



NATIONAL COMMITTEE
ON GENDER EQUALITY



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EVALUATION OF THE GENDER POLICY OF THE FOOD, AGRICULTURE AND LIGHT INDUSTRY SECTOR (2018-2025): FINDINGS, ALIGNMENT ANALYSIS AND RECOMMENDATIONS

Summary Report



Ulaanbaatar
2026

Acknowledgements

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Disclaimer

The findings, conclusions, and recommendations presented in this report are based on the analysis conducted by the evaluation team. This summary report is intended to present the key findings, lessons learned, and recommendations of the evaluation. Further details can be found in the full evaluation report and its annexes.

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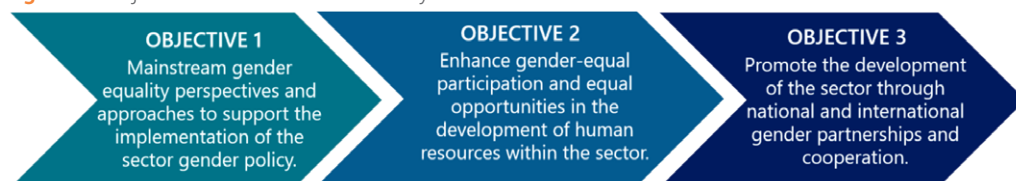
INTRODUCTION

The Food, Agriculture and Light Industry (FALI) sector is one of Mongolia's strategic sectors, accounting for nearly half of the national workforce and playing a critical role in economic development and livelihoods. Despite its significance, disparities in opportunities and access between women and men persist in areas such as employment, income, education, skills development, and participation in decision-making processes.

Women constitute approximately 47.8% of the sector's workforce; however, labor participation varies considerably across subsectors. Men continue to dominate agricultural production activities, while women are more highly represented in trade, services, hospitality, and food-related industries. In addition, challenges related to informal employment, income disparities, wage gaps, access to education, and skills development have underscored the need for a dedicated gender policy within the sector.

In response to these challenges, the Gender Policy of the FALI sector was approved in 2018 and implemented in two phases through 2025. The policy aimed to promote gender equality within the sector by ensuring equitable participation and access for women and men and by integrating gender-responsive approaches into policymaking, service delivery, employment practices, and human resource management. As illustrated in Figure 1, the policy comprised 3 objectives, 16 strategic directions, and a total of 165 activities, making it one of the first long-term policy frameworks to comprehensively address gender issues within the sector.

Figure 1. Objectives of the Gender Policy of the FALI sector



Following the completion of the policy implementation period, a final evaluation was conducted between February and May 2026 by the IRIM team, in collaboration with local civil society organizations. The evaluation was carried out under the project *“Enhancing Gender Equality for Rural Women and Girls through Climate-Resilient and Gender-Responsive Policies,”* implemented by the National Committee on Gender Equality (NCGE) with support from the Asian Development Bank (ADB).

The evaluation assessed the implementation, results, and sustainability of the Gender Policy while also examining its alignment with the Cross-Sectoral Strategic Plan for Promoting Gender Equality (2022–2031). In addition to reviewing the extent to which planned activities were implemented, the evaluation explored how effectively the policy contributed to advancing gender equality across the sector and identified areas requiring further attention.

This summary report presents the key findings of the evaluation, the results of the alignment analysis with the Cross-Sectoral Strategic Plan, and priority recommendations and strategic directions for the next phase of gender policy development in the sector.

It is anticipated that the lessons learned and experiences generated through the implementation of the Gender Policy of the FALI sector will contribute not only to the sector itself but also to other sectors, policymakers, and development partners engaged in the design and implementation of gender-responsive policies and programmes.

1. HOW WAS THE EVALUATION CONDUCTED?

EVALUATION OBJECTIVE



Assess the results, contribution and sustainability of the second phase of policy implementation, and develop recommendations for future policy planning.

EVALUATION DESIGN

- Considered real changes beyond activity
- Focused on the policy's contribution to current levels where baseline and target levels were unclear.

1. DESK REVIEW

40

2. Semi-structured

n=

3. Questionnaire

n=8

4. Case study, Focus group discussion

n=

Covered more than

890

stakeholders and beneficiaries at the national, aimag, and soum



In each of the 4 aimags, the aimag center and 2 soums were covered, taking urban and rural differences into account.

The sample ensured gender balance:

- In livestock groups, the gender ratio was 60:40
- In other groups, a 50:50 ratio was maintained

OECD-DAC ҮНЭЛГЭЭНИЙ ШАЛГУУР ҮЗҮҮЛЭЛТЭД СУУРИЛСАН



Хэрэгцээнд нийцсэн & Хамааралтай байдал



Үр дүнтэй & Үр нөлөөтэй байдал



Үр ашигтай & Уялдаатай байдал



Тогтвортой байдал

ХЭРЭГЖИЛТИЙН ҮНЭЛГЭЭНИЙ ШКАЛ

91-100%

Бүрэн хэрэгжсэн

76-90%

Сайн хэрэгжсэн

51-75%

Дунд түвшинд хэрэгжсэн

26-50%

Хэсэгчлэн хэрэгжсэн

0-25%

Сул/ Хэрэгжээгүй

Малчин өрх



n=432, 63.1%

Газар тариалангийн ААН



n=135, 16.6%

ЖДҮ, боловсруулах ААН



n=213, 26.2%

Малын эмч нар



n=34, 4.2%

1. HOW WELL DOES THE GENDER POLICY OF THE FALI SECTOR ALIGN WITH THE CROSS-SECTORAL STRATEGIC PLAN?

During the implementation period of the Gender Policy of the FALI sector (2018–2025), the Cross-Sectoral Strategic Plan for Promoting Gender Equality (2022–2031) was approved and put into effect. Within the scope of this evaluation, the alignment between these two policy documents was therefore prioritized and comparatively analyzed. The analysis assessed a total of 70 activities under the five objectives of the cross-sectoral strategy in which the MoFALI was identified as either a lead or co-implementing agency. These activities were compared against the objectives and activities of the sectoral gender policy.

Table 1. Number of activities assigned to the MoFALI in the Cross-sectoral strategic plan

Strategic objective	Lead implementer	Co-implementer	Listed as “All ministries”	Total
Objective 1	6	3	6	15
Objective 2	3	2	6	11
Objective 3	-	1	19	20
Objective 4	-	-	9	9
Objective 5	4	2	9	15
Total	13	8	49	70

The results of the analysis show that the Gender Policy of the FALI sector is generally highly aligned with the Cross-Sectoral Strategic Plan. **The overall level of alignment was assessed at 76.6%, corresponding to a rating of “mostly aligned.”** This indicates that the sectoral policy is well aligned with the gender development directions defined at the national level.

Table 2. Summary of the compliance analysis results

Strategic objective	Main content	Alignment level	Main Areas of Alignment
Objective 1	Equal opportunities to live, learn, and study in a healthy and safe environment	73% (Moderate level)	Measures related to improving the livelihoods of rural women, access to training and information, and working conditions for herders are reflected in the policy.
Objective 2	Ensuring gender equality in employment and economic opportunities	80% (Mostly aligned)	Activities supporting work–life balance, decent employment, sex-disaggregated data systems, and women’s participation in SMEs and agricultural production are reflected.

Objective 3	Strengthening the institutional system and capacity for ensuring gender equality	90% (Mostly aligned)	Measures related to institutional structures supporting the implementation of gender policy, reporting, information systems, organizational culture, and capacity building are reflected.
Objective 4	Increasing women's participation and leadership at decision-making levels	66% (Moderate level)	Activities related to supporting women's leadership in public service, improving gender representation at management levels, and conducting gender assessments of public services are aligned.
Objective 5	Ensuring equal gender participation in climate change and green development	74% (Moderate level)	Green skills, green jobs, sustainable production, responsible consumption, green development with the participation of rural women, and climate change adaptation initiatives are reflected.
	Overall average	76.6% (Mostly aligned)	

The area with the highest level of alignment was **the strengthening of the institutional system and capacity for ensuring gender equality (Objective 3)**, which was assessed at **90% alignment**. The sectoral policy relatively well reflects systemic issues such as institutional structure and organization, reporting, capacity building, and the development of information systems.

In addition, under **gender equality in employment and economic opportunities (Objective 2)**, measures related to work–life balance, working conditions, sex-disaggregated data systems, and support for women's economic participation are highly aligned with the strategic directions.

However, moderate levels of alignment were observed in **the areas of equal opportunities to live, learn, and study in a healthy and safe environment (Objective 1)**, **participation and leadership at decision-making levels (Objective 4)**, and **climate change and green development (Objective 5)**. In particular, the sectoral policy provides relatively limited coverage of issues such as quotas and recruitment mechanisms needed to increase participation at decision-making levels; measurable measures to support leadership; gender impact analysis related to climate change mitigation policies and greenhouse gas emissions; and research to define the climate–gender nexus.

Overall, the sectoral policy is well aligned with the Cross-Sectoral Strategic Plan. However, the analysis shows that future policy revisions need to more clearly reflect systematic components included in the strategic document, such as **detailed implementation mechanisms, indicators, segmentation of target groups by similar needs, characteristics, and behavioral patterns, and clear arrangements for cross-sectoral cooperation.** In other words, while the sectoral policy is aligned with the strategic objectives at a foundational level, it is important that the next stage of the policy more concretely and measurably incorporates the detailed definitions, indicators, and accountability systems related to “how implementation will be carried out” as set out in the strategy.

2. WHAT WERE THE MAIN RESULTS OF THE GENDER POLICY OF THE FALI SECTOR?

The evaluation found that the gender policy implemented in the FALI sector during 2018–2025 achieved an implementation rate of **47%** and **was therefore assessed as “partially implemented.”** Although many of the activities planned under the policy were carried out, most of them focused on short-term measures such as training, information dissemination, and increasing participation, and did not reach the level of creating sustainable, systemic change across the sector.

The evaluation found that while the implementation of the policy achieved certain progress at the activity level, its overall impact was limited because systemic factors such as the institutional framework, budgeting, monitoring and evaluation, and human resource management were not sufficiently strengthened.

2.1 Main results and achievements of the policy

Key result 1. A foundation was established for addressing gender issues at the sectoral policy level.

As a result of the first gender policy implemented across the sector, a foundation was established for treating gender not only as a social issue but also as a policy issue related to institutional management, human resources, and service quality. Under the policy, a sectoral gender council was established at the ministerial level, and progress was made in supporting the council's work, organizing training and discussions to improve civil servants' knowledge, developing gender plans at the institutional level, and using sex-disaggregated data. In addition, at the aimag and local levels, some institutions began providing gender-related information to newly recruited staff and incorporating gender issues at the workplace level. These practices represent concrete results of the policy.

Key result 2. Numerous initiatives were implemented to support the participation and leadership of rural women.

Under the policy, a wide range of training, advisory services, pilot projects, forums, and discussions were implemented for herder women, farmers, cooperative members, and small-scale producers. In particular, training sessions involving thousands of herders and farmers were organized on topics such as value chains, cooperatives, market participation, and sustainable production, with women's participation being specifically supported. National and local forums, networks, and pilot initiatives to support rural women's leadership and cooperation also contributed to increasing women's economic participation, self-confidence, and social engagement.

Key result 3. Herders' and farmers' knowledge and understanding increased regarding food safety, support for national production, environmentally friendly products and services, and value chains.

Under the policy, numerous training and information activities were organized on topics such as food safety, nutrition, value chains, cooperatives, and market participation. Among the participants included in this evaluation, 75% reported that their knowledge and understanding of proper nutrition had improved as a result of these activities, 65.9% reported that their tendency to support national production and environmentally friendly products and services had increased over the past four years, and 46.8% reported that they had received information and advice on value chains. In addition, the majority of participants stated that they had acquired new knowledge and methods that could be used in their daily activities, showing that the training and information activities reached their target groups and produced results.

In addition, content and knowledge products developed through the training and information activities were disseminated through digital channels, creating opportunities for long-term use. Cooperation with retail and service chains such as Nomin, E-mart, GS25, and CU, as well as restaurants and food production enterprises, also created good practices based on private sector participation that could be further expanded in the future.

Key result 4. Good gender practices were developed through international organizations' projects and programs.

During the eight-year implementation period of the policy, more than 17 loan and grant projects with financing of approximately USD 248.6 million were implemented in the FALI sector. The evaluation found that gender-related progress in the sector was closely linked to the projects and programs implemented by development partners. In particular, projects supported by the ADB, the World Bank, the UNFAO, the European Union, JICA, and development partners from Canada and Germany introduced good practices such as setting targets for women's participation, collecting sex-disaggregated data, implementing gender action plans, and ensuring balanced participation among beneficiaries.

In addition, numerous pilot and model projects were implemented to support rural women's leadership, cooperatives, value chains, green development, and climate change adaptation. These projects made an important contribution to disseminating gender-responsive planning and implementation approaches across the sector.

Key result 5. Cross-sectoral and multi-stakeholder cooperation expanded.

Under the policy, meetings, consultations, discussions, and information-sharing activities based on cooperation among government institutions, development partners, civil society organizations, and professional associations were implemented relatively effectively. These activities contributed to information exchange, experience sharing, and expanded cooperation among sector stakeholders.

In particular, several major events were organized to discuss rural women's development, sectoral human resources, sustainable production, and gender issues. For example, more than 1,000 women participated in the "Herder Women – Leadership" consultation, while around 800 young herders took part in the "Revitalization of Livestock Husbandry" National Forum of Young Herders. Events such as the national conference "New Recovery Policy: Rural Recovery and Gender-Responsive Sectoral Policy Planning, Implementation, Opportunities, and Solutions," the "Meeting of International Development Partners in Mongolia," and the international conference on "Gender Equality and Climate Change" also supported discussion of gender issues and expanded cooperation across the sector.

Key result 6. Experiences and partnerships with potential for further development were created.

As part of the policy implementation, activities were carried out to support women's groups and cooperatives, develop value-added production such as cashmere, dairy products, and vegetables, and connect producers to markets. Women accounted for 30–80 percent of participants, and female-headed and low-income households were also specifically targeted.

Sectoral studies, methodologies, training materials, and pilot models developed to support value chain development also became an important policy foundation. For example, the Master Plan for Agricultural Value Chain Development, developed with support from JICA, was an important step in defining an integrated concept for developing region-specific value chains, cooperatives, processing industries, financing, and logistics linkages.

In addition, green development projects implemented in climate-adapted livestock husbandry and sustainable production contributed to supporting the participation of women and young herders, as well as introducing new technologies and good practices.

Although these initiatives and pilot projects are currently being implemented at varying levels, they created experiences and cooperation models that can be used in the next sectoral gender policy, disseminated locally, and scaled up nationally. This was one of the important outcomes of the policy.

2.2 Key lessons affecting implementation

Lesson learned 1. Unclear institutional leadership and accountability limited implementation.

The implementation of the policy was not sufficiently integrated with the sector's core management, planning, and human resource management systems. As a result, gender issues did not become established as part of the core functions of institutions. Accountability mechanisms, regular monitoring and evaluation systems, and implementation oversight were not sufficiently developed, and progress in implementation largely depended on support from international organizations' projects and programs.

In addition, there was no systematic mechanism across the sector to communicate the policy's goals, implementation process, and the roles of each institution; exchange internal information; or provide regular updates on implementation. As a result, staff in central and local institutions generally had limited understanding and information about the policy.

This experience shows that integrating gender policy closely with sector development policy, annual plans, and institutional performance evaluation; clarifying leadership and accountability at the management level; and regularly disseminating policy information at all levels are essential conditions for sustainable implementation.

Lesson learned 2. The lack of an operational monitoring and evaluation system limited opportunities to improve policy implementation.

When the policy began, baseline levels and target results for each objective were not defined, limiting the ability to systematically measure implementation progress, actual changes, and impact. As a result, reporting on policy implementation focused more on activities carried out than on results and impact, making it difficult to assess the policy's actual contribution.

The 2021 external evaluation of the first phase of policy implementation also provided several recommendations for improving the implementation framework, institutional coordination, and monitoring and evaluation mechanisms. However, these recommendations were not systematically incorporated into policy implementation and planning, and no measures were taken to make improvements. In addition, the policy was not evaluated through the ministry's internal monitoring and evaluation system during the implementation period, which further limited opportunities to improve implementation in a timely manner.

This experience shows that defining baseline and target indicators from the beginning of a policy, conducting regular evaluations during implementation, and feeding evaluation results back into planning are important conditions for improving policy results and impact.

CLesson learned 3. A dedicated budget and financing mechanism was not established.

No dedicated budget or financing mechanism was planned for the implementation of the gender policy, and many activities under the policy were implemented through funding from development partners' projects and programs. As a result, the scale, duration, and coverage of implementation were directly dependent on the objectives and funding opportunities of those projects and programs, and some activities lacked the conditions necessary for sustainable continuation.

In addition, the policy objectives and activities were not systematically linked to the budgets and annual activity plans of the ministry and its affiliated institutions. This limited the possibility of regularly financing implementation within the core functions of institutions. This experience shows that, in order to ensure sustainable long-term implementation of gender policy, policy objectives need to be linked with the sectoral budgeting and planning system, and financing sources and gender-responsive budgeting mechanisms need to be established.

Lesson learned 4. "Soft" measures predominated, while systemic change remained insufficient.

Under the policy, "soft" measures aimed at increasing knowledge and understanding such as training, meetings, discussions, forums, information dissemination, and research, were implemented relatively successfully. These activities contributed to raising awareness of gender issues, expanding cooperation among stakeholders, and increasing the knowledge of sector staff and beneficiaries.

However, "hard regulatory" measures such as establishing sex-disaggregated data systems, systematically incorporating gender issues into rules, regulations, and functions, creating accountability mechanisms, and institutionalizing cross-sectoral cooperation were implemented relatively weakly. As a result, many good initiatives and practices developed under the policy were not fully embedded into institutional systems, and the conditions for their sustainable continuation were not sufficiently established.

Lesson learned 5. Local capacity to implement the policy varied.

The evaluation found that structures, functions, and human resource capacity for addressing gender issues varied across aimags and soums, directly affecting the results of policy implementation. In some aimags, gender issues were relatively well integrated into institutional activities, and efforts to improve staff knowledge and understanding were implemented regularly. In other aimags and soums, however, understanding of the policy and implementation arrangements remained weak.

In particular, at the soum level, the lack of clearly assigned staff and functions responsible for gender issues created difficulties in implementing the policy in practice at the local level. This experience shows that the results of policy implementation depend not only on the efforts of central institutions but also heavily on the capacity of local institutions, accountability systems, and support mechanisms.

2.3 Overview of Implementation by Objectives

#	Objective	Level of Implementation	Explanation
1	Introduce gender equality concepts and methodologies to support the implementation of sectoral policy and planning	Partially implemented (39%)	Under Objective 1, foundational activities were carried out to introduce gender concepts and methodologies into sectoral policy and planning, including training, research, discussions, and the development of sex-disaggregated data. However, the institutional system, monitoring and evaluation, gender-responsive planning, and budgeting systems have not been fully established, and implementation remains concentrated at the central institutional level.
2	Support the development of human resources in the sector and increase equal gender participation and shared responsibility at all levels	Partially implemented (45%)	Under Objective 2, training and information activities aimed at improving the knowledge and skills of sector human resources, herders, farmers, and cooperative members were widely implemented and produced certain results. However, these activities remain largely dependent on projects and programs, and an institutionalized system for regular implementation across the sector has not been fully established. In addition, structural factors such as the sector's traditional division of labor, gender stereotypes, women's time constraints, and care responsibilities continue to affect women's participation, limiting the overall impact of the objective.
3	Support sector development through national and international gender partnerships and cooperation	Moderately implemented (57%)	Under Objective 3, "soft regulatory" activities based on cooperation—such as information dissemination, training, meetings, and discussions—were implemented relatively effectively. Within international projects and programs, common gender requirements such as women's participation and sex-disaggregated reporting were implemented to a certain extent. However, "hard regulatory" mechanisms remain weak, including institutionalizing cross-sectoral coordination, establishing an integrated database and sustainable platform, and consolidating and managing results at the policy level.
Implementation		Partially implemented (47%)	

3. PROPOSED PRIORITY AREAS FOR THE NEXT STRATEGY ON PROMOTING GENDER EQUALITY IN THE FALI SECTOR

The proposed priority areas for the next sector gender strategy were developed based on the findings of this evaluation, the alignment analysis conducted against the Cross-sectoral Strategic Plan for Promoting Gender Equality (2022–2031), relevant national policy documents, the United Nations resolution on the improvement of the situation of rural women. Furthermore, the proposed recommendations and priority directions were developed based on consultations and interviews with agricultural specialists from provincial Departments of Food and Agriculture, public officials, herders, farmers, and other stakeholders from 17 provinces who participated in two regional seminars on “Local Actions for Promoting Gender Equality” organized in June 2026.

The recommendations seek to ensure that the next strategy remains focused, results-oriented, and responsive to **the most pressing gender equality and human resource challenges** facing the sector. Particular attention was given to avoiding duplication with broader sectoral and subsectoral policies and programmes, while identifying strategic areas where targeted gender interventions are most needed.

Priority Areas for the Next Strategy



The evaluation findings suggest that the next sector gender strategy should focus on four interrelated priority areas that reflect lessons learned from the previous policy, emerging priorities under the Cross-Sectoral Strategic Plan, and current sector needs.

Priority Area 1. Strengthen Gender Governance, Partnerships, Monitoring, and Information Systems

- 1.1 Strengthen institutional mechanisms for implementing gender policy
- 1.2 Mainstream gender statistics and evidence-based analysis into planning and decision-making
- 1.3 Promote gender-responsive organizational culture and public sector leadership
- 1.4 Strengthen cross-sectoral coordination and development partnerships

Priority Area 2. Develop a Gender-Responsive and Sustainable Human Resource and Employment System

- 2.1 Promote gender-equal participation in education, training, and workforce development
- 2.2 Improve working conditions, health, and safety for rural women
- 2.3 Prevent gender-based violence and sexual harassment and improve access to protection services in the agriculture sector
- 2.4 Provide gender-responsive support for women’s economic participation and employment conditions in rural areas
- 2.5 Improve the working conditions of assistant herders

Priority Area 3. Develop Gender-Responsive Rural Digital Inclusion

- 3.1 Expand access to digital infrastructure, information, and services in rural areas
- 3.2 Strengthen market connectivity and access to digital services for women producers

Priority Area 4. Promote Climate-Resilient and Gender-Responsive Green Agriculture and Production

- 4.1 Strengthen the climate adaptation capacity of rural women
- 4.2 Develop climate-resilient and gender-responsive livestock systems and value chains

These priority areas provide a framework for addressing human resource development, employment, productivity, and rural development challenges from a gender perspective, while supporting the effective implementation of the Cross-Sectoral Strategic Plan at the sector level.

Detailed objectives, expected results, and proposed activities under each priority area are presented in Annexes 1–4.

Strategic Recommendations for Implementation of the Next Policy



1. Integrate gender policy into the sector's core planning and management systems

Rather than being implemented as a standalone policy document, gender objectives should be embedded within sector development policies, subsector strategies, annual plans, and institutional performance frameworks. Clear assignment of responsibilities, implementing agencies, and performance indicators will strengthen accountability.

2. Establish a Results-Based Monitoring and Evaluation System

The next strategy should include baseline values, targets, and measurable indicators, together with annual monitoring mechanisms. Mid-term and final evaluations should be incorporated as mandatory components of the policy framework.

3. Institutionalize evidence-based decision-making through gender statistics

Sex-disaggregated data on employment, human resources, education and training, occupational safety and health, business support, and investment should be systematically collected, analysed, and used in planning, budgeting, and investment decisions.

4. Introduce Gender-Responsive Budgeting and Financing Mechanisms

Implementation should be supported through the sector's regular budget rather than relying primarily on externally funded projects. Gender-responsive budgeting approaches should be introduced progressively, with dedicated financing identified for priority interventions.

5. Strengthen Local Implementation Capacity

Provincial and soum-level institutions should be equipped with clearer mandates, adequate staffing, and strengthened capacities to serve as the primary implementers of gender policy. This will help reduce implementation disparities and improve sustainability at the local level.

Given the significant differences in economic structures, livelihood systems, climate conditions, and gender-related challenges across provinces, implementation approaches should be adapted to local contexts rather than applying a uniform national model. Provincial and local action plans should therefore be developed based on localized gender analysis and needs assessments while maintaining alignment with the overall sector strategy.

6. Institutionalize Cross-Sectoral Coordination

Cooperation among the NCGE, relevant ministries, and development partners should evolve beyond periodic meetings toward a structured platform for joint planning, financing, information sharing, and mutual accountability.

7. Promote Transparency, Communication, and Stakeholder Engagement

Regular communication on policy implementation should be maintained to improve awareness among sector employees, beneficiaries, and local institutions. Feedback mechanisms and stakeholder consultation processes should be strengthened to support continuous learning and improvement.

4. RECOMMENDATIONS FOR OTHER SECTORS

Beyond assessing the implementation of the Gender Policy of the FALI sector, this evaluation generated lessons and practical recommendations that may be relevant to other sectors seeking to align sector-specific policies with national gender equality frameworks and strengthen implementation mechanisms.

1. Applying Alignment Analysis in Other Sectors

One of the key strengths of this evaluation was the use of an alignment analysis methodology to systematically assess the consistency between the sector gender policy and the Cross-Sectoral Strategic Plan for Promoting Gender Equality. The analysis made it possible to identify areas where sector priorities were well reflected, where important issues had been overlooked, and where further improvements were needed.

The findings suggest that aligning sector policies with the Cross-Sectoral Strategic Plan can improve inter-agency coordination, reduce duplication and policy gaps, and support more efficient use of resources. Alignment analysis also proved to be a practical tool for assessing policy coherence and identifying opportunities for strengthening implementation.

Based on this evaluation, an alignment score of approximately 76% may be considered indicative of a generally strong alignment between a sector policy and the national strategy. However, sector policies should not seek to achieve 100% alignment. Each sector has unique development objectives, priorities, and operational contexts that must be preserved. The primary objective should be to ensure substantive consistency with national gender equality goals while maintaining sector-specific relevance.

While quantitative alignment scores can facilitate comparison across sectors and support communication with policymakers, the ultimate purpose of alignment analysis is not to maximize numerical scores. Rather, it is to assess policy coherence, identify gaps, evaluate implementation logic, and determine how effectively sector-specific needs are reflected within the policy framework.

2. Key Considerations for Developing Sector Gender Policies

The evaluation demonstrates that clearly articulated policy objectives alone are insufficient to ensure successful implementation. Effective policies should define implementation mechanisms, institutional responsibilities, performance indicators, and expected results from the outset.

Future sector gender policies should therefore incorporate:

- Clearly defined baselines, targets, and performance indicators;
- Explicit institutional responsibilities and accountability arrangements;
- Identified financing sources and budgeting mechanisms;
- Integrated monitoring, evaluation, and reporting systems;
- Systems for generating and using sex-disaggregated data;
- Dedicated implementation mechanisms at provincial and local levels.

The evaluation further indicates that policies supported by institutional arrangements, information systems, and reporting mechanisms are more likely to achieve sustainable results. In other words, effective policies should address not only what needs to be done, but also who will implement it, how it will be implemented, with what resources, and how success will be measured.

In addition, sectors should avoid adopting a uniform implementation model across all regions. Significant differences in economic structures, livelihood systems, environmental conditions, and gender challenges often require context-specific approaches. Local action plans should therefore be informed by region-specific gender analyses and needs assessments while remaining aligned with national strategic objectives.

3. Steps for Aligning Sector Policy with the Cross-Sectoral Strategic Plan

As the Cross-Sectoral Strategic Plan for Promoting Gender Equality (2022–2031) provides a common national framework for all sectors, future sector policies should consider the following steps:

First, identify the objectives and activities for which the sector holds primary or shared responsibility.

Second, align these objectives and activities with sector-specific policy goals, expected outcomes, and performance indicators.

Third, clearly define the roles, responsibilities, and accountability arrangements for cooperation with other sectors and institutions.

Fourth, plan the financial resources, human resources, and information-sharing mechanisms required for implementing cross-sectoral activities.

Fifth, establish systems for regularly monitoring, evaluating, and reporting progress against cross-sectoral commitments.

The evaluation also highlights the importance of addressing gender equality, climate change, employment, and economic participation as interconnected issues rather than as separate policy domains. Integrating a gender lens into rural development, green transition, and workforce development policies can significantly enhance policy effectiveness and sustainability.

Overall, the experience of this evaluation demonstrates that aligning sector policies with the Cross-Sectoral Strategic Plan contributes not only to stronger policy coherence but also to improved inter-agency collaboration, more efficient resource allocation, and greater effectiveness in achieving gender equality outcomes.

Annex 1. Proposed direction #1

Objective 1. Proposed Actions to Strengthen Gender Governance, Coordination, and the M&E system in the sector

Objective	Proposed Activities for the Next Strategy	Baseline Situation	Potential Positive Effects	Potential Negative Effects (Risks)	Target groups	Mitigation Measures
1.1 Strengthen the implementation mechanism of the gender policy	1. Regularly integrate gender policy implementation results into the annual performance plans, performance indicators, and monitoring and evaluation reports of MOFALI, its agencies, and aimag and soum-level affiliated organizations, and conduct annual internal assessments.	The gender policy is not systematically integrated into institutional planning and M&E systems.	A regular institutional monitoring gender policy implementation will be established. Gender issues will become integrated into core organizational performance management systems.	Reporting may become a formal exercise focused only on quantitative indicators. Data quality may vary across local levels.	Ministry staff, agency staff, local technical officers, M&E and HR personnel, local administrative units	Include a specific indicator on the implementation of the gender action plan in organizational performance assessments (conducted annually).
	2. Designate gender focal persons within aimag and soum-level Food and Agriculture Departments and integrate their responsibilities into job descriptions and organizational plans.	Accountability mechanisms for gender issues are weak at the local level. Gender-related activities are often implemented informally and are not linked to organizational plans.	Institutional mechanisms for implementing gender policy at the local level will be strengthened. Local policies and services will better reflect the needs of women and vulnerable groups.	Assigning gender responsibilities to a single staff member may reduce the engagement of others. Additional workload without incentives may weaken implementation quality. Gender issues may continue to be perceived as "women's work."	Gender focal staff, aimag and soum Food and Agriculture Department personnel	Integrate responsibilities into organizational plans and performance indicators rather than concentrating them on one individual; strengthen leadership commitment and team participation; provide incentives, training, and capacity building; establish a network of local gender focal staff.

	3. Prepare Gender Sector Committee report based on gender policy objectives and indicators and regularly publish implementation results through institutional communication channels.	Existing reporting focuses primarily on activities and is not fully aligned with policy objectives and indicators. Implementation data are fragmented across multiple sources, and no unified system exists for monitoring gender-disaggregated data and policy indicators.	Transparency, accountability, and reporting on gender policy implementation will improve. Policy indicators can be monitored more systematically, enabling evidence-based decision-making.	If Gender Sector Committee activities are not integrated into annual work plans and performance plans, reporting may remain disconnected from policy objectives and indicators.	MOFALL, affiliated agencies, aimag and soum Food Departments, Gender Sector Committees, policymakers, HR staff, development partners, citizens	Develop and institutionalize standardized reporting templates and indicators; align reporting with existing information systems.
1.2 Institutionalize the use of gender statistics and analysis in policy and planning	1. Develop a digital dashboard in phases to monitor sectoral key indicators, human resources, sex-disaggregated data, and performance indicators in real time, ensuring that gender is integrated into core sector operations rather than treated as a standalone activity.	Human resource data are not consistently reported by sex, and sex-disaggregated information is not regularly used in decision-making.	Regular use of sex-disaggregated data will improve understanding of gender gaps and needs. Policy, human resource, and employment decisions will become more evidence-based.	Development and maintenance costs of digital systems may increase. Reporting burdens may increase. Differences in organizational data management capacity may affect data quality and consistency.	Statisticians, M&E staff, institutional managers, HR officers,	Develop and adopt standardized sex-disaggregated reporting formats; improve information systems in phases; provide methodological training; reduce duplication in reporting requirements.

1.2 Institutionalize the use of gender statistics and analysis in policy and planning	2. Establish a tiered and continuous training system on gender analysis and the use of sex-disaggregated data for staff within MOFALI, its agencies, and local Food and Agriculture Departments. Develop and maintain a network of in-house gender trainers across the sector.	There are few specialized gender trainers within the sector. Institutional capacity to integrate gender considerations into policy planning, M&E, and statistical systems varies considerably across organizations. Skills in producing and using sex-disaggregated data remain limited, and training is often delivered as one-off activities.	Institutional capacity to integrate gender considerations into policy, planning, M&E, and information systems will improve. The use of sex-disaggregated data and gender analysis in decision-making will increase.	Training may become overly theoretical with limited practical application. Staff workloads may affect participation rates. Staff turnover among trainers may weaken knowledge retention. Differences in institutional capacity may affect training effectiveness.	Managers and staff responsible for HR, policy planning, M&E, statistics, and finance at MOFALI, its agencies, and local Food and Agriculture Departments; gender trainers	Establish a continuous and tiered training system; develop tailored content for managers, planners, statisticians, and finance staff; emphasize practical, case-based learning; create and support a network of in-house gender trainers; integrate training into annual work plans and performance assessments.
	3. Gradually introduce gender-responsive budgeting (GRB) across sectoral subsectors, beginning with baseline gender budget analyses of livestock and crop production plans. Based on the findings, incorporate gender target groups and expected gender outcomes into planning and budget documents.	Budget planning and reporting documents do not currently capture gender-related outcomes or information on beneficiaries, and gender analysis is not systematically applied in budgeting decisions.	Resource allocation will better reflect the needs of target groups. Gender considerations will become an integral part of policy, planning, and financing processes.	Limited understanding and experience with gender-responsive budgeting may result in a compliance-oriented approach. Additional analytical requirements may increase the workload of institutions.	MOFALI, affiliated agencies, the Ministry of Finance, the NCGE, aimag Departments, and soum sector staff responsible for budgeting, finance, M&E, and statistics	Develop and introduce gender-responsive budgeting guidelines and tools in phases; pilot the approach in selected subsectors and programs before scaling up; introduce standardized formats for reporting gender-related results within budget reporting systems.

1.3 Promote gender-responsive organizational culture and leadership in the public service	1. Implement phased training and awareness-raising activities on gender equality, workplace discrimination, prevention of sexual harassment, organizational ethics, and respectful workplace culture across public and private sector organizations in the agriculture sector, and support the adoption of the "Gender-Responsive Workplace Policy" developed by the NCGE.	Initiatives such as kindergarten for staff children, childcare rooms, flexible work arrangements, mentoring programs, and awareness-raising activities on gender-responsive organizational culture have been implemented. However, these efforts have largely been concentrated within the Ministry and central-level institutions and have not been systematically extended to local-level organizations.	Understanding and awareness of gender-responsive and discrimination-free workplace environments will improve. Positive impacts on workplace relationships, collaboration, and employee satisfaction.	Training may be implemented as one-off, compliance-oriented activities without leading to meaningful behavioral change. Gender issues may continue to be perceived as "women's issues." Participation by private sector organizations may vary significantly.	Managers, HR officers, and employees of public and private sector organizations, including young and newly recruited staff.	Deliver training using practical case studies and sector-specific examples; strengthen leadership commitment and participation; link training outcomes to employee satisfaction and workplace assessments; Align gender-responsive workplace policies with internal regulations and codes of ethics; introduce implementation gradually within private sector organizations.
	2. Gradually introduce child protection measures, flexible work arrangements, family-friendly workplace practices, and employee well-being initiatives at the organizational level, and establish a "Gender-Responsive Organization" recognition program for each subsector to identify and disseminate good practices across the sector.	While training activities have been conducted within sector organizations, there is currently no system for assessing organizational culture or recognizing good practices.	Increased adoption of policies and practices that support work-life balance. Improved job retention and workplace stability for employees with caregiving and family responsibilities.	Flexible work arrangements may be perceived as special privileges benefiting only certain groups of employees. Differences in financial and human resource capacities across organizations may result in uneven implementation.	Employees in public and private sector organizations, employees with children or caregiving responsibilities, HR personnel.	Develop assessment criteria and recognition frameworks for good practices; organize annual recognition and dissemination activities; build on existing institutional mechanisms such as Child Protection Committees and Parent Councils within organization;

1.4 Strengthen cross-sectoral cooperation and development partnerships	1. Conduct a "Gender Investment Matrix" analysis of projects and programs implemented within the sector and establish a mechanism to consolidate sex-disaggregated information on project objectives, financing, coverage, gender objectives, and results from existing databases and reporting systems for use in policy planning and investment decision-making.	Information on gender objectives, financing, and results of sector projects and programs is not systematically consolidated. Information on development partner support and investments is fragmented, limiting opportunities for comparison and coordination. Information is currently scattered across multiple sections of the Ministry's website and is not regularly updated.	Improved visibility of gender-related investments, project coverage, and results across the sector. Enhanced ability to identify overlaps and gaps, strengthen policy-investment coherence, and improve transparency and access to information.	Differences in data formats and quality across organizations may complicate data consolidation. Information may not be regularly updated and could become a reporting exercise rather than a decision-making tool.	MOFALI, development partners, project implementers, M&E and statistics officers, policymakers.	Develop standardized reporting templates; clarify responsibilities and update schedules; establish regular quality control of information systems; provide methodological support to participating organizations.
	2. Develop an "Agriculture Sector Gender Cooperation Platform" and organize an annual Agriculture Sector Gender Forum to establish a sustainable mechanism for discussing gender policy implementation, investments, and coordination among stakeholders.	A donor coordination meeting was held once in 2025. There is currently no dedicated gender forum or platform bringing together stakeholders around sector-specific gender issues.	Reduced duplication of activities and improved coordination of joint initiatives and investments. Strengthened institutional space for regular dialogue on gender issues within the sector.	Meetings and forums may remain limited to information sharing without generating concrete collaboration. Participation of local organizations and smaller stakeholders may be limited.	MOFALI, development partners and donors, private sector organizations, CSOs, local government institutions.	Establish a mechanism to monitor implementation of forum decisions and recommendations; ensure local participation through hybrid and online formats; clearly define responsibilities and areas of collaboration.

	3. Develop a decision-tracking matrix to monitor the implementation of recommendations arising from gender forums, development partner consultations, research, and evaluations; and review progress annually through the Gender Sector Committee.	Recommendations from gender-related studies, consultations, and discussions are not consistently reflected in policies, planning processes, or budgets. Mechanisms for tracking implementation of recommendations remain weak.	Increased use of research findings and recommendations in policy and planning. More evidence-based and coherent decision-making. Stronger integration of gender issues into budgeting and planning processes.	The tracking mechanism may remain a formal documentation exercise with limited practical use. Reporting burdens may increase. Organizations may have varying capacities to utilize information effectively.	Staff responsible for policy planning, budgeting, and M&E; senior management; development partners.	Define clear decision-making criteria and information flows; minimize duplication in reporting requirements; review implementation progress annually and provide feedback to stakeholders who contributed recommendations.
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Annex 2. Proposed direction #2

Objective 2. Develop a Gender-Responsive and Sustainable Human Resource and Employment system in the sector

Objective	Proposed Activities for the Next Strategy	Baseline Situation	Potential Positive Effects	Potential Negative Effects (Risks)	Target groups	Mitigation Measures
2.1 Promote Gender-Equal Participation in Sectoral Education, Training and Human Resources Development	1. Develop a system to assess and utilize sex-disaggregated data on enrolment, graduation, employment, and training support outcomes in agricultural and related fields for workforce planning. To achieve this, establish an integrated sectoral human resource information system that links education, employment, and employer data, thereby supporting coordinated workforce supply and demand planning.	Although various policy support measures have been implemented, no systematic assessment of their outcomes has been conducted. Between 2022 and 2025, the share of agriculture-sector students among total university and college enrolment remained relatively stagnant (approximately 1.4%), while male students consistently outnumbered female students across all years.	Evidence-based assessment of scholarships and training support programmes will enable adaptive policy improvements. Stronger collaboration among employers, local authorities, and educational institutions will facilitate earlier connections between students and employment opportunities, internships, and scholarships.	Assessments may focus solely on quantitative indicators while overlooking lived experiences and qualitative evidence. The quality and availability of sex-disaggregated data may vary across institutions.	Universities, technical and vocational education and training (TVET) institutions, human resource agencies, students, and graduates.	Strengthen interoperability among existing information systems and establish common standards for sex-disaggregated indicators. Clearly define responsibilities for data updating and create mechanisms for information sharing and joint planning among employers, educational institutions, and local governments. Pilot the system in selected priority occupations before scaling it up gradually.

2.1 Promote Gender-Equal Participation in Sectoral Education, Training and Human Resources Development	2. Establish gender targets for occupations with significant gender imbalances (e.g., veterinary science, engineering, mechanization, food technology) and implement targeted interventions to improve gender balance. These interventions should include scholarships, targeted recruitment, career promotion campaigns, mentorship programmes led by female professionals, industry placements, workplace support measures, and access to childcare services tailored to local needs and contexts.	Targeted support programmes for engineering and technical professions have been implemented under Parliamentary Resolutions No. 36 and No. 63 and the Presidential Scholarship Programme "2100". Tuition support has also been provided for 15 priority and high-demand agricultural professions. Between 2023 and 2025, a total of 424 students received scholarships in these fields.	The participation of women in traditionally male-dominated professions is expected to increase. Gender stereotypes regarding occupational choices will be reduced, contributing to a more diverse sectoral workforce and improved retention within the profession.	Targeted support may be used merely to achieve numerical targets. Increased enrolment alone may not improve long-term retention if learning environments and workplace conditions remain unchanged.	Female students, young professionals, TVET institutions, universities, and employers.	Link scholarships and support mechanisms not only to enrolment but also to graduation and employment outcomes (e.g., scholarships tied to commitments to work in rural areas). Collaborate with local governments to identify location-specific employment conditions and conduct career outreach activities in secondary schools. Simultaneously promote safe and gender-responsive workplaces, including access to childcare services.	Pilot good practices in selected subsectors and gradually expand them. Lessons and approaches successfully implemented in the veterinary sector can be adapted and replicated in other subsectors. Provide technical guidance to institutions, integrate requirements into partnership agreements and quality assurance standards, and deliver regular orientation and refresher training for internship providers.	Students, internship supervisors, TVET institutions, polytechnic colleges, universities, and internship providers.	TEducational institutions and internship providers may lack sufficient financial and infrastructure resources to meet new requirements. There is also a risk that implementation remains limited to formal compliance rather than actual practice.	Learning environments will become safer, more inclusive, and gender-responsive. Risks of discrimination, sexual harassment, and unequal treatment during internships will be reduced.	Training programmes currently do not include guidance on creating gender-responsive internship environments, and partnership agreements with host organizations generally lack relevant provisions.	3. Gradually introduce gender-responsive, safe, and inclusive standards into technical and agricultural training environments and industry-based internship systems through technological solutions and flexible institutional arrangements.
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2.1 Promote Gender-Equal Participation in Sectoral Education, Training and Human Resources Development	4. Gradually integrate gender-responsive teaching approaches and good practices into agricultural vocational and technical education programmes. Examples include introducing childcare services within herder training programme and agricultural extension institutions.	Gender analysis and differentiated learning approaches have begun to be piloted within the “Young Herder” Programme and the Veterinary Medicine Programme.	Training programmes will become more inclusive and responsive to diverse needs. The capacity of teachers and curriculum developers to apply gender-responsive teaching methodologies will improve.	Gender content may be incorporated only formally as an additional topic rather than being meaningfully integrated into curricula. Teachers’ methodological capacity and access to learning materials may vary significantly.	Teachers, curriculum specialists, students, vocational education and training institutions, and technical education providers.	Ensure that gender-responsive content is tailored to the specific characteristics of each profession. Provide regular refresher training for teachers and gradually scale up tested good practices to related fields such as animal husbandry, dairy processing, and other agricultural specializations.
2.2 Improve the Working Conditions, Health, and Safety of Rural Women	1. Promote the piloting and adoption of labour-saving technologies and equipment tailored to the specific needs of women and men herders in order to reduce workload and improve productivity.	While some progress has been made in introducing labour-saving technologies and supporting income diversification among herder households, implementation has largely depended on externally funded development projects.	Women herders will experience reduced workload and time poverty, contributing to improved labour productivity. Reducing physically demanding and manual tasks will help lower health risks and increase women’s participation in the adoption and use of agricultural technologies.	The cost of technologies and equipment may remain high, and access may vary significantly across locations. New technologies could disproportionately benefit larger farms and higher-income households, limiting their reach among vulnerable groups.	Women herders, herder households, cooperatives, and local service providers.	Conduct technology trials with the active participation of women herders; develop concessional financing, leasing, and shared-use mechanisms; introduce technologies gradually through cooperation with local governments and cooperatives; and continuously improve solutions based on user feedback.

2.2 Improve the Working Conditions, Health, and Safety of Rural Women	2. Assess good practices and effective models from rural water, sanitation and hygiene (WASH) programmes, including portable toilet facilities, and scale up the most suitable options for herder households through a phased approach.	In 2023, only 10.3% of rural households had access to improved sanitation facilities, while 77% of soums lacked wastewater treatment facilities in 2025. According to the 2026 evaluation, only 4.9% of herders used portable sanitation facilities, and 68% were unaware of such solutions.	Improved sanitation and hygiene conditions, particularly for women, children, and older persons. Greater access to sanitation services will help reduce communicable diseases and other health risks while improving overall quality of life in rural areas.	Infrastructure and equipment costs may be high, while operation and maintenance may not be sustainable. Solutions that do not adequately reflect nomadic lifestyles may face low adoption rates. Local maintenance and technical support systems may also be insufficient.	Herder households, women, children, local authorities, and small-scale manufacturers.	Develop affordable and portable sanitation solutions adapted to nomadic lifestyles in partnership with the private sector. Design solutions through participatory approaches involving end users. Draw lessons from successful private-sector innovations that have achieved widespread uptake among herders, such as portable refrigerators and solar-powered communication devices. Establish local trainer networks and provide accessible operation and maintenance training at the community level.
	3. Conduct location- and subsector-specific occupational health and safety risk assessments and progressively strengthen preventive measures, training, health services, and access to protective equipment across the agricultural sector.	Occupational health and safety risks vary considerably across agricultural subsectors and regions. However, there is currently no comprehensive system for assessing and addressing these risks based on gender and local contexts. Existing assessments of hazardous and harmful working conditions are also outdated.	Conducting regional risk assessments and implementing targeted interventions addressing the most critical issues will reduce occupational injuries, illnesses, and health risks. Improved occupational safety and productivity among herders and agricultural workers will generate locally relevant good practices that can be replicated elsewhere.	Risk assessments may fail to fully capture local realities, while attempts to implement uniform interventions across all regions may overlook contextual differences. Furthermore, interventions implemented solely through short-term projects may not achieve long-term sustainability.	Herders, agricultural workers, seasonal workers, women workers, and local health and labour institutions.	Conduct occupational health and safety assessments by agricultural subsector and locality, identify the two or three most significant risks in each area, and implement targeted interventions accordingly. Assess opportunities to adapt and replicate successful locally driven initiatives, such as the "Camel Resting Station" model implemented in Umnugovi Province, in other suitable regions.

2.3 Prevent Gender-Based Violence (GBV) and Sexual Harassment and Strengthen Access to Protection Services in the Agriculture Sector	1. Establish a community-based system for preventing GBV and sexual harassment among women herders, assistant herders, seasonal workers, and contract workers through regular awareness-raising activities and referral mechanisms at the soum and local levels. This system should build on trained local resource persons, including veterinarians, soum health workers, and peer educators selected from herder communities; to provide prevention activities (early identification and basic counselling) and facilitate referrals to emergency response, protection, and rehabilitation services.	According to the 2026 evaluation, 78% of herders and 76% of crop farmers considered access to protection and support services for women and children affected by domestic violence in rural areas to be inadequate.	Rural women and seasonal workers will have greater access to information on violence prevention and available support services. Improved early identification and basic counselling will contribute to better access to protection and response services.	Social stigma and concerns regarding confidentiality may discourage survivors from seeking support. The availability and capacity of local service providers may vary considerably across locations.	Women herders, seasonal and temporary workers, children, and local health and social service providers.	Build the capacity of local service providers to offer basic information, counselling, and referral support. Develop service protocols that ensure confidentiality and safety. Expand access to online counselling, information, and referral services through provincial-level protection service providers.
	2. Develop local multi-sectoral coordination mechanisms involving veterinarians, soum health workers, and bagh governors to strengthen GBV prevention, early identification, basic counselling, and referral pathways to emergency, protection, and rehabilitation services.	The General Authority for Veterinary Services piloted training programmes on reproductive health, family relations, and domestic violence prevention for both women and men in five provinces. However, the coverage and reach of awareness-raising activities remain limited.	Local capacity for early identification and referral services will improve. Collaboration among health, social protection, legal, and protection service providers will be strengthened.	Additional responsibilities may increase the workload of local personnel. Coordination mechanisms may weaken over time due to staff turnover or inconsistent institutional commitment.	Veterinarians, soum health centre staff, social workers, police officers, bagh governors, and protection service providers.	Integrate responsibilities into formal cooperation frameworks and operational procedures. Provide regular refresher training and technical support. Establish standardized referral and information-sharing protocols among relevant institutions.

2.3 Prevent Gender-Based Violence (GBV) and Sexual Harassment and Strengthen Access to Protection Services in the Agriculture Sector	3. In collaboration with the Ministry of Education, assess and gradually improve access to and quality of bagh-level primary education and dormitory services in areas with high demand in order to reduce family separation, women's migration, and disruptions to household labour arrangements associated with children's schooling.	When children from herder households reach school age, it is common for mothers to relocate to soum centres to accompany them. This often results in prolonged family separation, changes in women's employment patterns, increased workloads for men, and strain on family relationships.	Family cohesion and stability among herder households will improve. Women's migration and interruptions to their economic activities will be reduced. Children's access to education and learning support services will improve, while household labour arrangements become more stable.	The establishment and operation of bagh-level schools may be costly in sparsely populated areas. Teacher shortages may persist, and the low number of students in some locations may reduce cost-effectiveness.	Herder households, young children, women herders, dormitory students, teachers, and education personnel.	Pilot interventions in areas with the highest demand. Where establishing bagh-level schools is not feasible, prioritize improving dormitory services and caregiving environments. Provide specialized training for caregivers working with six-year-old children. Explore digital and blended learning options and scale up interventions gradually based on joint needs assessments conducted with the MoE.
2.4 Provide Gender-Responsive Support for Women's Economic Participation and Working Conditions in Rural Areas	1. Develop gender-responsive and flexible training and support mechanisms that take into account the workload, work-life balance, and safety concerns of women engaged in household production and micro-enterprises. Examples include linking local SME Development Centers and business incubators with childcare services, introducing distance-learning opportunities, and establishing networks of local trainers drawn from herders and farmers themselves.	Training and advisory services in rural areas are often concentrated in provincial centers, limited to project-targeted locations, and insufficiently flexible in terms of timing and accessibility. In addition, mentorship and peer-learning opportunities for rural women remain limited.	Rural women will have improved access to training and business development services, leading to enhanced skills, productivity, and income generation. Flexible training modalities that accommodate work-life balance will increase women's participation. The establishment of local trainer and mentor networks will create sustainable mechanisms for knowledge sharing and capacity development.	The quality and accessibility of distance-learning services may vary across regions. Differences in internet connectivity and digital literacy could exclude some groups. Sustaining local trainer and mentor networks may prove difficult without adequate financing and institutional support.	Women engaged in household production, women herders and farmers, female-headed households, women-owned small businesses, SME Development Centers, business incubators, and local government institutions.	Deliver training through blended modalities combining face-to-face, online, and hybrid approaches. Pilot supportive measures such as childcare services and transportation assistance to facilitate participation. Establish systems for training local trainers and mentors. Develop digital learning content and platforms and integrate them into sustainable information and advisory services linked to SME Development Centers and incubators.

2.4 Provide Gender-Responsive Support for Women's Economic Participation and Working Conditions in Rural Areas	2. Move beyond treating women entrepreneurs as a single homogeneous group and develop targeted support mechanisms that respond to the distinct needs and constraints of different categories of women entrepreneurs. These may include household producers, cooperative members, growth-oriented entrepreneurs, young women entrepreneurs, women in remote areas, women with disabilities, and female-headed households. Financial services, equipment support, business development services, and market access interventions should be tailored accordingly.	Existing support programmes often provide similar forms of assistance to all women entrepreneurs, while limited attention is given to identifying and addressing the specific barriers faced by different groups of women.	More targeted interventions will improve the effectiveness and efficiency of support programmes, ensuring that resources respond to actual needs and barriers faced by different groups of women entrepreneurs.	If target groups are not properly identified, support measures may be ineffective or fail to reach those most in need. There is also a risk that support becomes overly focused on access to credit while overlooking other constraints such as market access, infrastructure, skills, and business networks. Weak data systems and limited assessment capacity may further hinder implementation.	Rural women entrepreneurs, women with disabilities, female-headed households, women herders, women with large families, SME Development Centers, business incubators, provincial and soum-level agricultural departments, and local development agencies.	Conduct differentiated needs assessments for specific groups such as female-headed households, women with disabilities, and women producers in remote areas. Strengthen linkages between women producers and cooperatives, business clusters, and e-commerce platforms. Promote shared equipment centers, processing facilities, and logistics support services to address structural constraints to business growth.
	3. Assess the effectiveness and gender impacts of international development projects and models aimed at improving rural women's economic participation and institutionalize proven approaches within the services provided by the SME Agency and local SME support centers.	Development partners, including the Asian Development Bank, the World Bank, and the Organization of the United Nations (FAO), have supported numerous successful initiatives promoting women's participation, cooperatives, value chains, and entrepreneurship. However, systematic assessment and institutionalization of these approaches remain limited.	The adoption of proven models will improve the quality and effectiveness of public support services at both national and local levels. It will reduce duplication of pilot initiatives and investments while enabling a greater number of women entrepreneurs and producers to benefit from tested approaches.	Models developed under different project contexts may not be directly transferable to local conditions. Without rigorous impact assessments, there is a risk of institutionalizing approaches that have limited effectiveness or sustainability.	Women entrepreneurs, household producers, cooperatives, SME Development Centers, provincial and soum agricultural departments, local development organizations, development partners, and government agencies.	Conduct comparative impact assessments of good practices and models supported by international development projects, evaluating both economic effectiveness and sustainability. Pilot localization and adaptation processes before scaling up. Simultaneously assess the institutional capacity and financing needs of local organizations. Establish a knowledge repository of good practices and promote regular dissemination and learning across regions.

2.5 Improve the Working Conditions of Assistant Herders	Implement a targeted programme to strengthen the employment and social protection system for assistant herders. This programme should include: 1. Developing standard employment contracts and minimum requirements related to labour relations, wages, social protection, and occupational safety and health, and promoting greater compliance with formal employment contracts. 2. Strengthening the registration and information management system for assistant herders and improving local monitoring of employment contracts, social protection coverage, and access to basic services.	Issues related to the employment conditions, wages, social protection, and occupational safety and health of assistant herders have been discussed for many years; however, a comprehensive regulatory framework remains weak. Employment relationships are largely informal, while compliance with labour contracts, occupational safety requirements, social protection provisions, and child protection standards remains limited.	The labour rights, social protection coverage, and occupational safety of assistant herders will improve. Employment relationships will become more formalized, reducing labour disputes and workplace risks. Positive impacts are also expected on the protection, education, and overall well-being of assistant herders' family members and children. More broadly, the stability and reputation of employment within the livestock sector may improve.	Introducing labour contracts and employment standards may face resistance from both herders and assistant herders and could increase compliance costs. Monitoring and enforcement may be difficult in remote areas. Overly complex regulations could also unintentionally encourage informal employment arrangements.	Assistant herders, herder households, seasonal and temporary workers, family members of assistant herders, children, bagh and soum authorities, provincial agricultural departments, employment service agencies, and labour inspection authorities.	Strengthen cooperation between provincial and soum agricultural departments and labour and social welfare service agencies to gradually improve labour relations, occupational safety, and social protection arrangements for assistant herders. Develop model contracts and practical guidelines through consultation with representatives of both herders and assistant herders. Regularly provide training and information on labour rights and occupational safety and health. Implement joint monitoring and preventive measures in high-risk regions and strengthen local oversight mechanisms.
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Annex 3. Proposed direction #3

Objective 3. Develop Gender-Responsive Rural Digital Inclusion

Objective	Proposed Activities for the Next Strategy	Baseline Situation	Potential Positive Effects	Potential Negative Effects (Risks)	Target groups	Mitigation Measures
3.1 Increase Access to Digital Infrastructure and Information in Rural Areas	1. Expand internet access in rural and remote areas by developing financing, leasing, subsidized loan, and bundled service mechanisms for internet access devices in partnership with private internet service providers, including satellite broadband providers.	Internet coverage in rural areas has improved in recent years; however, connection quality and reliability remain limited in remote baghs and pastureland areas. While new technologies such as Starlink have created opportunities for herder households, the high cost of equipment and subscription services continues to constrain access.	Herders in remote areas will gain improved access to government services, market information, and weather alerts. Opportunities for online learning, e-commerce, and remote advisory services will expand. The digital divide between rural and urban populations will be reduced.	The cost of devices and internet services may remain high. Limited digital literacy may reduce effective usage. Infrastructure investments may concentrate in relatively accessible locations, leaving the most remote populations underserved.	Herder households, residents of remote soums and baghs, women herders, older persons, students, and internet service providers.	Pilot innovative access models through partnerships among the Ministry of Digital Development, Innovation and Communications, the MoFALI, the Communications Regulatory Commission, local governments, and service providers such as Unitel, Mobicom, Skytel, ONDO, and Starlink. Test leasing and concessional financing mechanisms through local development funds, SME funds, and cooperatives. Combine internet access initiatives with digital literacy training.
	2. Implement a "Digital Transition Programme" to strengthen the digital skills of herders and farmers, focusing on practical skills related to e-commerce, digital payments, e-government services, financial services, and market information systems, while establishing "digital ambassadors" in every bagh.	Although mobile phone ownership is widespread in rural Mongolia, the ability to use e-government services, e-commerce platforms, digital payment systems, and market information for productive and business purposes varies significantly. Women herders and older persons often face particularly large digital skills gaps.	Herders and farmers will be better able to connect directly with markets. The use of digital payments and financial services will increase. The time and cost associated with accessing public services will decline. Women's entrepreneurship and income-generation opportunities will expand.	Training programmes may become one-off activities with limited long-term impact. Individuals with limited access to internet services and digital devices may be excluded. Training outcomes may vary among different age and education groups.	Herders, farmers, women producers, cooperative members, older persons, youth, and local service providers.	Establish permanent training points through existing facilities such as Khurdan service centers, E-Mongolia operators, public libraries, youth clubs, polytechnic colleges, TVET institutions, and lifelong learning centers. Train "digital ambassadors" in each bagh to provide on-site support and guidance. Focus training on practical applications such as online sales, digital payments, and access to public services rather than basic computer literacy alone.

3.2 Strengthen Market Linkages and Access to Digital Services for Women Producers	1. Expand the use of digital platforms such as livestock traceability systems and smart agriculture solutions and develop service models that directly connect women producers, cooperatives, and household enterprises to markets, financing opportunities, buyers, and export channels.	Agricultural information systems are developing; however, integration with markets, e-commerce, and export channels remains weak. As a result, women producers and cooperatives continue to face difficulties in accessing profitable market opportunities.	Women producers and cooperatives will gain improved access to markets. Sales of value-added products will increase. Traceability and quality-certified products will become more competitive. Rural women's income and economic participation will improve.	Interoperability among digital platforms may remain insufficient. Small-scale producers may struggle to meet technological requirements. Logistical and transportation constraints may prevent market connections from translating into tangible economic benefits. Limited e-commerce skills may also hinder participation.	Women producers, cooperatives, household enterprises, herders, farmers, SMEs, buyers, processing companies, and exporting businesses.	Promote collaboration among the Ministry of Digital Development, Innovation and Communications, commercial banks, the SME Development Fund, cooperative federations, and Mongolian e-commerce platforms. Develop mechanisms for featuring traceability-certified products on e-commerce platforms. Provide regular training for women producers on e-commerce, branding, and digital marketing. Pilot integrated models linking digital platforms with logistics, warehousing, and distribution services in selected regions.
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Annex 4. Proposed direction #4

Objective 4. Develop Climate-Resilient and Gender-Responsive Green Agriculture and Production

Objective	Proposed Activities for the Next Strategy	Baseline Situation	Potential Positive Effects	Potential Negative Effects (Risks)	Target groups	Mitigation Measures
4.1 Strengthen the Climate Adaptation Capacity of Rural Women	1. Document and disseminate good practices from both women and men in climate change mitigation and adaptation in agriculture and livestock production, and promote effective approaches and learning materials among herder communities.	In 2022, the MoFALI, in partnership with FAO, developed an updated "Young Herder" training programme under the project "Supporting the Development of a Training System for Young Herders." The programme incorporated business management, marketing, and climate adaptation content and was implemented nationwide, reaching 509 young herders (157 women and 352 men) from 74 soums across five provinces.	Young herders, particularly young women, will strengthen their knowledge and skills related to climate adaptation, business planning, marketing, and sustainable production. Proven training approaches can be integrated into agricultural advisory services, TVET institutions, polytechnic colleges, and local training systems.	Training content may lose relevance if it is not regularly adapted to local contexts. Participation rates may vary by region and gender. Without follow-up advisory services and practical support, acquired knowledge may not be translated into practice.	Young women and men herders, herder households, agricultural advisory providers, TVET institutions, polytechnic colleges, Mongolian University of Life Sciences (MULS), provincial and soum agricultural departments, and herder cooperatives and groups.	Work with FAO, MULS, herders' associations, and lifelong learning centres to document and disseminate successful climate adaptation practices across different ecological zones and regions.
	2. In line with Ministerial Order A/563 (2025) on curriculum standards and requirements, develop methodological guidance for integrating gender responsiveness and climate adaptation into vocational and technical education programmes, and gradually establish systems for monitoring implementation and reporting good practices.	Requirements to incorporate gender and climate change content into vocational education curricula have begun to emerge, and pilot initiatives have introduced gender analysis and differentiated learning approaches into the "Young Herder" and Veterinary Medicine programmes. However, these efforts remain limited to selected project areas and institutions and have not yet been fully integrated into sector-wide standards, monitoring, and reporting systems.	Future agricultural professionals will develop a stronger understanding of the interconnections between gender and climate change and will be better equipped to integrate these considerations into policies, projects, and production practices. Advisory services and training programmes will become more responsive to the different needs of women and men in farming and herding households.	Curriculum revisions may become largely formal exercises if teaching capacity, learning materials, and methodological support remain insufficient. Educational institutions may perceive the new content as an additional burden rather than an integrated component of existing programmes.	Students of agricultural universities, TVET institutions, and polytechnic colleges; agricultural teachers and trainers; young herders and farmers; the MoFALI; the Ministry of Education; educational institutions; and local advisory service providers.	Establish a joint working group involving the MoE, the MoFALI, MULS, and TVET institutions to develop an integrated gender-climate change training module. Scale up successful practices piloted through the "Young Herder" and Veterinary Medicine programmes and develop training materials, manuals, and case-study repositories for teachers and trainers.

4.2 Develop Climate-Resilient and Gender-Responsive Green Livestock Production and Value Chains	1. In collaboration with the MoECC and development partners, develop and pilot a "gender-responsive green livestock production model" that combines sustainable pasture management, livestock quality improvement, renewable energy, water supply, and green technologies.	Numerous projects have supported pasture management, renewable energy, water supply systems, and livestock quality improvement. However, their gender impacts and women's participation have not been systematically assessed or consolidated into an integrated development model.	A climate-resilient and productive livestock production model will be developed. Women's participation and decision-making roles will increase, and the adoption of green technologies and renewable energy solutions will expand.	Pilot models may require significant investment. Models that do not adequately reflect local conditions may fail to achieve long-term sustainability. Activities may discontinue once project funding ends.	Herder households, women herders, cooperatives, pasture user groups, and local government institutions.	Implement region-specific pilot models in partnership with the MoECC, the NEMA, the MoFALI, and local authorities. Conduct economic, gender, and environmental impact assessments for each model and integrate successful approaches into local development plans and Local Development Fund investments.
	2. Assess the gender-differentiated impacts of climate change mitigation and adaptation measures on workload, health, income, and access to resources, and progressively integrate measures that reduce additional burdens on women into sector policies, projects, and programmes.	The national "Owner of the Homeland 100:1000" movement, launched in 2024, aims to reduce pasture degradation and promote participatory environmental stewardship and sustainable livestock management practices. However, there is currently no systematic mechanism for assessing how such initiatives affect women's workload, time use, participation in decision-making, or access to programme benefits.	Green transition measures can be implemented without creating disproportionate burdens on women. Women's participation and benefit-sharing will increase. The use of labour-saving technologies and equipment will expand, and household labour arrangements may become more balanced.	Gender assessments may be perceived as an additional administrative burden for project implementers. Assessments may become procedural exercises without influencing decision-making. In some local contexts, gender issues may continue to be viewed as secondary concerns.	Women herders, women farmers, cooperative members, household members, and organizations implementing climate and agricultural development programmes.	Require gender assessments of labour burden, participation, and benefit-sharing in programmes such as Owner of the Homeland 100:1000 and other green transition initiatives. NCGE, NSO MoECC, and MoFALI should gradually integrate gender-climate indicators into sector statistics and surveys. Where new data collection is not feasible, use secondary data analysis to inform policymaking.



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