional, and sociocultural barriers.

Outcome: The political participation leadership ecosystem (ecological system) for Mongolian women and youth is enhanced.

Together, these efforts will promote equal participation and representation of women and youth in Mongolia's decision-making processes. The global standard for calculating the number of female candidates is based on percentages rather than absolute numbers, and this approach will be applied when determining candidacy in Mongolia. If expressed in absolute numbers, it would be difficult to measure the criteria compared to previous years. This is because the implementation of the Political Parties Law, passed in 2023 and effective on December 30, 2025. The new law includes very strict provisions that most of the current political parties are unlikely to meet. As a result, researchers predict that at least 10 political parties will be dissolved when the law is implemented. Therefore, since the number of candidates depends on the number of political parties participating in the elections, using absolute numbers would not be appropriate. However, expressing the gender ratio of candidates as a percentage is a legally established method and provides a measurable indicator.

Indicators:

- Percentage of seats held by women at the national and sub-national levels (National(N) 28% and Sub-national (SN) 30%).
- Percentage of women candidates registered by official authority of the election ((N) 40% and (SN) 35%).
- Whether draft bill amendment to the Law on Local Election or not.
- Percentage of public awareness of equal participation and representation in public decision-making (TBC)

Expected outputs and indicators

Each of the expected outputs directly contributes to achieving the project's goal and outcomes, which are to strengthen the legal framework supporting the participation of Mongolian women and youth in public decision-making, as well as to enhance the political capacity of Mongolian women and youth.

Output 1.1. The political capacity of Mongolian women and youth is enhanced

This is associated with the Individual (Agency) of the Women Political Participation Leadership (WPPL) model by USAID to enhance the political capability of women and youth, who have traditionally been underrepresented in leadership positions. This activity takes place in two aspects. First, by supporting the

strengthening of elected women's leadership, it is to stimulate more women's participation in politics by confirming to voters the efficacy of women's participation in politics. Second, it is to foster more women aspirants to participate in politics. The project seeks to create a stronger pipeline of future women leaders who are motivated and better prepared to engage in the political environment.

This will be achieved through the provision of tailored leadership programmes, fellowship opportunities and grant programmes within the established networks. These interventions will create a supportive environment where elected, aspirants of women and youth can share their experiences, resources and strategies for political engagement. Through these initiatives, youth will be encouraged to take an active interest in leadership, gradually progressing from the 'eligible' stage to becoming 'aspirant'. Furthermore, mentorship, peer-learning, and evidence-based training will help strengthen both the confidence and the technical capacity of participants to engage effectively in decision-making processes.

Indicators:

- 1.1-1. Number of the draft policy & bills proposed by women parliamentarians that are derived from constituent issues raised through outreach activities or events. (80 cases)
- 1.1-2. Number of leadership program participants (women MPs, women in CRH, and youth) who demonstrate improved leadership and gender-responsive decision-making. (Women:(N) 300 people, (SN) 1,000 people, and Youth: (SN) 1,300 people)
- 1.1-3. Number of participants who completed community-based leadership grant initiatives. (Women:(N) 90 people, (SN) 210 people, and Youth: (SN) 1,050 people)
- 1.1-4. Number of new WLN members and youth of the parties (Women: 300 people, and Youth: (SN) 1,050 people)

Output 1.2. The institutional capacity is strengthened through the amendment and enforcement of the laws related to women and youth

This is related to the Institution (Structure) of the WPPL model by USAID to ensure that the legal framework is effectively enforced to promote gender equality at the national level. Gender equality in the political sphere is achieved through the compliance with the political party law that adheres to gender equality standards and establishment of monitoring mechanisms to track the progress toward gender inclusion. This is also to generate support for the legal reform of the law on the local election at the sub-national level is key to ensuring electoral processes are more inclusive of gender quotas. The law will be amended by addressing limitation of the representative of women in local decision-making

Indicators:

- 1.2-1. Percentage of gender quotas at sub-national level (30%)
- 1.2-2. Number of Parliament Secretariat staff participating capacity building programme for gender responsive decision-making. (Women: 33 people, Men: 77 people)
- 1.2-3. Number of tools used for implementation of gender equality and youth-related provisions of relevant laws (5 tools)
- 1.2-4. Number of political parties' gender self-assessment reports (15 reports)
- 1.2-5. Number of political parties that have 40% of leadership positions held by women (5 parties)

Output 1.3. Public awareness of leadership of women and youth in the decision-making is increased

This is related to the socio-cultural norms (Relations) of the WPPL model by USAID, which aims to address gender and age stereotypes, as well as the limited environment of representation and participation of women and youth in the decision-making process. Awareness-raising campaigns both online and offline, will be supported to encourage the necessity of the law amendment for equal participation in local elections and to promote an enabling environment and political will.

Indicators:

- 1.3-1. Number of nationwide campaigns, promoting equal participation and representation in public decision-making (4 times)
- 1.3-2. Number of media contents produced and distributed that promote gender equality, participation and representation in public decision making (1,360 contents)

Project Activities

Outcome 1. The political participation leadership ecosystem (ecological system) for Mongolian women and youth is enhanced.

Output 1.1. The political capacity of Mongolian women and youth is enhanced.

- 1.1.1. Capacitating elected women leader to shape policy agenda and legislation.
- 1.1.2. Capacitating women and youth through the tailored Leadership programs.
- 1.1.3. Implementing Aimag/UB based customized grant programs for women and youth
- 1.1.4. Strengthening Women's leadership networks (WLN), and youth of the party.

Output 1.2. The institutional capacity is strengthened through the amendment and enforcement of the laws related to women and youth.

- 1.2.1. Promoting the legal reforms to ensure equal representation at all levels of decision-making
- 1.2.2. Promoting the implementation of the gender equality provisions in the Parliament's Strategic Plan
- 1.2.3. Establishing a monitoring system for electoral system and political context cooperating with CSOs/NGOs
- 1.2.4. Capacity building on Gender equality report (Gender Self-Assessment Tool) customized on the parties for compliance with the Political Parties Law
- 1.2.5. Strengthening compliance with legal provisions on women's representation and access to leadership positions within political parties
- 1.2.6. Establishing supporting mechanism for the women candidates through resource mobilization

Output 1.3. Public awareness of leadership of women and youth in the decision-making is increased.

- 1.3.1. Fostering an environment to curb violence and stereotypes against women and youth in politics through the public awareness campaign
- 1.3.2. Enhancing media engagement and partnership
- 1.3.3. Promoting social participation and leadership of youth through cooperating with universities
- 1.3.4. Publishing academic journal of impact study on WYPPL ecosystem (ecological system) of Mongolia

Resources required to achieve the expected results

Achieving the project's intended results will require a combination of technical expertise, operational resources, and strong partnerships at the national and local levels. In line with the project's theory of change, the key inputs include:

Human Resources: A dedicated Project Implementation Unit (PIU) consisting of a Project Coordinator, Administrative and Finance Officer, and Monitoring and Evaluation Specialist, supported by technical expertise in gender, communications, governance, and international M&E/coordination. Additional local

facilitators will be mobilized to ensure effective implementation at the subnational level. UNDP Mongolia Country Office staff time including programme, operations, and senior management oversight is also essential for quality assurance, procurement, financial management, and stakeholder engagement. Technical backstopping from UNDP's Bangkok Regional Hub (BRH), including its Gender Advisor and thematic experts, will further support the delivery of outputs.

Procurement of Services: Resources will be required for conducting research and studies organizing capacity-building activities, facilitating consultations, deploying communication and advocacy activities, and supporting digital and knowledge-management tools. This includes contracting national individuals and institutional services, venue and logistics services, design and printing, and digital platforms.

Partnerships and stakeholder engagement: Collaboration with Secretariat of State Great Hural, independent institutions, bodies, CSOs, local-level partners, and development stakeholders such as KOICA and Korean PMC are essential for ensuring co-ownership, access to beneficiaries, and sustainability. These partnerships will provide technical insights, policy guidance, and validation throughout the project's implementation.

Operational and oversight support: Delivery Enabling Services (DES) will cover essential functions such as procurement, finance, HR, security, audit, and quality assurance. Regular audits under UNDP's Direct Implementation Modality (DIM) will ensure compliance with corporate standards and financial integrity. All required staff time from the UNDP Country Office, regional technical experts, and HQ support functions has been estimated and fully costed within the project budget to ensure adequate resources for high-quality delivery and achievement of the planned outputs. KOICA and UNDP are Senior Suppliers of the project, responsible for ensuring a regular supply of resources to ensure the effective operations of the project, providing guidance and technical advice, as needed, also by using UNDP and donor's global and regional expertise, reviewing reports and recommending corrective action when required.

Partnerships

Key government partners include the Standing Committee on State Structure (SCSS), the Women's Caucus in Parliament, the General Election Commission (GEC), the National Human Rights Commission (NHRC), the Secretariat of the National Committee on Gender Equality (NCGE), civil society and political parties.

The Standing Committee on State Structure will lead legislative reforms and consensus-building efforts among political parties, focusing on electoral systems.

The Women's Caucus in Parliament will champion legislative reforms and support networks for women aspiring to and active in political leadership, while also advocating for amendments to the Law on Elections of Aimag, Capital city, Soum, and District Citizens' Representatives' Hural Political parties, as the primary vehicles of political representation, will institutionalize gender-responsive practices through tailored capacity-building activities.

The General Election Commission will ensure the proper implementation of electoral laws including party financing and the law on political party, which address gender issues, with a focus on gender-responsive voter education. Also, It will provide gender-disaggregated electoral and voter-related data collection and analysis.

The National Human Rights Commission will monitor related law provisions, tackle online harassment, evaluate political party programs through a human rights lens, and provide recommendations for necessary actions to relevant authorities.

The Secretariat of the National Committee on Gender Equality will provide technical guidance, conduct gender training, and facilitate awareness campaigns for political parties and will assess the political party programs run in the elections in 2024 in terms of gender equality.

Civil society. CSOs will have a strategic role to play in the project. CSOs will have the role of advocating for legal reform across political parties, decision-makers and getting their voices heard for decision-makers, conducting public awareness campaigns among the public, and promoting youth and women's leadership. Civil society organizations, and others, will lead advocacy and public awareness campaigns, mentor women and youth, and provide grassroots insights on systemic barriers to political participation. UNDP rules and regulations will be applied in engaging individual CSOs.

Political parties. The project will ensure political neutrality is maintained, and the political parties will be engaged at their branches at the sub-national level to update and implement their internal policy documents in alignment of the Law on Political Party revised in 2023 and promote women's and youth's political leadership among the party. They will ensure to increase youth political participation through their youth wings affiliated with political parties. Additionally, the law on Political Parties mandates that political parties are responsible for promoting citizens' political education and must allocate their budget to this purpose.

Risks and assumptions

UNDP adheres to the Managing Risks Across UNDP Programming and Operations: Guidance Note as its primary framework for risk management. This document alongside the built-in risk log system guides projects in systematically identifying, assessing, and addressing risks across programming and operational activities. UNDP has established robust systems and tools to implement this guidance effectively, enabling proactive risk monitoring, treatment, and review throughout project cycles. These mechanisms ensure consistent application of risk management practices, enhancing resilience and accountability for effective implementation. *Annex 3. Risk Analysis provides more details.*

STAKEHOLDER ENGAGEMENT

Target groups:

The project will target women and youth within political parties, local representative bodies, and marginalized communities, working within the context of recent political reforms and gender quotas. The primary geographical focus will be the capital city, Ulaanbaatar, as well as key regions with a notable concentration of young voters, youth (eligible and aspirant), and women (aspirant to legislators).

Women: Aspirant, candidate, elected, at both national and sub-national levels.

The needs assessment conducted using the ADKAR method of change management – Awareness, Desire, Knowledge, Ability, and Reinforcement, showed that women need different kinds of support at different stages of their political careers. For example, at the eligible stage, exposure to the local political context through participation in voter education campaigns and mentorship programmes is more important as it is the stage where external structural barriers are encountered and discovered at the personal level. Women aspirants on the other hand need more skills-building support, such as campaign management, fund-raising strategy, or communications skills, as well as space for them to expand their leadership circles and reach broader recognition within their political parties. Once women become candidates, they need advanced technical knowledge of the actual specifics of the electoral system, such as campaign duration and tactics, and skills to overcome potential gender-based discrimination during the campaign. Women in elected office also need technical skills related to legislative drafting and policy analysis but also carry the responsibility to be role models for future women leaders through creating and expanding networking and public advocacy. Yet, support to women at different stages of their political careers has been ad hoc and needs to be institutionalized within political parties, beyond women's networks.

Youth (aged 18-35): Eligible, aspirant, at the sub-national level.

Political engagement among young people has declined in recent years, accompanied by a loss of trust in politics, leading to disengagement from decision-making processes and low voter turnout. When comparing the political interests of young people by age group, it is observed that the younger they are, the less likely they are to be interested in politics. For example, in the group aged 20 and under, 20.1% are highly interested in politics, while 46.0% are not interested. In contrast, for the 36-40 age group, 27.4% are interested, and 36.8% are not. This shows that the level of interest in politics varies across different age groups of young people. Young people attribute their lack of trust in decision-makers and politics to the absence of targeted policies for youth and ineffective implementation of such policies. To address these challenges, it is essential to enhance their understanding of political participation, strengthen their leadership and decision-making skills, and create meaningful opportunities for greater involvement in decision-making processes.

Political Parties: Political party structure, Including Women's and Youth.

The needs assessment reveals that political parties in Mongolia, especially those with seats in Parliament, require support in building and implementing internal structures and rules to comply with the new Political Party Law. These parties need assistance in ensuring democratic gender-responsive decision making, developing inclusive policies and training their members to embrace more inclusive leadership practices. The law mandates all political parties to adjust their internal systems by 2026, and many parties lack the capacity to establish these structures effectively. The project will support political parties in fulfilling these legal requirements, helping them create an inclusive, gender-responsive environment that encourages diversity and increases the participation of women and youth in decision-making processes within political party structures.

Government organizations:

Government organizations including NHRC, NCGE, GEC, NSO, and the SGGH, each have a legal mandate to ensure gender equality under the national laws and policies. However, implementing these obligations effectively requires strong technical and institutional capacity, which is often limited. The project's activities are designed to strengthen their ability to fulfill these responsibilities by enhancing skills in monitoring electoral and political systems, applying gender analysis in decision-making, and ensuring compliance with gender-related provisions in legislation and strategic plans.

CSO/NGOs:

CSOs/NGOs Require support to engage meaningfully in electoral monitoring and to cooperate with government institutions in promoting legal reforms and gender equality initiatives. They need the capacity to conduct gender-sensitive monitoring, design advocacy strategies, and amplify women's and youth voices in political processes. Tools to collect, analyze, and disseminate data, as well as mechanisms to coordinate with political parties, media, and government actors, are critical to increasing the impact of campaigns and capacity-building activities.

Universities and academics:

Universities and academics play a key role in fostering youth political participation and leadership. They need support to create programs that enhance students' understanding of political processes, democratic practices, and governance. Opportunities to conduct research and impact studies on the Women's Political Participation Leadership ecosystem are important to inform evidence-based policy and practice. Partnerships with government and civil society allow universities to engage students in internship, experiential learning, and civic education initiatives that strengthen women's and youth engagement.

Media:

Media organizations need targeted support to communicate gender-sensitive messages and raise public awareness about curbing violence and stereotypes against women and youth in politics. Journalists and media actors benefit from training in inclusive reporting, ethical journalism, and advocacy strategies that

promote democratic participation and social accountability. Support is also needed to coordinate messaging with government, political parties, and civil society, as well as to build skills in using digital platforms and storytelling to reach broader audiences and increase public engagement in gender equality initiatives.

South-South and Triangular Cooperation (SSC/TrC)

The project will actively coordinate with similar projects in the Asia-Pacific region and other countries where UNDP implements projects on women and youth political participation. Regular exchanges of information will be organized with relevant PIUs, and where feasible, dialogues between national counterparts.

Digital Solutions

The formation of the Ministry of Digital Development, Innovation, and Communications by Mongolia's Parliament demonstrates a commitment to leveraging digital solutions for decision-making. The Project will adopt a digital-first approach where feasible, ensuring accessibility for key target groups. Inspired by the Republic of Korea's successes in digitization, the Project will utilize advanced technologies and best practices to enhance women's networks, promote leadership, and foster public participation in decision-making. Digital tools will also be employed to improve data collection, analysis, and dissemination for informed policymaking and advocacy. The project will focus on utilizing digital tools in the following areas: Supporting the development of the election management authority's digital platform to enable systematic collection and analysis of gender-disaggregated electoral data; enhancing knowledge products and e-learning accessibility on the tentsuu.mn platform to support political participation, representation, and leadership of youth and women; and improving the public's media literacy at online platforms.

Knowledge

The project will position itself as a knowledge conduit between global guidance and local knowledge on gender justice in Mongolia. To generate local-global synergies, the production of local knowledge will be based on close consultations with all project stakeholders. UNDP's Global Policy Network (GPN) will be a key reference platform, where contextual comparison will enable the distillation of lessons learned and their legitimization for wider applicability. The project will adopt a systematic approach to knowledge production, dissemination, and utilization to ensure that best practices, lessons learned, and outcomes are accessible to stakeholders and the public.

Knowledge Production. The project will produce targeted knowledge products to document project outcomes, insights, and key learnings. These will include:

- Fact Sheets: Concise summaries of project activities, impacts, and progress.
- Case Studies: In-depth analyses highlighting successful interventions and lessons learned.
- Short Videos and Podcasts: Engaging content to reach a wider audience, particularly youth and stakeholders on social media platforms.
- Web Stories: Narrative-driven content showcasing the human impact of project activities.
- Academic article on the Impact study: presentation on the international conference and publish an academic paper in the academic journal.

Knowledge Dissemination. Knowledge products will be disseminated through multiple platforms to ensure accessibility and inclusivity:

- Online Platforms: Publications will be uploaded to public platforms, including legal and professional databases for lawyers and policymakers.
- Social media: Content will be shared on YouTube, Facebook, and other relevant platforms to engage the general public and younger audiences.
- Public Libraries and Local Governments: Hard copies of publications will be distributed to key institutions and local authorities for broader outreach.
- Workshops and Webinars: Virtual sessions will be organized using platforms such as Zoom, with recordings made available for later use.

Knowledge Utilization. To ensure that knowledge products are actively utilized:

- Dissemination outcomes will be monitored to track reach and engagement.
- Stakeholders, including policymakers, civil society organizations, and academic institutions, will be encouraged to use project outputs to inform decision-making and advocacy efforts.
- Feedback mechanisms will be established to capture inputs from knowledge users, ensuring continuous improvement of content.

This integrated approach to knowledge management will enhance the project's visibility, foster collaboration, and contribute to sustained learning and capacity-building among stakeholders.

Sustainability and Scaling Up

The UNDP **Quality Standards for Programming** emphasize the integration of sustainability measures across the project lifecycle to ensure long-term development outcomes. Key strategies include:

1. Capacity Development:

- Providing comprehensive training programs and technical support to local stakeholders (government institutions, CSOs, and political parties) to strengthen their capacity for managing gender-responsive reforms and ensuring the continuity of project outcomes.

2. Institutional Ownership:

- Embedding project activities into existing national systems and legal frameworks, such as the **Law on Political Parties** and Parliament's **Strategic Plan (2024–2028)**, ensuring alignment with local priorities and institutions.
- By supporting the implementation of internal party rules that promote the political participation of women and youth in political parties, this will shape the foundation for the party to sustain its inclusive culture and internal democracy.

3. Stakeholder Engagement:

- Promoting multi-stakeholder collaboration and partnerships among the government, civil society, media, and the private sector to sustain advocacy, awareness campaigns, and leadership networks beyond project completion.

4. Monitoring and Evaluation:

- Establishing a robust M&E framework to track progress and outcomes after project completion, ensuring transparency, accountability, and learning for future initiatives.

5. Financial Sustainability:

- Encouraging political parties and institutions to allocate internal resources for the continuation of leadership programs, gender assessments, and awareness campaigns.

By adhering to these strategies, the project ensures its activities and achievements are institutionalized, scalable, and capable of delivering **lasting benefits** even after formal project completion.

IV) PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will demonstrate strong cost-effectiveness by maximizing available resources and achieving, and in some cases exceeding, its planned outputs. A strategic approach at both managerial and operational levels will be guided to optimize financial and human resources for sustainable, scalable results.

The project will engage closely with key national partners including the Secretariat of State Great Hural, National Committee on Gender Equality, and political parties which will support in cost-sharing arrangements, including in-kind contributions such as training venues, logistical support, and staff time,

helping to reduce direct project costs while strengthening institutional ownership. By integrating project focal point within national institutions, the project will also minimize overhead and facilitate ongoing knowledge transfer. This approach will strengthen national capacity and promoted sustainability without the need for additional administrative structures.

Digital solutions and innovations will serve as key tools for sharing knowledge products and delivering trainings and webinars, enabling wider access to capacity building materials, especially for women and youth in rural and remote areas. By reducing costs related to travel, accommodation, and venue rentals, the platform will offer a sustainable and low-cost alternative to traditional training formats.

Project Management

The project will be operationalized in Ulaanbaatar, with a dedicated Project Implementation Unit (PIU) based at the UNDP Mongolia Country Office. From this central location, the project team will engage and coordinate with both national stakeholders including Secretariat of State Great Hural, independent institutions, government agencies, and CSOs and local-level actors across provinces through missions, field trip, consultations, and facilitated outreach activities.

Operations support services, including finance, procurement, HR, and logistics, will be provided through UNDP Mongolia's shared operational platform, with additional technical backstopping from the UNDP Bangkok Regional Hub (BRH).

The project will collaborate closely with related UNDP governance and gender-equality initiatives to leverage synergies and avoid duplication.

As per UNDP's Direct Implementation Modality (DIM), the project will undergo regular internal and external audits in line with UNDP financial regulations, and all costs associated with operations, oversight, and technical support will follow UNDP's Country office Delivery Enabling Services (DES) policy.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF 2023 - 2027/Country Programme Results and Resource Framework: Outcome 4: By 2027, policy-making and implementation in Mongolia is more gender-responsive, participatory, coherent, evidence-informed and SDG-aligned; governance institutions at all levels are transparent and accountable; and people, especially the marginalised groups, have access to justice and rule of law for full realization of human rights.	
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:	
4.1. Proportion of population who believe decision-making is inclusive and responsive [SDGs 16.7.2] Baseline: 57.1 (2019); Target: 65.8 (2027);	
4.4. Proportion of seats held by women in (a) national parliament and (b) local governments; Baseline: (a) 17% (2020), (b) 27% (2020); Target: (a) 24.6% (2024) (b) 37.4% (2024);	
4.6. Youth Development Index (overall score); Baseline: 0.758 (2020); Target: Higher than baseline*	
Applicable Output(s) from the UNDP Strategic Plan:	
Project title and Quantum Project Number: 01006254 Promotion of Gender Equality in Public Decision-Making and Empowerment of Women and Youth in Mongolia Phase 2	

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4		FINAL
Output 1. The political capacity of Mongolian women and youth is enhanced.	1.1.1.1 Number of the draft policy & bills proposed by women parliamentarians that are derived from constituent issues raised through outreach activities or events.	N/A (Source: UIH.mn) Parl.Sec't	66	2025	0	0	80	0	80	List of draft policies and bills proposed by women MPs
	1.1-2. Number of leadership program participants (women MPs, women in CRH, and youth) who demonstrate improved leadership and gender-responsive decision-making	Partner reports and participation records, survey	0	2025	Women (N) 50	Women (N) 100	Women (N) 50	Women (N) 100	Women (N) 300	Project report, Training outcome reports, Participant list, and pre-post assessment survey
	Disaggregated National:(N) and Subnational:(SN)		0	2025	Women (SN) 100	Women (SN) 400	Women (SN) 100	Women (SN) 400	Women (SN) 1000	
			0	2025	Youth (SN) 150	Youth (SN) 500	Youth (SN) 150	Youth (SN) 500	Youth (SN) 1300	
	1.1-3. Number of participants who completed community-based leadership grant initiatives.	Partner reports and participation records	0	2025	Women (N) 35	Women (N) 55	Women (N) 0	Women (N) 0	Women (N) 90	Project report, Initiative outcome reports, Participants list, Participant's Self-assessment Report
	Disaggregated National: (N) and Subnational: (SN)		0	2026	Women (SN) 70	Women (SN) 140	Women (SN) 0	Women (SN) 0	Women (SN) 210	
			0	2026	Youth (SN) 250	Youth (SN) 600	Youth (SN) 200	Youth (SN) 0	Youth (SN) 1050	
	1.1-4. Number of new WLN members and youth of the parties		0	2026	Women (N) 50	Women (N) 100	Women (N) 50	Women (N) 100	Women (N) 300	Database and member records

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
	Disaggregated National: (N) and Subnational: (SN)	Results report of partner	0	2026	Youth (SN) 150	Youth (SN) 350	Youth (SN) 350	Youth (SN) 200	Youth (SN) 1050	
Output 2. The institutional capacity is strengthened through the amendment and enforcement of the laws related to women and youth.	1.2-1. Percentage of gender quotas at sub-national level		20%	2026	N/A	30%	N/A	N/A	30%	Approved bill (by the Parliament)
	1.2-2. Number of Parliament Secretariat staff participating capacity building programme for gender responsive decision-making. Disaggregated Women: (W) and Men: (M)	Parl.Sec't	0	2026	20 (M:15 W:5)	30 (M:20 W:10)	26 (M:18 W:8)	34 (M:24 W:10)	110 (M:77 W:33)	Results report, pre-post assessment survey
	1.2-3. Number of tools used for implementation of gender equality and youth-related provisions of relevant laws	NHRC	0	2026	1	2	1	1	5	NHRC report
	1.2-4. Number of political parties' gender self-assessment reports	Political parties	0	2026	5	5	0	5	15	Self-assessment reports
	1.2-5. Number of political parties that have 40% of leadership positions held by women	NCGE	0	2026	2	2	1	0	5	Annual report submitted to NCGE
Output 3. Public awareness of leadership of women and youth in the decision-making is increased.	1.3-1. Number of nationwide campaigns, promoting equal participation and representation in public decision-making	Partners' reports	0	2026	0	2	1	1	4	National campaign report
	1.3-2. Number of media contents produced and distributed that promote gender equality, participation and representation in public decision making (Disaggregated National: (N) and Subnational: (SN))	National and sub-national level Media partners	0	2026	(N) 25	(N) 100	(N) 80	(N) 55	(N) 260	Annual report submitted to the project
					(SN) 66	(SN) 542	(SN) 342	(SN) 150	(SN) 1100	

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (Annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	Korean PMC			Q4 2027	Secretariat of the State Great Hural NCG NHRC Partner NGOs and CSO	PMC
Endline Evaluation	UNDP	Output 3.1	Outcome 4	Q3 2029	Secretariat of the State Great Hural NCG NHRC Partner NGOs and CSO	UNDP

VI. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

Project Name:	Promoting Gender Equality in Public Decision-Making and Empowerment of Women and Youth in Mongolia Phase 2
Goal:	Promoting the representation of women and youth in Mongolia's public decision-making processes
Objectives:	The political participation leadership ecosystem (ecological system) for Mongolian women and youth is enhanced.

Expected outputs	Planned activities	Budget Allocation (USD)				Responsible parties	Planned budget		
		YEAR 1	YEAR 2	YEAR 3	YEAR 4		Funding Source	Budget description	Amount
1.1. The political capacity of Mongolian women and youth is enhanced.	1.1.1 Capacitating elected women leader to shape policy agenda and legislation	\$10,000	\$100,000	\$50,000	\$10,000	UNDP	30000	75700 71300 74200	\$170,000
	1.1.2. Capacitating women and youth through the tailored Leadership programs	\$15,000	\$140,000	\$55,000	\$50,000	UNDP	30000	75700 71800 71300	\$260,000
	1.1.3. Implementing Aimag/UB based customized grant programs for women and youth	\$15,000	\$170,000	\$55,000	\$58,440	UNDP	30000	71800 72600	\$298,440
	1.1.4. Strengthening Women's leadership networks(WLN), and youth of the party	\$40,000	\$250,000	\$150,000	\$100,000	UNDP	30000	75700 71300 71600	\$540,000
	Technical Assistance/NPSA	\$38,500	\$38,500	\$38,500	\$38,500	UNDP	30000	71400	\$154,000
Output 1 Sub-Total		\$118,500	\$698,500	\$348,500	\$256,940				\$1,422,440
1.2. The institutional capacity is strengthened through the amendment and	1.2.1. Promoting amendment of the Legal reform to ensure equal representation at all levels of decision -making	\$50,000	\$100,000	\$0	\$0	UNDP	30000	75700 71300 72100 74200	\$150,000

enforcement of the laws related to women and youth.	1.2.2. Promoting the implementation of the gender equality provisions in the Parliament's Strategic Plan	\$30,000	\$120,000	\$80,000	\$30,000	UNDP	30000	71800 75700	\$260,000
	1.2.3. Establishing a monitoring system for electoral system and political context cooperating with CSOs/NGOs	\$10,000	\$70,000	\$60,000	\$10,000	UNDP	30000	71800 75700	\$150,000
	1.2.4. Capacity building on Gender equality report(Gender Self-Assessment Tool) customized on the parties for compliance with the Political Parties Law	\$20,000	\$60,000	\$40,000	\$20,000	UNDP	30000	71800 75700	\$140,000
	1.2.5. Strengthening compliance with legal provisions on women's representation and access to leadership position within the political party	\$20,000	\$200,000	\$90,000	\$20,000	UNDP	30000	71800 75700	\$330,000
	1.2.6 Establishing supporting mechanism for the women candidates through resource mobilization	\$22,000	\$78,000	\$0	\$0	UNDP	30000	72100 75700	\$100,000
	Technical Assistance/NPSA	\$38,500	\$38,500	\$38,500	\$38,500	UNDP	30000	71400	\$154,000
	Output 2 Sub-Total	\$190,500	\$666,500	\$308,500	\$118,500				\$1,284,000
	1.3. Public awareness of leadership of women and youth in the decision-making is increased.								
1.3. Public awareness of leadership of women and youth in the decision-making is increased.	1.3.1. Fostering an environment to curb violence and stereotype against women and youth in politics through the public awareness campaign	\$0	\$330,000	\$150,000	\$120,000	UNDP	30000	72100 74200	\$600,000
	1.3.2. Enhancing Media engagement and partnership	\$10,000	\$200,000	\$160,000	\$50,000	UNDP	30000	72100	\$420,000
	1.3.3. Promoting social participation and leadership of youth through cooperating with universities	\$5,000	\$50,000	\$55,000	\$50,000	UNDP	30000	71800 75700	\$160,000
	1.3.4. Publishing impact study on WYPPL ecosystem(ecological) of Mongollia	\$5,000	\$0	\$25,000	\$20,000	UNDP	30000	71300	\$50,000
	Technical Assistance/NPSA	\$38,206	\$38,794	\$38,500	\$38,500	UNDP	30000	71400	\$154,000
Output 3 Sub-Total		\$58,206	\$618,794	\$428,500	\$278,500				\$1,384,000

Total Cost of Activities		\$367,206	\$1,983,794	\$1,085,500	\$653,940					\$4,090,440
Staff cost of Korean National		\$27,000	\$94,000	\$94,000	\$95,000	UNDP	30000	71400		\$310,000
Total cost		\$394,206	\$2,077,794	\$1,179,500	\$748,940					\$4,400,440
Headquarter Recovery Cost (GMS 8%)		\$31,536	\$166,224	\$94,360	\$59,915	UNDP	30000	75100		\$352,035
Subtotal of Project Support Cost		\$425,742	\$2,244,018	\$1,273,860	\$808,855					\$4,752,475
1% coordination levy (if necessary)		\$4,257	\$22,440	\$12,739	\$8,089		30000			\$47,525
(A) Sub-Total (KOICA-UNDP Allocation)		\$430,000	\$2,266,458	\$1,286,599	\$816,944					\$4,800,000
UNDP CO Support cost	Country office team support	\$30,000	\$30,000	\$30,000	\$30,000		04000			\$120,000
UNDP In kind contribution	UNDP's Contribution (in-kind)	\$54,000	\$54,000	\$54,000	\$54,000		in kind			\$216,000
(B) Sub-Total (UNDP Contribution (7% of total KOICA-UNDP Allocation))										
Grand Total										
\$5,136,000										

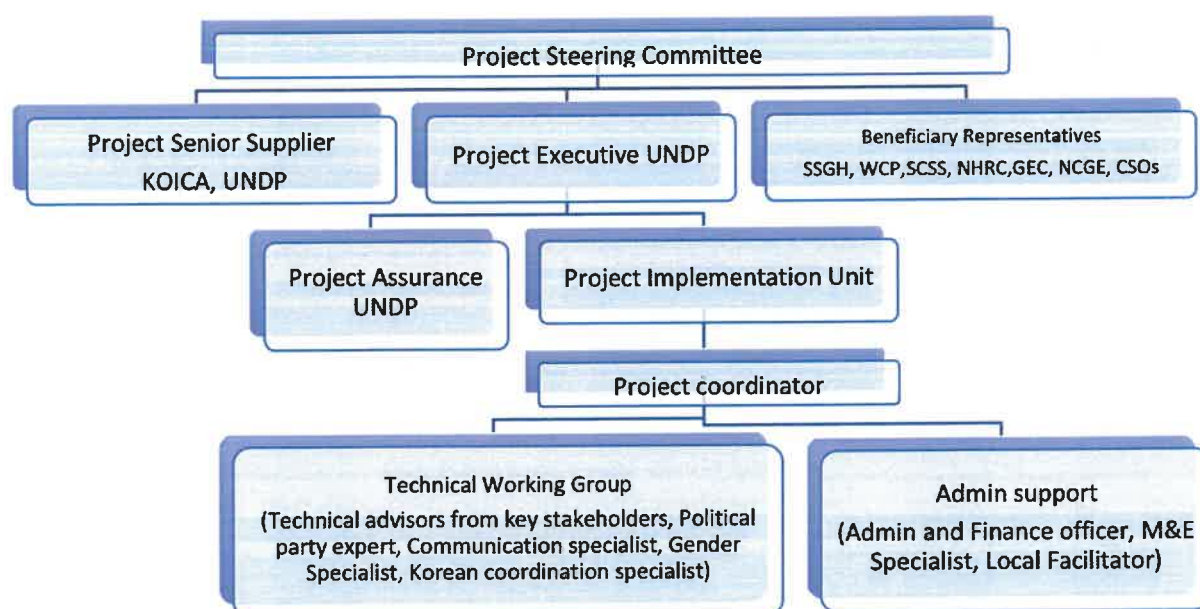
VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As the implementing agency of the project, UNDP provides technical assistance for legal and institutional reforms, playing a pivotal role in enhancing the political participation of women and youth. In collaboration with local stakeholders, UNDP facilitates the achievement of the project's strategic objectives through initiatives such as election law reforms, customized leadership programs, and public awareness campaigns, among other activities.

The Secretariat of the State Great Hural (Parliament of Mongolia) is the main recipient organization for this project, providing professional, methodological, technical, and organizational support to the functioning of the Parliament. The Secretariat organizes public hearings for legal and policy improvements, conducts necessary guideline research, analyses and provides data, and offers policy recommendations. Additionally, it collaborates with the National Human Rights Commission (NHRC), General Election Commission (GEC), and National Committee on Gender Equality (NCGE) to ensure the effective implementation of the project.

The project will be implemented under the **Direct Implementation Modality (DIM)** by **UNDP Mongolia**. Technical backstopping will be provided by the **UNDP Bangkok Regional Hub (BRH)**, including its Gender Advisor and cross-thematic team, ensuring the project benefits from global and regional knowledge, good practices, and continuous experience-sharing. Coordination between UNDP Mongolia and BRH will be maintained on a regular basis throughout the project cycle.

In line with UNDP's minimum requirements for project governance, the project ensures robust stakeholder representation, transparency, and inclusive decision-making. Target groups including national partners, parliamentary bodies, independent institutions, civil society organizations, and donor representatives will actively participate in key decision-making processes through the project's governance structure.



Project Steering Committee (SC) will be co-chaired by UNDP Resident Representative and Secretariat of the State Great Hural (SSGH)

The Steering Committee will include representatives from KOICA, UNDP, the Parliamentary Standing Committee on State Structure (SCSS), the Women's Caucus of the Parliament (WCP), the National Human Rights Commission (NHRC), the General Elections Commission (GEC), and civil society organizations. The UNDP Resident Representative will serve as Project Director.

Role and decision-making are:

- Provides strategic direction and approves annual work plans, budgets, and revisions.
- Ensures decisions are taken by consensus, reflecting the perspectives of all represented groups, including beneficiaries and national partners.
- Applies principles of fairness, transparency, integrity, and value for money in all decisions.
- In cases where consensus cannot be reached, final decision making authority rests with the UNDP Resident Representative.

The Steering Committee will convene **at least once annually**, with additional meetings as needed. This structure ensures that all target groups—including parliamentary actors, human rights bodies, election institutions, and CSOs—have an institutionalized voice in shaping project direction, priorities, and corrective measures. In case a consensus cannot be reached within the committee, a final decision shall rest with the UNDP Resident Representative.

Technical Working Group (TWG) will consist of the UNDP Project Team and technical advisors from key stakeholder institutions. Key responsibilities are:

- Review implementation progress and advise on timely and efficient delivery.
- Identify and address implementation risks and propose mitigation strategies.
- Promote synergies across project components and partner institutions.

The TWG will **meet semi annually**. This mechanism ensures that technical representatives from target groups actively influence operational decision-making and implementation adjustments.

To implement activities contributing to the achievement of **Output 1**, UNDP will collaborate with civil society organizations such as MonFemNet and Women for Change (WfC) under a Responsible party Agreement (RPA).

The key government partners and stakeholders such as the Secretariat of the State Great Hural, the National Human Rights Commission, the National Committee of Gender Equality, and the General Election Commission will have Letters of Agreement (LoA) with UNDP to implement activities aimed at ensuring the achievement of Project **Output 2**.

Additionally, to implement activities supporting the achievement of **Output 3**, UNDP will establish RPA with CSO and NGOs such as the Media Council of The Nest Center for Journalism Innovation and Development.

Project Implementation Unit (PIU) will be led by Project Coordinator. UNDP will establish a PIU comprising a Project Coordinator, Administrative and Finance Officer, and Monitoring and Evaluation Specialist, supported by a broader team of technical, communications, gender, and M&E experts, as well as local facilitators. Key Responsibilities are:

- Oversee daytoday project management and ensure compliance with UNDP Programme and Operations Policies and Procedures (POPP).
- Ensure delivery of activities and outputs to agreed quality standards, timelines, and budgets.
- Facilitate communication and networking among key stakeholders and coordinate meetings of the Steering Committee.
- Lead monitoring, reporting, and documentation of project results.
- Manage financial records and ensure adherence to UNDP financial procedures.
- The PIU ensures continuous coordination with beneficiaries and partners, enabling regular feedback loops and adaptive management throughout implementation.

The Project Coordinator will be responsible for the overall management and monitoring of the project in accordance with UNDP Programme and Operations Policies and Procedures (POPP) and all relevant implementation guidelines. Key functions of the Project Coordinator include:

- ensuring effective day-to-day project management and oversight;
- facilitating communication, coordination, and networking among key stakeholders;
- organizing and servicing the meetings of the Project Steering Committee (PSC); and
- providing continuous support to project partners and stakeholders.

The Project Coordinator has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee within the constraints laid down by the Project Steering Committee and is responsible for day-to-day management and decision-making for the project. The coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Responsibilities include the preparation of progress reports which are to be submitted to the members of the Project Steering Committee.

The Monitoring and Evaluation (M&E) specialist's responsibility is to monitor progress against the project, the monitoring plan, collect baseline and progress data, and report. The Administrative and Finance Officer (AFO) is responsible for ensuring proper accounting and procedures of the project implementation.

Stakeholder Engagement in Decision-Making. Target groups including parliamentary bodies, independent oversight institutions, civil society organizations, and beneficiary groups are formally integrated into the project governance structure through representation in both the Steering Committee and the Technical Working Group. Their participation ensures:

- Regular consultation on risks, progress, and corrective actions.
- Systematic participation in reviewing outputs, methodologies, and implementation approaches.
- Continuous communication through PIU-led engagement and knowledge sharing activities.

This approach guarantees that beneficiary voices especially those of women leaders, CSOs, and democratic governance institutions are embedded into project decisions at both strategic and technical levels.

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mongolia and UNDP, signed on September 28, 1976. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP

Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
- 4. Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).