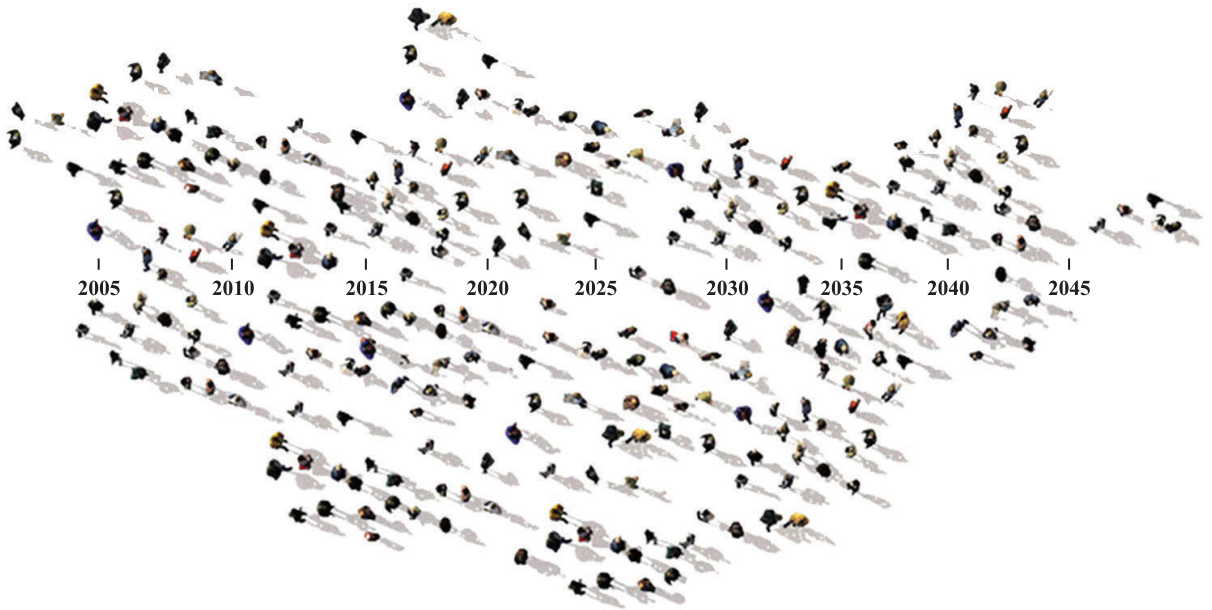


ANNUAL REPORT 2025/2026



Independence

Quality

Impact

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Independent Research Institute of Mongolia (IRIM)

-  301, Baga Toiruu, 6th khoroo, Sukhbaatar District, 301 14200 Ulaanbaatar, Mongolia
-  46A/265 Ulaanbaatar, Mongolia
-  www.irim.mn
-  IRIMongolia
-  irim_mongolia
-  irim_mongolia
-  +976-7011-7101
-  contact@irim.mn

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CHAPTER 1

Introduction

- A message from our President and CEO
- About Us
- Our Strategy
- Services We Provide
- Key Sectors We Served
- Memberships and Partnership

FOREWORD

The year 2025 marked a pivotal juncture for the development sector, as the convergence of multiple global forces deepened, ushering in an environment defined by heightened complexity and uncertainty. Climate change, the energy transition, and the rapid advancement of digital technologies have unfolded in an increasingly interconnected manner, collectively testing the agility and capacity of policymakers and institutions at an unprecedented level. At the same time, a discernible contraction in international cooperation, coupled with reduced efforts on contributing to the sustainable development, has begun to constrain the space for collective action, further challenging our ability to forge shared and sustainable solutions.

These dynamics are exerting increasing pressure on the core values of democracy, human rights, and public trust. In particular, the proliferation of **misinformation and disinformation** has emerged as a tangible risk, undermining the quality of policymaking and posing real threats to social stability. For Mongolia, these are not abstract challenges but immediate realities shaping national policy and decision-making. In this context, the imperative to define development strategies with greater independence and a clear alignment to long-term national interests has become ever more pronounced.

Against this backdrop, IRIM remains committed to strengthening its role—not merely as a provider of research, but as a trusted institution that **advances evidence-based solutions** and offers strategic direction to policy discourse in this increasingly complex environment.

In 2025, we concentrated our efforts on several strategically important priorities central to Mongolia’s development trajectory. Notably:

- We developed a **framework for just energy transition**, advancing policy solutions that

seek to balance climate ambitions, economic growth, and social equity.

- We conducted an **assessment of artificial intelligence readiness**, laying out the groundwork for forward-looking technology policy and governance.
- We also undertook a **comprehensive study on misinformation landscape in Mongolia**, providing a deeper understanding of its implications for public trust, the resilience of the information ecosystem, and the overall quality of governance.

These efforts extend beyond the confines of research outputs, evolving into actionable knowledge products that actively inform policy dialogue and influence decision-making processes.

We remain steadfast in our commitment to earning and sustaining stakeholder trust through rigorous, evidence-based, and professional research. In this regard, we have fully integrated the **ISO 9001:2015 Quality Management System** and the **ISO 20252:2019 international standard for research and data** into our operations, institutionally embedding quality assurance, transparency, and ethical integrity across every stage of the research cycle.

Looking ahead, in a development landscape increasingly defined by uncertainty, reliable data and independent analysis will continue to serve as the cornerstone of sound decision-making. With this in mind, we have embarked on **2026** with renewed momentum—prioritizing the **integration of artificial intelligence solutions** into our operations to **enhance research capacity and productivity**, and to translate evidence into tangible solutions and meaningful impact.

Finally, we extend our sincere gratitude to our partners, clients, and colleagues who have consistently placed their trust in us and collaborated with us throughout this journey.



ABOUT US

2008

IRIM was co-founded in 2008 by two university professors and two of their students with the aim of promoting the principle of independence in Mongolia's research sector.

2030

Guided by our strategy through 2030, we align our operations with the Sustainable Development Goals 2030 and make tangible contributions to advancing sustainable development at both the national and regional levels.

30

Today, we operate with around 30 core staff members specializing in research and project management across four main program teams: Governance; Climate Change and Sustainability; Society, Economy, and Development; and Digital Technology and Innovation.

12

We are currently implementing development and consulting projects in 12 countries across Southeast and Central Asia, continuously expanding our international experience and impact.

300

We collaborate with more than 300 national and international consultants and researchers, enabling us to implement sector-specific and cross-sectoral projects through professional, multidisciplinary teams.



IRIM is a leading organization in the fields of research, monitoring and evaluation, and consulting services, dedicated to providing evidence-based information for policies and decisions that support sustainable development and create real change and measurable impact.

OUR STRATEGY 2030

OUR VISION

To be a knowledge hub and driver of a social development change.

OUR VALUES



Independence

We place the highest priority on keeping our operations free from the influence of any religious, political, or business groups. To ensure this, we maintain transparency in our information and undergo regular external audits.



Quality

To ensure the quality of our products and services, we continuously implement our institutional quality policy in line with ISO 9001:2015 and regularly undertake improvement measures accordingly.



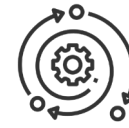
Impact

Through our work, we strive to contribute to addressing the most pressing issues facing the country and the region, with a strong focus on creating positive and meaningful impact.

OUR MISSION

To be a knowledge hub, delivering professional, independent products and services tailored to meet customer needs; fostering a continuously improving process, leading to sustainable development.

IRIM STRATEGY 2030



Enhance impact



Develop products and services that incorporate technological innovation



Build a continuously developing and sustainable human resource base



Strengthen good organizational governance

QUALITY POLICY



We will be a sustainably growing organization that provides independent research services aligned with international standards and clients' needs.

OUR SERVICES

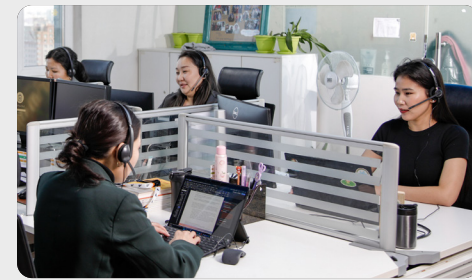
Research

We conduct a wide range of research studies using scientific and innovative methodologies, in compliance with the International Sociological Association's Code of Ethics, ISO standards, and general principles of research practice. In all of our research projects, we place special emphasis on the reliability of data and information and aim to generate high-quality evidence for development partners' decision-making that reflects local contexts and incorporates the voices of diverse social groups.



Monitoring, Evaluation, and Learning

We provide consulting services for developing Theories of Change, monitoring and evaluation frameworks, and indicators for development projects and programs. We also conduct comprehensive baseline, midterm, endline, and impact evaluations using mixed-methods approaches. By documenting good practices and challenges and developing evidence-based recommendations, we contribute to improving the results and impact of future development initiatives.



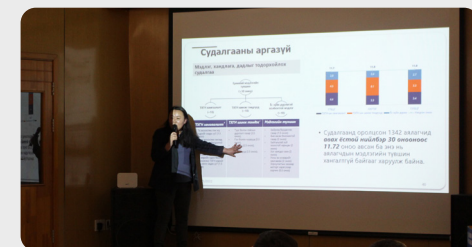
Project Management and Consulting Services

We provide consulting services for developing Theories of Change, monitoring and evaluation frameworks, and indicators for development projects and programs. We also conduct comprehensive baseline, midterm, endline, and impact evaluations using mixed-methods approaches. By documenting good practices and challenges and developing evidence-based recommendations, we contribute to improving the results and impact of future development initiatives.



Training and Workshop

Within our areas of expertise and scope of work, we design and deliver comprehensive training programs tailored to the needs of organizations and individuals. In addition, we organize international, national, and institutional-level dialogues, forums, and conferences on specific social policies and issues in an inclusive, results-oriented, meaningful, and high-quality manner.



KEY AREAS OF OUR WORK

We primarily work in the areas of Governance; Society, Economy, and Development; Climate Change and Sustainability; and Digital Technology and Innovation, successfully implementing projects that are aligned with the Sustainable Development Goals and generate positive social impact. A defining feature of our work is that our research, analysis, and consulting services are not limited to a single sector but are also designed to address cross-cutting issues across sectors.

Governance

Since our establishment, we have worked consistently in the field of governance, contributing to the strengthening of public accountability, transparency, justice, and effectiveness through evidence-based research and analysis. Our main research topics include the quality, accessibility, and transparency of public services; corruption; e-governance; public-private partnerships; democracy; human rights; and civic space.



Society, Economy, and Development

In collaboration with development partners and civil society, we have worked at the center of the development sector to generate science-based evidence and data for addressing social issues and reducing inequality, while also implementing pilot projects and programs. Across a wide range of sectors—including education, gender, public health, social protection, urban and rural development, inclusive economies, and sustainable employment—we uphold the principle of "leaving no one behind" and strive to ensure that the voices of diverse social groups are reflected in decision-making.



Climate Change and Sustainability

We conduct research and provide consulting services on climate change mitigation and adaptation across multiple sectors, including agriculture, mining, tourism, and health, in support of climate-resilient development. We also focus on studying environmental protection, responsible mining, equitable energy transition, sustainable infrastructure, and their impacts on the socio-economic conditions and well-being of local communities, with the aim of developing appropriate and practical solutions.



Digital Technology and Innovation

We examine digital transformation—including digital public infrastructure, as well as the current state, risks, and opportunities of artificial intelligence applications—and generate practical knowledge and evidence-based recommendations. Although this is a relatively new area of work, we have made it a strategic priority in recognition of its future social impact. In particular, we focus on promoting responsible digital governance, transparency, ethical use, accessibility, capacity, and safety in digital technology.



IRIM IN NUMBERS

TOTAL
380
PROJECT

2008 APRIL **2026** APRIL

252,960 Respondent **117** Clients **165** Partners

By sector

111 Governance	46 Economy and employment	70 Climate change and sustainability	153 Social development	167 Monitoring and Evaluation	158 Research	36 Project Management	19 Training and Workshop
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By service

GEOGRAPHICAL EXPERIENCE

Number of implemented projects

CENTRAL ASIA

- 2 Afghanistan
- 2 Kazakhstan
- 2 Kyrgyzstan
- 1 Pakistan
- 1 Sri-Lanka
- 2 Tajikistan
- 1 Turkmenistan
- 1 Uzbekistan

MONGOLIA

56	Arkhangai	78	Umnugobi
50	Bayan-Ulgii	61	Uvurkhangai
62	Bayankhongor	54	Uvs
36	Bulgan	45	Sukhbaatar
59	Gobi-Altai	62	Selenge
35	Gobisumber	55	Tuv
66	Darkhan-Uul	79	Khovd
61	Dornod	68	Khuvsgul
50	Dornogobi	56	Khentii
44	Dundgobi	236	Ulaanbaatar
58	Zavkhan		
47	Orkhon		

SOUTH-EAST ASIA

- 1 China
- 1 Timor-Leste
- 1 Bangladesh
- 1 Philippines

MEMBERSHIPS AND PARTNERSHIPS

GOVERNMENT ORGANIZATIONS

INTERNATIONAL ORGANIZATIONS

ACADEMIA

NON-GOVERNMENTAL ORGANIZATIONS

PRIVATE SECTOR ORGANIZATIONS

MEMBERSHIPS AND PARTNERSHIPS

International



Since 2022, we have been a member of the Central Asia Regional Economic Cooperation Institute's Central Asian Think Tank Network. Through regular participation in forums and discussions and byand supporting joint initiatives, we continue to strengthen our up-to-date knowledge of regional economic cooperation.



Since 2020, representatives of IRIM have been members of the Asia Democracy Research Network, actively sharing our research findings on democracy at the international level and fostering collaborative partnerships.



We joined the US-based international philanthropic network Give2Asia in 2019. Through this network, we initiated and implemented projects to support local communities in 2020, 2021, and 2024.



We joined the Innovation for Change Central Asia regional network in 2018 and were selected as a member organization of its Board of Directors. We are currently working with other network members to protect the rights of civil society organizations and to develop ways to overcome the challenges they face.



Since 2016, we have initiated and conducted the annual Social Well-being Study. As part of this effort, in October 2017, we joined the International Consortium for Social Well-being Studies as Mongolia's representative member.



We became a member of the Asia Pacific Evaluation Association in 2016, and since 2017, representatives of our organization have been elected to serve on its Board of Directors. Through the association, we share our evaluation experience and actively promote regional good practices, contributing to the strengthening of evaluation culture in Mongolia and across the region.



We officially joined the International Sociological Association (ISA) as a member in 2010. Since then, we have regularly participated in the association's congresses and conferences, where we present our research findings, engage in discussions, and continue to deepen our theoretical and methodological knowledge and experience.



Since 2010, we have been a member of the Affiliated Network for Social Accountability in the East Asia Pacific, a network of organizations committed to advancing social accountability across Asia and the Pacific.

Mongolia



Since 2017, we have served as a standing member of Mongolia's National Committee on Gender Equality. In this capacity, we represent civil society and the private sector in promoting gender equality across all sectors of society and in advancing the integration of gender equality principles into public policy.



Since the re-establishment of the Mongolian Sociological Association in June 2024, IRIM has been serving as an elected member of its Governing Board.



Representatives of IRIM actively participate in the activities of the Civil Society Consortium and contribute to protecting the interests of civil society organizations.



We initiated the establishment of the Mongolian Evaluation Network in 2016, bringing together professionals and consultants from government, non-governmental, and international organizations working in this field. Currently, as the network's secretariat, we are responsible for promoting and disseminating Asia-Pacific regional evaluation strategies and international evaluation standards.



To help strengthen coordination among climate-related research efforts across sectors and enhance information exchange among researchers and practitioners, we initiated a Community of Practice on Climate-Resilient Development. Through this platform, we hold quarterly discussions on climate research findings and facilitate solution-oriented policy dialogue.



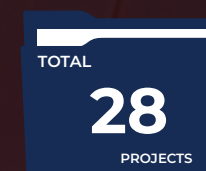
CHAPTER 2

IRIM IN 2025

2025 Highlights

2025 Timeline of Key Events

Reports Published and Made Publicly



2025 HIGHLIGHTS



Regional Cooperation and International Experience

We further expanded our international experience by implementing the project “Action for Integrity and Democracy against Disinformation” in the Philippines. In addition, our Executive Director, N. Minjirmaa, was elected as a member of the Board of Directors of the Asia Pacific Evaluation Association (APEA). Representatives of IRIM also presented their research findings at meetings and discussions organized by the International Sociological Association, the Asia Democracy Research Network, the International Consortium for Social Well-being Studies, and the Innovation for Change network, thereby strengthening and expanding our international partnerships.



Employee Well-being

We placed special emphasis on the well-being of our employees by ensuring that all staff received preventive health check-ups and by expanding opportunities for remote and hybrid work as part of our family-friendly workplace policy. We also organized a series of cultural and sports activities throughout the year to support the mental and physical well-being of our team and traveled together to Asian countries.



Information Security

We implemented a series of phased measures to strengthen our organization’s information security and align our operations with international good practices. These efforts included improving our internal information security policies and procedures, regularly organizing information security training sessions and discussions, and fostering a stronger culture of information security, thereby advancing our management system to a new level.



Quarterly Newsletter

Starting from the first quarter of 2025, we began publishing a quarterly newsletter in both Mongolian and English to openly share information on our organization’s activities, impact, and progress. To date, we have distributed four editions to around 300 clients and partners and made them publicly available.



Digital Transformation and IRIM

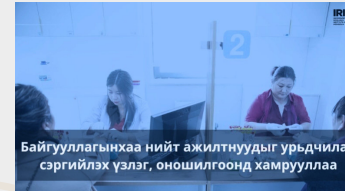
In 2025, as the Government of Mongolia approved its National Strategy for Big Data and Artificial Intelligence and placed greater emphasis on digital transformation across sectors, IRIM also made this area a key priority. In particular, we conducted research on artificial intelligence and public digital infrastructure, actively supported the use of digital technologies for social good and improved the efficiency of our internal organizational processes.

2025 TIMELINE OF KEY EVENTS



1 We co-organized the inaugural discussion on the "Artificial Intelligence Readiness Assessment" in partnership with the United Nations Development Programme (UNDP) and the Ministry of Digital Development, Innovation and Communications.

2 From 5–7 February 2025, we participated in the meeting of the International Consortium for Social Well-being Studies in Tokyo, Japan. Scholars and researchers studying social well-being from nine Asian countries gathered and held two days of discussions on issues related to national well-being.



3 Healthy Employees – A Vibrant Organization! As part of our ongoing efforts to support the health and social well-being of our team, we organized preventive health check-ups and comprehensive medical screening for our staff in March 2025.

4 We organized a workshop on the findings of the study "The Current Situation of Gender-Based Violence," conducted under commission from JICA. The workshop emphasized that efforts to prevent gender-based violence should adopt a family-centered approach and begin from pre-primary education, with the aim of fostering civic awareness, an understanding of human rights, and zero tolerance for violence from an early age.



5 The international conference on "Gender Equality and Climate Change" was held on 22–23 May 2025. During the conference, participants exchanged international good practices and jointly identified concrete steps to strengthen capacities for climate change response. As an outcome of the conference, a Call to Action was adopted. IRIM contributed to the development of the conference's core content through its consulting services.

6 Under commission from GGGI, we presented to stakeholders and officially submitted to the Ministry of Health and the Ministry of Environment and Climate Change two landmark reports—the first of their kind in Mongolia: "the Impacts of Climate Change on Human Health, Food Security and Nutrition in Mongolia" and "Health Institutions' Preparedness and Health Workers' Knowledge, Attitude, and Practice in the Context of Climate Change."



7 The third meeting of the Community of Practice on Climate Change was successfully held. This session was organized in collaboration with Green Dot Climate under the theme "Climate Change and Youth." The meeting brought together young people engaged in research and project implementation in this field, and featured presentations on findings related to young people's opinions, knowledge, and attitudes.

8 We successfully held our Summer Training for the 17th consecutive year. Following the update of our organizational strategy in 2024, this year's summer training focused on discussing how our staff view both the organization's renewed strategic direction and our shared long-term vision.



9 IRIM served as the consulting team for the UN Joint Programme on Accelerating an Equitable Energy Transition and organized a series of workshops under this initiative. As a result, we developed and submitted the Framework for an Equitable Energy Transition.

10 In response to the strike by workers in the education sector, our organization enabled employees who are parents or guardians of young children to work remotely until the strike ended, and called on other organizations to do the same.




11 We successfully organized our Annual Reception under the theme "The Future of Development through a Research Lens."



12 We successfully implemented the "Researcher Student 2025" program for the 12th consecutive year, aimed at equipping university students with research skills.


REPORTS MADE PUBLICLY AVAILABLE IN 2025



Client:
World Bank

Language:
English

Title:
Knowledge, Attitudes, and Practice toward Sustainable Climate Change Adaptation in Mongolia: Findings from Social Survey




Client:
United Nations Development Programme

Language:
English, Mongolia


Title:
Just Energy Transition Framework




Client:
United Nations Development Programme

Language:
English, Mongolia


Title:
Artificial Intelligence Landscape Assessment of Mongolia

Client:
National Committee on Gender Equality of Mongolia

Language:
English

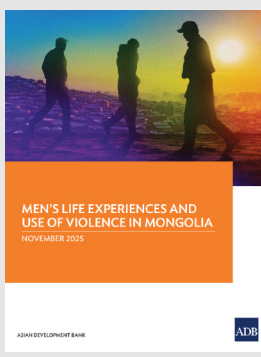
Title:
Booklet for the International Conference on "The Nexus of Gender Equality and Climate Change"




Client:
European Union

Language:
English, Mongolia


Title:
Mapping of Disinformation in Mongolia

Client:
Asian Development Bank

Language:
English, Mongolia

Title:
Men's Life Experience and Use of Violence in Mongolia




CHAPTER 3

Projects

- IRIM's Flagship Projects
- Project Completed
- Ongoing Projects



ЖИЛИЙН ТАЙЛАН 2023/2024

Хараат бус Чанар

INDEPENDENT RESEARCH INSTITUTE OF MONGOLIA

IRIM's Flagship Projects

INITIATOR



Government Digital Transparency Index 2025

Background

IRIM first developed a methodology for assessing the digital transparency of public institutions in 2010–2011 and has conducted regular assessments since 2014. Initially, the methodology focused on monitoring compliance with relevant legislation; however, in 2019 it was substantially revised and expanded into the Digital Transparency Index (DTI), a comprehensive framework for assessing the digital transparency of government organizations. The revised methodology was successfully piloted in Mongolia and the Kyrgyz Republic.

In 2026, the DTI methodology was further refined by strengthening the evaluation criteria and scoring logic, while aligning it with international standards and best practices. This update aims to reinforce a more systematic and evidence-based approach to assessing the digital transparency of government organizations.

Research design and methodology

The updated DTI consists of the following three core components:

- **Implementation of the Right to Information:** This component assesses the availability, accessibility, and institutional arrangements for submitting information requests through official websites. It also evaluates the actual practice of handling such requests, based on simulated information requests submitted by citizens.
- **Open Data Availability and Accessibility:** This component evaluates whether publicly available information is provided in machine-readable formats, the availability of downloadable datasets, the completeness of metadata, the frequency of updates, and the overall usability and structural organization of government websites.
- **Implementation of the Law on Public Information Transparency:** This component assesses whether information legally required to be publicly disclosed is published online in a complete, timely, and accessible manner.

A key feature of the updated methodology is that it goes beyond assessing the formal availability of online mechanisms by also evaluating the actual processes of receiving and responding to information requests through real-life test cases.

In developing the methodology, internationally recognized frameworks and principles in open data, transparency, and open government

were considered. These include the Open Data Barometer, the principles of the Open Government Partnership (OGP), the OECD Open Government Indicators, as well as other best international practices in public sector transparency.

By adapting the criteria, evaluation logic, and evidence-based principles from these frameworks to the national context, the methodology enhances the validity, reliability, and comparability of the DTI, while increasing its relevance for policy-level decision-making.

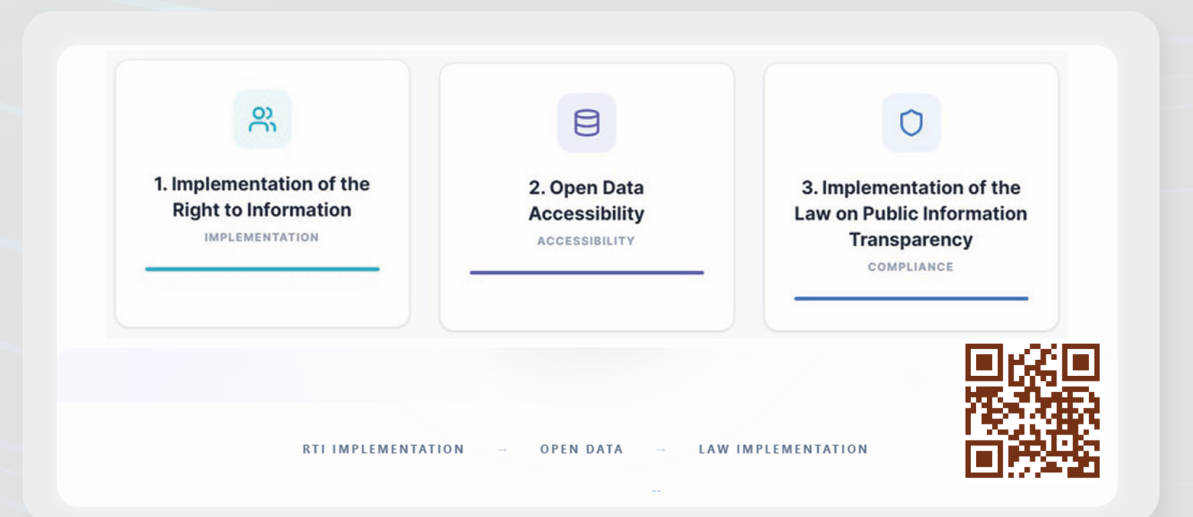
Expected outcome

The results of the DTI, based on the updated methodology, will be consolidated and presented in a comprehensive report. The report will serve as a policy-relevant document that identifies the current level of digital transparency of government organizations, highlights key strengths and weaknesses, and outlines priority areas for improvement.

Alongside the report, the following outputs will be made publicly available:

- The main report of the DTI
- A consolidated score table for each assessed institution
- A detailed methodological document
- An interactive dashboard presenting the results

Once published, the report will be accessible at: www.irim.mn/web-monitoring



IRIM's Flagship Projects

PARTNER



The Second Survey of Social Well-Being in Asia: Mongolia

Background:

As a member of the International Consortium for Social Well-being Studies, our organization has initiated and implemented the Social Well-being Survey of Mongolia on an annual basis since 2016. In parallel, we have collaborated with other consortium member institutions to conduct the Asian Social Well-being Survey, contributing to a broader regional understanding of social well-being.

Building on this experience, we are planning to implement the second round of this international collaborative study, covering eight Asian countries—Mongolia, Japan, the Republic of Korea, Thailand, Taiwan, Indonesia, the Philippines, and Vietnam—over the period of 2025–2026. The primary objective of the study is to generate scientifically grounded, evidence-based data on social well-being, social cohesion, trust, and cooperation, thereby contributing to informed and evidence-based policymaking.



Research Design and Methodology

To enhance the impact, reliability, and overall quality of the study, consortium member institutions jointly refined the research methodology in 2025 and conducted pilot testing across all participating countries. As a result, a standardized quantitative survey instrument for measuring social well-being has been finalized. In Mongolia, a nationally representative survey covering 1,200 citizens aged 20–69 will be conducted in 2026.

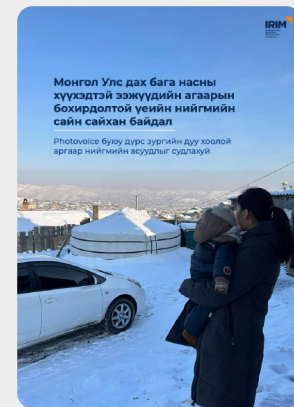
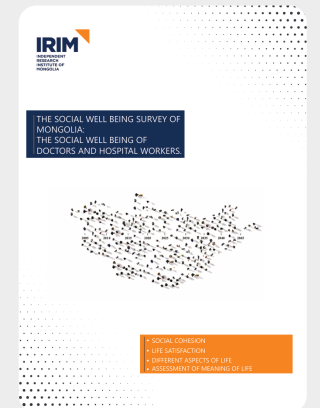
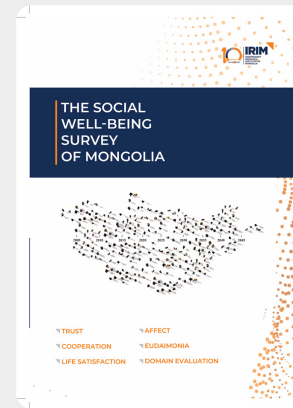
The sample will be selected using a multi-stage random cluster sampling method, encompassing Ulaanbaatar city as well as selected aimags from the Western, Eastern, Khangai, and Central regions. Data collection is planned to take place in May 2026.

Expected Outcome

The findings of this study are expected to provide comprehensive insights into key dimensions of social well-being and development in Mongolia, including

- the extent to which individuals trust their family members, friends, colleagues, different social groups, and even strangers;
- the level of trust placed in institutions such as government bodies, religious organizations, local administrations, the Parliament, and the Government;
- the nature of cooperation, mutual support, and social cohesion among citizens;
- individuals' level of satisfaction with their current lives; the sources of meaning in their lives; and their confidence in the future.

The results will offer valuable evidence to inform policy and program design aimed at strengthening social cohesion and well-being. The final report is planned to be publicly released in early 2027.



Projects Completed

CLIENT & PARTNER



Accelerating Gender Equality in East Asia for an Inclusive and Green Recovery

Background

The world is transitioning to a new economic model that prioritizes the efficient and sustainable use of natural resources while minimizing waste. This approach fosters the production of “reusable” products from the outset, promoting economic efficiency and profitability. In an era of increasing environmental concerns, businesses must adopt responsible and sustainable practices. However, the COVID-19 pandemic has negatively impacted individuals, businesses, and economies at all levels. In order to support gender-inclusive green business development in the post-pandemic recovery, the Asian Development Bank (ADB) is financing a regional knowledge and technical assistance project in China and Mongolia.

In Mongolia, this consultancy service is being implemented by IRIM in collaboration with the Mongolian Sustainable Finance Association, Development Solutions NGO, and Adelphi, a German consulting firm. The project was implemented for 3.5 years, from November 2022 to May 2025.

The consulting service aimed to promote gender equality by strengthening the knowledge and capacity of micro, small, and medium-sized enterprises (MSMEs) in circular economy and green technologies. It has supported women-owned and women-managed MSMEs in recovering from the post-COVID-19 crisis while moving toward a sustainable green economy.

Duration

November 2022 - May 2025

Project Design

The project was implemented in 3 components. These include:

Conduct a comprehensive assessment to identify opportunities and challenges for implementing circular economy approaches in the tourism sector.

Design and implement a capacity-building program on circular economy principles and practices.

Organize national and international dialogue events to share knowledge and experiences.

Scope

MSMEs located in Ulaanbaatar, Khuvsgul, and Arkhangai

Key Outcomes

Needs Assessment Survey

At the beginning of the project, a needs assessment survey was conducted among 400 MSMEs—72.5% located in Ulaanbaatar and 27.5% in rural areas—to identify their needs related to implementing circular economy models. The results were used to further refine the consulting services methodology.

Grant Support

16 women entrepreneurs operating in the food and packaging areas of the tourism sector each received USD 9,000 in grant support. The

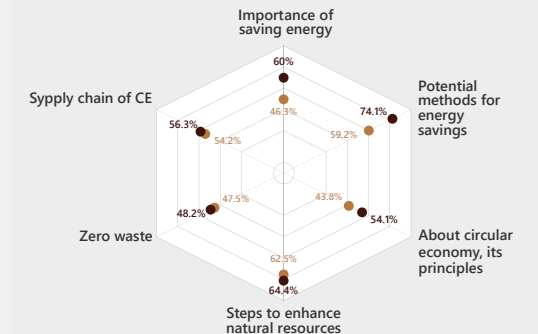
funding was used to introduce energy-efficient equipment, renewable energy technologies, and environmentally friendly solutions to improve the most resource-intensive parts of their business operations.

Capacity-Building Activities

A total of 350 women entrepreneurs participated in five in-person and online training sessions. The training focused on topics such as circular economy, resource efficiency, waste management, and zero-waste practices. Changes in participants’ knowledge and attitudes were measured, and a summary of the pre- and post-training evaluation results is presented below.

The key results related to the training and capacity-building program are summarized below.

Positive changes in participants’ knowledge



Over **90%+** of training participants reported satisfaction with the program.

The knowledge of entrepreneurs on the circular economy **increased twofold**.

16 entrepreneurs received **USD 9,000** grants and implemented innovative solutions.

16 entrepreneurs received **strategic consulting services**, through which they **updated and improved their business models**.

67.3% of entrepreneurs decided to **adopt and implement corporate social responsibility (CSR) policies**.

Success stories of model businesses were developed and documented.

Long-term advisory support was provided through a **mentorship program**.

Businesses **developed the capacity to design environmentally friendly innovative solutions**.

After the project implementation, businesses gained a **better understanding of resource efficiency and product life cycles**.

Projects Completed

CLIENT



Survey on Knowledge, Attitudes, And Practice toward Sustainable Climate Change Adaptation in Mongolia

Background

Climate change is intensifying in Mongolia, with rising temperatures and increasing extreme weather events affecting rural livelihoods, particularly herders. This study provides a nationally representative assessment of citizens' knowledge, attitudes, and practices (KAP) related to climate change.

The study aims to generate evidence on citizens' knowledge, lived experiences, and perceived impacts of climate change—particularly among rural populations and herders—to inform policies and actions that support an inclusive, participatory, and accountable transition to low-carbon development in Mongolia.

Duration

June 2024 – May 2025

Research design and methodology

The study applied a mixed-methods approach combining quantitative (a survey of 1,406 respondents) and qualitative research (24 key informant interviews and 6 focus group discussions), supported by a desk review and a validation workshop held on May 7, 2025, in Ulaanbaatar.

Knowledge

While most citizens recognize visible climate impacts such as extreme temperatures and desertification, scientific understanding of climate causes and mechanisms remains limited and experience-based.

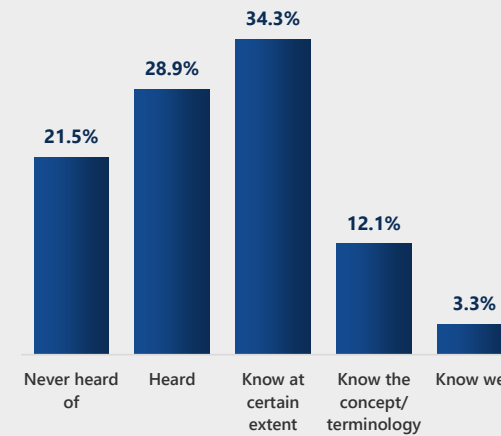
Attitude

A majority perceive climate change as a serious and growing threat and express support for adaptation measures, particularly financial incentives and support on coping with disaster impacts management.

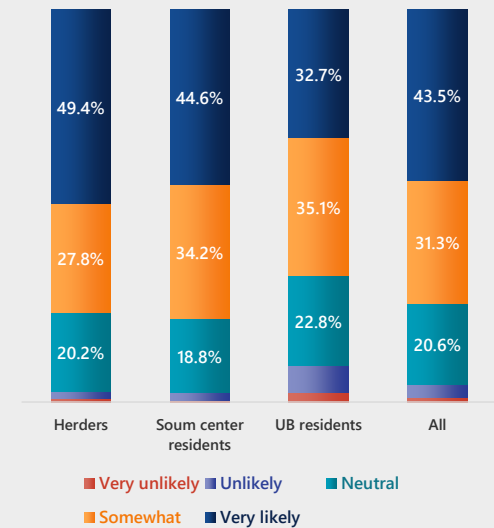
Practice

Although many herders report individual coping actions, sustainable practices remain constrained by limited financial access, technology, and structured institutional support.

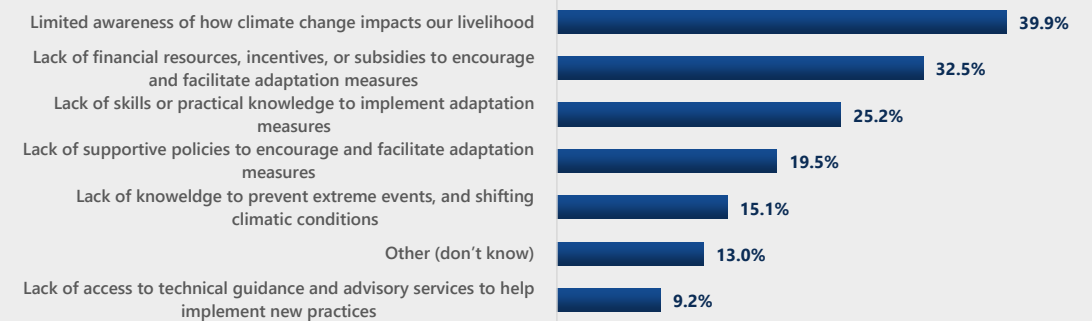
Self-perceived level of knowledge on climate change



Likelihood of joining collective climate action



Challenges in adopting sustainable practices



Projects Completed

CLIENT



Baseline Study of Virtual Cooperatives of Pastoral Livestock Communities

Background

The baseline study for the “Virtual Cooperative” Project, implemented by the Ministry of Food, Agriculture and Light Industry of Mongolia between 2025 and 2027 with grant financing from the Japan Social Development Fund and support from the World Bank, was conducted by the IRIM Research Institute. The objective of this study was to identify the key conditions and opportunities for the implementation of the “Virtual Cooperative” Project and to generate the baseline data required for evidence-based planning of subsequent project activities. The findings of the study will not only establish baseline values for measuring the project’s results indicators but will also serve as a foundation for developing value chain policies, as well as for conducting mid-term and final evaluations.

Duration

June 2025 - September 2025

Source: “Virtual Cooperative” Project

Research Design and Methodology

The key indicators for measuring project outcomes include changes in service accessibility for herder households, income growth, and improvements in production efficiency.

The study employed a mixed-methods approach, combining quantitative and qualitative research methods, including household surveys, focus group discussions, and key informant interviews. The collected data were analyzed and reported in alignment with official statistical data and local administrative records.

The target group of the project comprises approximately 2,500 herder households (equivalent to around 8,500–9,000 individuals). For the baseline study, particular attention was given to vulnerable groups, including households headed by women and elderly individuals, households with members with disabilities, those owning fewer than 200 livestock, and those residing more than 30 km from the soum center. In total, 141 households were included in the survey.

Scope

The target locations of the Digital Cooperative Project include eight soums across four aimags: Battengel and Tsenkher soums in Arkhangai aimag; Bombogor and Buutsagaan soums in Bayankhongor aimag; Arvaikheer and Bayangol soums in Uvurkhangai aimag; and Darvi and Must soums in Khovd aimag.

Key Findings

This baseline study established the baseline values for the development and intermediate indicators of the “Virtual Cooperative” Project, as summarized below:

Indicator 1. Project beneficiaries accessing public and private sector services through a digital platform

At present, the digital platform under the project has not yet been developed; therefore, the baseline value is set at zero. However, the study findings indicate that while the majority of herders demonstrate a high level of interest in and demand for digital services, their actual usage remains limited due to insufficient digital literacy and skills, as well as inadequate access to reliable internet connectivity.

Indicator 2. Inflation-adjusted per capita income growth from wool and cashmere sales among herder households adopting good practices

Although the baseline value has been established, less than 5.9% of herder households currently apply good practices, which limit opportunities for income growth and value-added price incentives. The absence of targeted project financing and tangible support at this stage further indicates the need to intensify training and capacity-building interventions during the initial phase. As this indicator will serve as a key measure of project impact, herders are required to adopt more responsible practices in the preparation and marketing of livestock-derived raw materials and to promote the wider application of good practices.

Indicator 3. Increase in wool and cashmere yield per animal among herder households adopting good practices

Several factors hinder both the quantity and quality of output, including the lack of adherence to quality standards, reliance on basic cleaning practices, and insufficient infrastructure for storage and grading. In addition, external factors—such as the dominance of intermediaries in the supply chain, pasture degradation, and climate change—are increasing risks and constraining sustainable growth.

Qualitative Data Collection Process, Khovd Aimag



Quantitative Data Collection Process in Khovd Aimag



Qualitative Data Collection Process, Arkhangai Aimag



Projects Completed

CLIENTS



Data Collection of The “Inclusivity Pulse for Dpi: Measuring the Inclusivity of DPI Deployments”

Background

Across the world, many countries are implementing Digital Public Infrastructure (DPI) systems such as digital identity, digital payments, and data exchange to improve access to both public and private services. When implemented effectively, DPI can expand financial inclusion, social protection, and economic opportunities for citizens. However, there is still limited systematic measurement of which population groups are being included and which are left behind. To address this gap, Co-Develop and Dalberg jointly initiated the “Inclusivity Pulse for DPI” project. The project is currently in the pilot phase, with research conducted in Mongolia and Malawi and IRIM has carried out the data collection in Mongolia. The purpose of the study is to identify barriers that prevent DPI from being accessible to all citizens, to provide evidence-based insights for policymakers, and to support the development of policies and interventions that ensure no one is left behind.

Duration

May 2025 - July 2025

Research Design and Methodology

The project has developed a standardized methodology to measure the inclusivity of DPI using quantitative surveys and standardized indicators, and measured inclusiveness at two levels: (i) Access to foundational DPI and (ii) use of DPI-enabled services.

The methodology and tools that were developed by the clients were adapted to the context of the E-Mongolia platform, drawing on findings from secondary research as well as inputs from digital rights and inclusion experts, civil society organizations, and the E-Mongolia Academy. The research design and the initial version of the questionnaire were reviewed and validated by the National Human Rights Commission of Mongolia (NHRCM) and members of the Technical Advisory Committee (TAC).

As part of the data collection, a quantitative survey was conducted with more than 1,000 citizens. The sample was intentionally designed to include groups that may be at risk of exclusion, such as low-income households, rural residents, herders, elders, and PWDs.

Scope

6 districts of Ulaanbaatar, Selenge province (Sukhbaatar, Bayangol and Mandal soums), Khuvsgul provinces (Murun, Arbulag, Alag-Erdene and Tunel soums) and Gobi-Altai province (Tsogt and Biger soums)

Key Findings

- Registration is highest among youth, urban, high-income; lowest among elderly, rural, low-income, PwDs, and nomadic.
- The most commonly mentioned advantages were reducing difficulties, easier access to other related services, and time savings.
- Unregistered respondents report unawareness, digital literacy, and technological challenges, as top barriers to registration.

Expected Outcome

The main objectives of the study were to understand how citizens use key DPI system and the E-Mongolia platform in practice; identify experiences of different user groups; and uncover the challenges faced by populations that may be at risk of being excluded from the digital environment. Based on the findings, the project seeks to develop evidence-based policy recommendations and support measures to improve the accessibility and inclusiveness of digital government services.



Projects Completed

CLIENTS



Baseline Study of the “SkillShift Mongolia” Project

Rationale

“SkillShift Mongolia” is a five-year program jointly implemented by CIGan and the Ministry of Education of Mongolia (MoE), with funding from Global Affairs Canada. The program aims to equip Mongolian youth—particularly women and persons with disabilities—with labor market-relevant skills through the Technical and Vocational Education and Training (TVET) system, thereby supporting their contribution to the country’s economic and social development.

Duration

September 2025 - February 2026

Source: Zindaa.mn

Background

The project will operate within the framework of the following four main components:

Development of National Vocational Qualifications (NVQs)

National TVET leadership program

National gender and inclusion policy for TVET

National teacher training program

Sampling

698 Quantitative

28 Interviews

6 Focus Group Interview

Expected Outcome

Using the data collected and organized by the IRIM Research Institute, CIGan and AdviseM will develop the baseline study report for the “SkillShift Mongolia” project and submit it to the project unit in Mongolia and the Ministry of Education. The report will serve as a key reference for planning and monitoring the project’s goals, objectives, and activities, as well as for conducting mid-term and final evaluations.

Research Design and Methodology

IRIM collaborated with the Canadian consulting firm AdviseM Services Inc. from September to October 2025 to collect baseline data from the selected provincial polytechnic colleges and national institutions/stakeholders, and to establish the initial conditions at the outset of the “SkillShift Mongolia” project.



Projects Completed

CLIENTS



Data Collection for the Evaluation of the UNICEF WASH Programme

Background

Between 2017 and 2022, UNICEF implemented a Safe and Equitable Water, Sanitation and Hygiene (WASH) Programme in Zavkhan, Gobi-Altai, and Bayankhongor provinces. The programme delivered a comprehensive package of water supply, sanitation, and hygiene interventions targeting schools, kindergartens, dormitories, health facilities, and local communities. To assess whether the programme achieved its intended objectives, determine the changes and impacts generated at the local level, and identify lessons learned and good practices to inform potential nationwide scale-up, an independent final evaluation was commissioned. The evaluation was led by AAN Associates, headquartered in the Islamic Republic of Pakistan, in collaboration with the IRIM as the national consulting partner.

Duration

November 2025 – January 2026

Research Design and Methodology

The data collection was based on a combined Evaluation Design, which include:

- **Outcome Harvesting**
Identify & verify observable changes in WASH services, behaviours, policies, and systems
- **Theory-Based Approach**
Review and validate the programme’s Theory of Change and its key causal pathways
- **Contribution, not attribution:** assess plausible UNICEF contribution within multi-actor systems.
- **Backward tracing analysis:** Analyze the results achieved during the programme implementation period in retrospect, and identify the achievements and lessons learned from both the previous and current phases of the programme engagement.
- **Utilization-focused, participatory, and adaptive approach:** Conduct the evaluation in collaboration with the Evaluation Reference Group (ERG) and stakeholders, incorporating and using their input.

Scope

Observations (Institutions)		
20	10	Educational institutions
	10	Healthcare facilities
Case Studies		
5	2	Bayankhongor
	3	Gobi-Altai
Focus Group Discussions (FGDs)		
8	4	Bayankhongor
	4	Gobi-Altai
Key Informant Interviews (KIIs)		
18	12	Ulaanbaatar
	2	Bayankhongor
	4	Gobi-Altai



Projects Completed

CLIENTS



Consulting Service for Developing A “Just Energy Transition Framework”



Background

Mongolia’s energy sector remains highly dependent on coal, creating multiple challenges related to climate change commitments, air pollution reduction targets, energy security, and regional development disparities. The energy transition is not only a technological transformation but also a complex socio-economic process with broad implications for employment, income stability, social protection, gender equality, and the inclusion of vulnerable groups. Therefore, the transition must be implemented based on the principles of social justice and inclusiveness, aligned with policy and institutional readiness as well as social protection mechanisms.

In this context, the “Just Energy Transition Framework” and its accompanying assessment report were developed by IRIM to guide Mongolia’s energy transition at a strategic level based on the principles of equity and inclusiveness. The study analyzed the policy and legal environment, institutional arrangements, cross-sectoral coordination, and socio-economic impacts. It also reviewed and compared the experiences of six countries to identify approaches applicable to Mongolia’s context. The project is being implemented at the national level during 2025–2026, establishing an integrated policy framework that links energy transition with social protection, employment, and gender equality considerations.

Source: Government of Mongolia

Project Design and Methodology

The development pathways of Mongolia’s energy sector were modeled under three scenarios: Baseline, Nationally Determined Contribution (NDC) 3.0, and Clean Energy aligned with Sustainable Development Goal (SDG) 7. These scenarios were compared in terms of emission reduction potential, sector structure, investment needs, and socio-economic impacts. A labor impact analysis was also conducted to estimate employment changes and future skill requirements during the transition period.

The research findings were validated through multi-stakeholder consultation meetings, which informed the development of evidence-based strategic directions and policy recommendations.

Key findings and/or impact

The Just Energy Transition Framework emphasizes a comprehensive approach to ensure social equity, participation, and protection while transitioning the energy system from fossil fuels to clean energy sources. The framework identifies three priority pillars to ensure an inclusive transition.



Social engagement and protection measures

Energy support and subsidy systems remain overlapping, poorly targeted, and weakly coordinated among institutions. As a result, the most vulnerable households may be excluded, while wealthier households tend to benefit disproportionately. Existing temporary support measures are not fully aligned with long-term clean technology adoption and create fiscal pressure. Therefore, universal subsidies should be transformed into income-based targeted

support, supported by an integrated information system based on the “one household – one registry” principle. Loss compensation subsidies should be linked to performance and efficiency. Savings generated from subsidy reforms should be directed to a “Savings and Transition Fund” to support long-term clean technologies such as building insulation, smart metering, and renewable energy solutions.



Workforce transition and skills development

Mongolia currently lacks a coordinated policy framework to manage structural labor market changes arising from the energy transition. The education and training system also remains insufficiently aligned with emerging green technology demands. Coal sector workers and communities dependent on coal-based economies face increasing income risks and potential skills mismatches. To address these challenges, it is recommended to develop a National Workforce Transition Strategy, map cross-sector labor mobility pathways, and implement a National Green Skills Program to strengthen reskilling, training laboratories, and instructor capacity. Transition support measures for coal workers should include temporary income support, retraining opportunities, transition centers, and voluntary early retirement programs. Additionally, integrated training-employment programs should be introduced to increase the participation of youth and women in emerging green sectors.



Economic growth, SME support, and regional diversification

Coal-dependent regions remain economically concentrated around a single sector, while small and medium enterprises (SMEs) face increasing pressures from rising energy prices and limited access to financing, reducing their capacity to actively participate in the transition. To address this, regional transition master plans, green clusters, and “transition parks” should be established to diversify regional economies. SMEs should be supported through a phased “Stabilize–Save–Transition” policy framework, supported by financing mechanisms such as pay-as-you-save models, blended finance, and guarantee schemes. Standardized micro-contracting frameworks, open data systems, and one-stop regulatory services should also be introduced to enable SMEs to become active providers of transition solutions.

Socio-economic impacts of energy transition scenarios

The socio-economic impacts of energy transition pathways are primarily reflected in household affordability and employment changes. A comparison of the three modeled scenarios shows the following:

- **Baseline scenario:** Although it appears less costly in the short term, it remains dependent on aging coal infrastructure with increasing operational costs and high exposure to fuel price volatility.

Energy cost burden on low-income ger district households under transition scenarios

Scenario	Heating technology	Share of Monthly Household Income (%)					
		2010	2015	2020	2025	2030	2035
Baseline	Compressed fuel, semi-coke, electric heaters	12.4%	12.4%	12.4%	16.2%	14.5%	12.9%
NDC 3.0	Compressed fuel, semi-coke, electric heaters, LPG	12.4%	12.4%	12.4%	30.7%	43.0%	47.8%
SDG-7	Solar heating systems, heat pumps	12.4%	12.4%	12.4%	15.0%	22.8%	26.8%

- **NDC 3.0 scenario:** While aligned with emission reduction targets, it results in the highest production costs, potentially placing significant financial burdens on households, particularly low-income groups.
- **SDG-7 scenario:** Although requiring higher initial investments, its renewable-based “zero fuel cost” structure provides greater long-term stability, competitive energy costs, and reduced fuel-related risks.

Overall, a comprehensive reform pathway that balances cost efficiency and social protection policies is considered the most strategic and sustainable option.

Labor Market Implications

In the labor market, employment in the coal sector is projected to decline by 1,648 jobs, while the renewable and clean technology sectors are expected to create approximately 1,067 new jobs. Therefore, the transition presents both risks and opportunities. These changes must be actively managed through reskilling programs, income support mechanisms, and local job creation policies. In conclusion, if emission reduction policies are implemented alongside strong social protection measures and labor transition strategies, Mongolia’s energy transition can contribute to long-term socio-economic stability and inclusive development.

Projects Completed

CLIENT



Youth School-to-Work Transition Survey

Background

As of 2025, Mongolia has 748,000 young people aged 15–29, accounting for approximately 21 percent of the country’s total population. Previous studies have indicated that young people often follow diverse pathways when transitioning from education to the labor market and securing employment, and many encounter various challenges during this process. In this context, the Independent Research Institute of Mongolia (IRIM), commissioned by the Asian Development Bank (ADB), conducted the “Youth School-to-Work Transition Survey” from February to June 2025 to assess the employment conditions of young people and identify the key factors influencing their transition from school to the labor market.

Research Design and Methodology

The objective of the project was to identify the employment conditions of young people

and the factors influencing them. To achieve this, the study surveyed 800 households in Ulaanbaatar and Darkhan, collecting data from all household members aged 18–49, thereby generating the necessary information to assess the employment conditions of young people.

Scope

Ulaanbaatar and Darkhan

Duration

Data collection: February 2025 - June 2025.

Expected Outcome

The findings of this study will provide essential baseline evidence to inform and strengthen policies and programs aimed at promoting youth employment in Mongolia. The study is conducted under the regional technical assistance project, “Strengthening Knowledge as a Public Good for Project Innovation, Piloting, and Scaling,” implemented by the ADB in collaboration with the Government of Mongolia

Projects Completed

CLIENT



“Promoting Gender Smart Business in Mongolia” Pilot Project

Background

In April 2025, IRIM conducted a “Data collection survey on Gender-Based Violence (GBV) in Mongolia” commissioned by JICA. The study found that support services for survivors primarily focus on short-term protection and welfare, while long-term services aimed at economic independence, recovery, and sustainable livelihoods remain insufficient.

Based on these findings, and in line with JICA’s Global Agenda Strategy on “Gender Equality and Women’s Empowerment,” the pilot project “Promoting Gender-Smart Businesses in Mongolia” was initiated to strengthen employment opportunities and economic independence for women, particularly those at risk of GBV.

The project was implemented from September 2025 to February 2026, targeting household-based and micro, small, and medium-sized women entrepreneurs in Bayanzurkh and Songinokhairkhan districts of Ulaanbaatar, and was grounded in the Gender-Smart Business (GSB) concept.

The project aimed to comprehensively assess the challenges faced by women entrepreneurs and the existing support ecosystem, and to pilot an integrated capacity-building and business development program tailored to identified needs. The results were intended to inform JICA’s longer-term strategic direction and methodological approach in this area.

Duration

September 2025 - February 2026



Project Design and Methodology

The project was implemented through three interconnected components:

Steps	Activities
1. Survey	<ul style="list-style-type: none"> A total of 245 women entrepreneurs from Bayanzurkh and Songinokhairkhan districts were covered. Identify the current situation and challenges faced by women entrepreneurs. Review government policies and programs targeting women entrepreneurs. Review policies and programs implemented by NGOs, international organizations, and private sector institutions targeting women entrepreneurs.
2. Training	<p>For 30+ women entrepreneurs: (1) Business development, (2) Financial management, (3) Gender Equality trainings.</p> <p>For SME Support Centers: (1) Gender-sensitive mentoring, (2) Market research methodology training.</p> <p>For banks and financial institutions: Methodology training on conducting gender-sensitive assessments of the impact of financial products and services.</p>
3. Competition	<ul style="list-style-type: none"> Among existing women entrepreneurs. Among start-up women entrepreneurs. Organized a Gender-Smart Business Idea Competition, selecting the top three in each category and awarding grants.

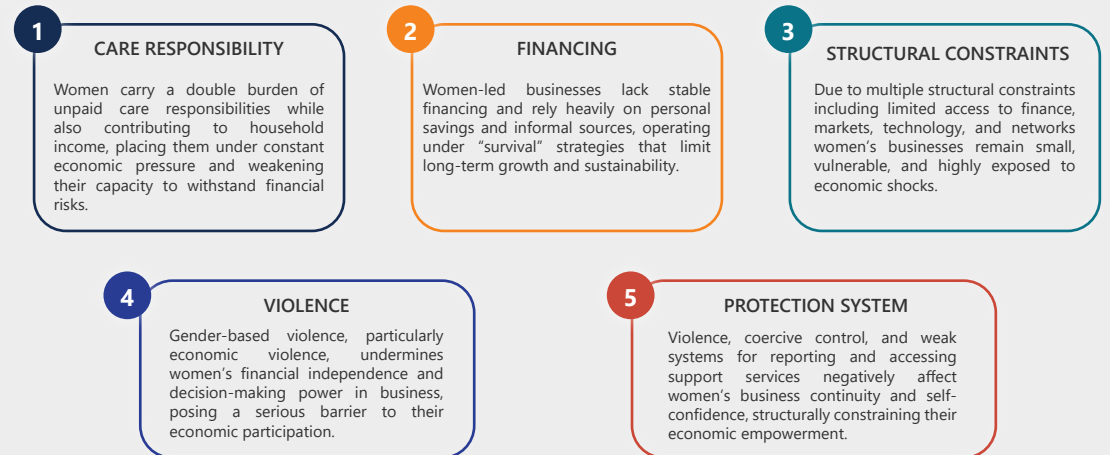
Key Findings

Based on the findings and lessons learned of the pilot project, the following recommendations are proposed for further initiatives to promote women’s economic empowerment:

- Comprehensive Approach:** Support programs should facilitate women’s transition from low-productivity sectors to higher-income, growth-oriented industries, combining skills development, market integration, and care support to ensure sustainable and independent income generation.

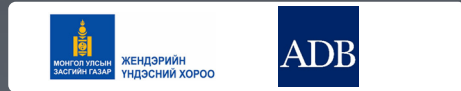
- Transition:** Public policy should shift from survival-oriented financing toward growth-focused financial instruments with risk-sharing mechanisms that better support women-led businesses.
- Guarantee Mechanisms:** Credit guarantees, first-loss coverage, and blended finance mechanisms should enable financial institutions to offer longer-term, more flexible products that strengthen women’s asset base and business growth.
- Growth-Oriented Financial Policy:** Gradual and simplified support for business formalization and asset ownership is essential to enhance women’s creditworthiness, financial resilience, and long-term economic stability.
- Gender-Based Violence Sensitivity:** All programs supporting women entrepreneurs should integrate GBV risk considerations, adopt household-sensitive approaches, and combine protection mechanisms with efforts to shift social norms and attitudes.

To sum up, women’s economic empowerment should not be measured solely by income levels; rather, it should be assessed holistically, taking into account decision-making power within businesses, intra-household power dynamics, unpaid care burdens, and experiences of gender-based violence. A comprehensive and interconnected approach is more likely to generate sustainable and transformative outcomes for women’s economic empowerment.



Ongoing Projects

CLIENTS



Enhancing Gender Equality for Rural Women and Girls through Climate-Resilient and Gender-Responsive Policies

Background

IRIM has been implementing a consultancy service for this technical assistance project funded by the Asian Development Bank (ADB) in partnership with the National Committee on Gender Equality during the period 2024–2026. Within this project, in 2025, we successfully implemented the following activities under 'Output 2: Knowledge Creation' and 'Output 3: Capacity Building':

- Organizing an international conference on "The Nexus of Gender Equality and Climate Change",
- Organizing a regional seminar on "Addressing Climate Change through Gender Responsive Policies",
- Strengthening the capacity of women micro and small business entrepreneurs
- Developing and delivering gender responsive recommendations for the Veterinary and Animal Care program of two local Polytechnic Colleges

Scope

The project covered eight countries, 11 international organizations and development partners, and all 21 provinces of Mongolia.

Key Outcomes

Within the framework of the International Conference

The international conference, held on May 22–23, 2025 in Ulaanbaatar, brought together more than 200 representatives, including government officials from eight countries across Asia, America, Europe, and Australia; 11 international organizations; development partners; civil society representatives; researchers; herders; farmers; and local stakeholders. During the conference, participants exchanged diverse information and experiences and issued a Call to Action regarding the interrelationship between gender equality and climate change, how men and women are affected by and cope with climate change-induced natural disasters, and gender-responsive climate change adaptation policies, planning, and financial mechanisms. The conference was particularly significant as it was organized in anticipation of the "17th Session of the Conference of the Parties (COP17) to the United Nations Convention to Combat Desertification," which will be held in Mongolia in 2026. It was also held in commemoration of the 30th anniversary of

the establishment of the National Committee on Gender Equality and marked the International Day for Biological Diversity.

Within the framework of the Regional Seminar

As part of the project's knowledge-sharing activities, two regional seminars covering all 21 provinces were organized with the participation of relevant experts, herders, farmers, and business representatives.

Participants committed to sharing their best practices and implemented initiatives at the regional seminar to be organized in 2026.

Within the Output 3: Capacity Building

Ten small businesses were selected, and each received a USD 5,000 grant to strengthen women micro and small business entrepreneurs. In addition, a mentorship program aimed at developing practical skills was successfully implemented.

Furthermore, gender recommendations were developed and formally delivered to the Veterinary and Animal Care programs of the Polytechnic College in Erdene soum, Tuv province, and the Polytechnic College of Khentii province. Faculty members of these institutions have since integrated the recommendations into their training curriculum.

International Conference



Regional Seminar



Ongoing Projects

FUNDERS & PARTNERS



“Action for Integrity and Democracy against Disinformation” Project



Background

This project is a one-year joint initiative (June 2025 – June 2026) implemented in Mongolia and the Philippines. It examines how the spread of disinformation negatively affects democratic processes, public trust in institutions, and the quality of the information environment, while aiming to strengthen public resilience to disinformation at community level. The project places particular emphasis on testing and developing sustainable, human rights-based solutions aimed at strengthening civic engagement, critical thinking, and democratic values in addressing disinformation.

Duration

June 2025 - June 2026

Research Design and Methodology

In 2025, the first phase of the project — a mapping study on disinformation — was completed in both countries. This phase included a desk review, qualitative interviews, and an analysis of 1,618 news items (secondary data) obtained from two fact-checking organizations operating in Mongolia.

The study comprehensively identified:

- The main themes of disinformation circulating in Mongolia, including dissemination channels, key actors, and techniques used;
- The impacts on individuals and society;
- The measures undertaken by various stakeholders to combat disinformation.

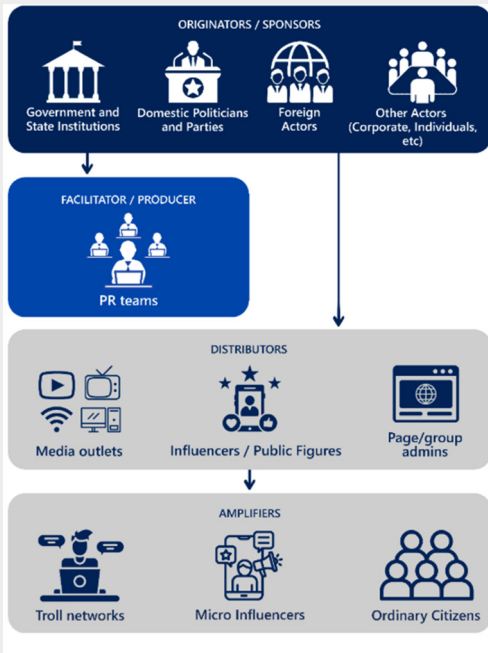
Expected Outcome

In the next phase, a community-based behavioral study is being conducted in the first quarter of 2026 to examine youth information consumption patterns, their exposure to disinformation, and the factors influencing their vulnerability to disinformation. Based on the findings, pilot interventions grounded in community engagement and media and information literacy will be implemented, targeting local youth communities.

Disinformation topics (n=1,618)



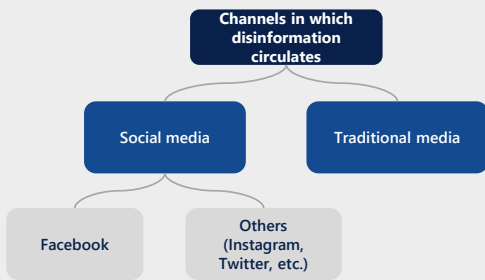
Disinformation actors in Mongolia



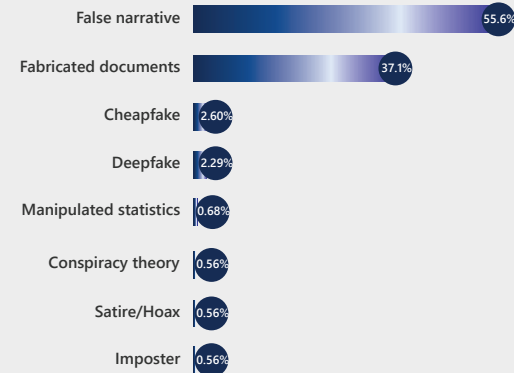
Disinformation is not created and disseminated by a single individual or actor; rather, multiple stakeholders participate in different ways.

Each actor engages in the disinformation ecosystem with distinct roles, motivations, interconnections, and identifiable characteristics and patterns of behavior.

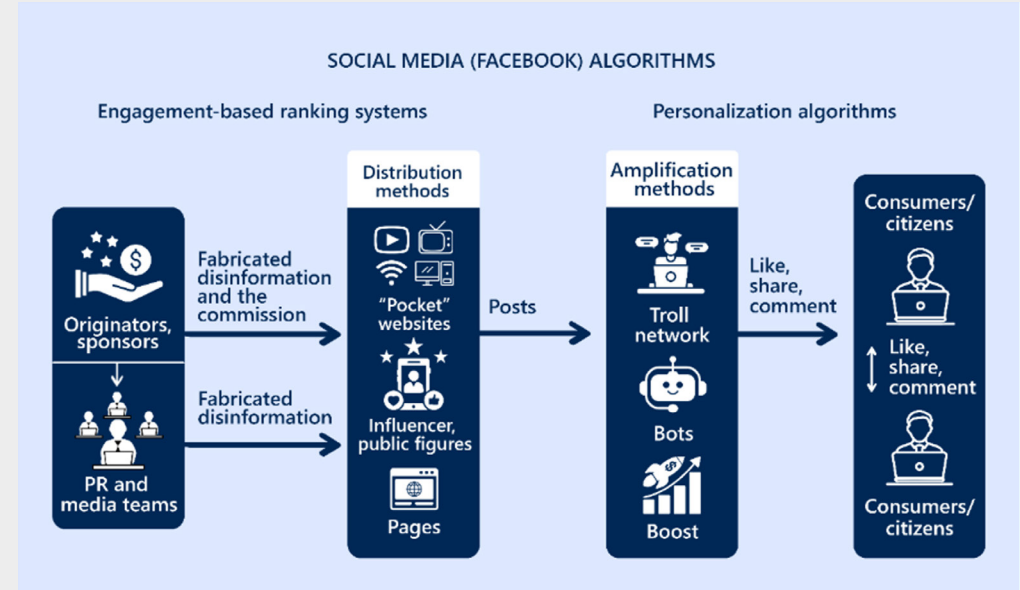
Channels and Techniques Used to Disseminate Disinformation



Disinformation tactics (n=1,618)



Flow of Disinformation Distribution on Facebook



Expected Outcome

In the next phase, a community-based behavioral study is being conducted in the first quarter of 2026 to examine youth information consumption patterns, their exposure to disinformation, and the factors influencing their vulnerability to disinformation. Based on the findings, pilot interventions grounded in community engagement and media and information literacy will be implemented, targeting local youth communities.



Ongoing Projects

CLIENT, PARTNER, AND FUNDER



“Study on the Current Status of the Implementation of Family-Friendly Workplace Policies”

Background

Family-friendly workplace policies (FFWP) in Mongolia lie at the intersection of labor regulation, care systems, and the protection and realization of children’s rights. The working conditions of parents and caregivers are therefore not solely an internal management issue for organizations; they are closely linked to child protection, children’s development opportunities, and the economic stability of families. By examining institutional readiness at the organizational level, labor relations arrangements, and employees’ lived experiences, this assessment analyzes how family-friendly workplace policies are currently being implemented in Mongolia.

Early childhood development depends on consistent care, protection, health services, adequate nutrition, and development-supportive stimulation, all of which require time and supportive caregiving environments. However, in Mongolia many parents and caregivers face challenges in providing adequate care for young children due to demanding work schedules, limited access to childcare services, and the unequal distribution of unpaid care work within households.

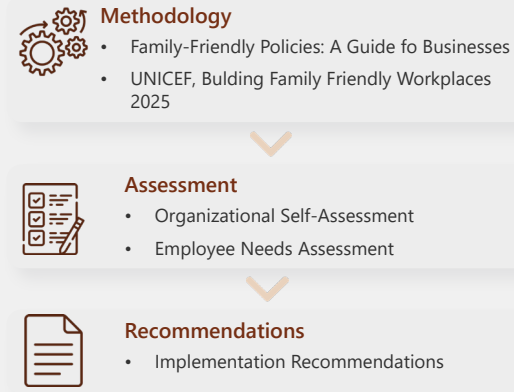
The objective of this study is to assess the current status and implementation of family-friendly workplace policies in both public and private sector organizations in Mongolia. The study examines the level of implementation, organizational capacity, and the experiences of employees, while identifying the alignment between policy frameworks, workplace practices, and employees’ lived experiences in order to generate evidence-based conclusions and recommendations.

Duration

October 2025 –April 2026

Research Design and Methodology

The study methodology was designed to comprehensively assess the current status and implementation of family-friendly workplace policies in Mongolia, as well as their impacts at both the organizational and employee levels. The methodological framework was informed by international guidance documents developed by UNICEF, including the *Family-Friendly Policies Guide for Businesses (2020)* and *Building Family-Friendly Workplaces (2025)*.



Scope

A total of 50 public and private sector organizations participated in the assessment, and 1,030 employees took part in the survey.



Practices of Analyzing the Reasons for Employment Termination

52%

Practice of Impact Assessment of Family-Friendly Policies

38%

Key findings

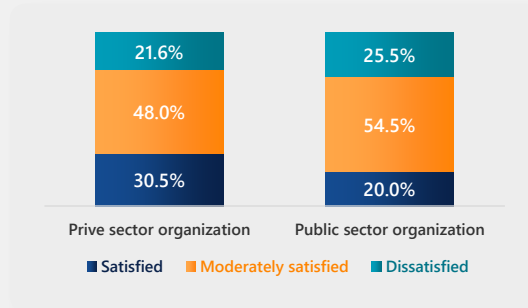
The system for conducting systematic analysis of family-friendly workplace policies is not yet fully developed. To ensure effective implementation and to verify the actual impact of these policies, it is necessary to establish institutional monitoring and evaluation mechanisms at multiple levels. The following indicators reflect the current level of institutional capacity of organizations in this regard.

Work disruptions caused by family caregiving responsibilities have become a common and recurring reality for employees.

Daily Work Disruptions



Compared with employees in public sector organizations, employees in the private sector are more likely to perceive the implementation of family-friendly workplace policies as having a positive impact on job satisfaction.



Practice of Assessing Satisfaction with Policy Implementation

36%

Practice of Data Disaggregation in Impact Evaluation

22%

Ongoing Projects

CLIENT

RioTinto

Community Needs Assessment in Songinokhairkhan and Bayanzurkh Districts

Background

Rapid urbanization in Ulaanbaatar has led to increasingly pronounced development disparities in large peri-urban districts where apartment housing and ger areas coexist. In particular, significant differences are observed in terms of living conditions, access to services, employment opportunities, and environmental quality. In response to these challenges, Rio Tinto Mongolia LLC has initiated the "Community Needs Assessment" in Bayanzurkh and Songinokhairkhan districts.

The objective of this study is to identify the actual needs of residents through an evidence-based approach, align future investment initiatives with the community's genuine priorities, avoid duplication with ongoing interventions, and ultimately contribute to improving the quality of life and strengthening the resilience of local communities.

Duration

November 2025 – April 2026

Research Design and Methodology

The assessment is structured around four key thematic areas that integrate community resilience and well-being. To ensure that community development initiatives implemented by the company generate meaningful and sustainable long-term impacts, resilience is adopted as a core principle, taking into account the increasing uncertainties and risks associated with climate change.

Within this framework, community hub initiatives will be assessed across four main dimensions: (1) responsible governance, (2) quality of life, (3) a strong local economy, and (4) a prepared system. In addition, community-level factors—such as trust, participation, available resources, and social networks—will be considered, as they are critical in determining the effectiveness and long-term sustainability of community hub operations.

Scope

Five khoros in Songinokhairkhan district and four khoros in Bayanzurkh district of Ulaanbaatar.

Expected Outcome

As a result of the research, an evidence-based community needs related to services and infrastructure will be clearly identified, providing practical and actionable recommendations for Rio Tinto to take into account its engagement strategy. In addition, ongoing government- and donor-funded programs will be reviewed to identify gaps and areas where Rio Tinto can contribute effectively.

Key research questions and conceptual framework of the assessment

Responsible governance

- What are the key gaps in trust, accountability, and participation between community members and existing institutions that the community hub could help address?
- How can the community hub be designed to enable inclusive and sustained community participation in decision-making, particularly for underrepresented groups?

Quality of life

- What unmet needs most significantly affect residents' quality of life, particularly in relation to health, environmental conditions (including pollution), safety, and social wellbeing?
- Which services and community spaces would produce the greatest long-term improvement in wellbeing if delivered through a locally accessible community hub?

Strong economy

- What barriers limit residents' access to decent work, skills development, and income-generating opportunities within and beyond the community?
- How can the community hub strengthen local economic resilience by connecting residents to employment pathways, entrepreneurship support, and existing community assets?

A prepared system

- What social, environmental, health, and economic risks pose the greatest threats to the community's resilience, and how prepared are current systems to respond?
- How can the community hub function as a coordination and preparedness platform to improve community readiness, response, and recovery from future shocks?

Ongoing Projects

CLIENT



Evaluation of Clean Heating and Insulation Pilot in Ulaanbaatar

Background

The IRIM is conducting an evaluation titled “Clean Heating and Insulation Pilot in Ulaanbaatar” commissioned by the World Bank. The primary objective of this evaluation is to assess the effectiveness of a program implemented in 2025–2026 aimed at reducing air pollution in ger district households of the capital city. The program focuses on improving household insulation and installing Liquefied Petroleum Gas (LPG) heaters as part of broader efforts to mitigate urban air pollution. This study is intended to generate essential evidence to support improvements in air quality during the winter season—when pollution levels are at their peak—and to contribute to the protection of public health among residents of the capital.

During the first phase of data collection, quantitative surveys were conducted with a total of 1,702 households across khoroos in Chingeltei, Bayangol, Sukhbaatar, and Songinokhairkhan districts. In addition, six focus group discussions and 20 in-depth interviews with program stakeholders were carried out.

The second phase of data collection is planned for March–April, targeting the same sample of approximately 1,600 households.

Key Findings

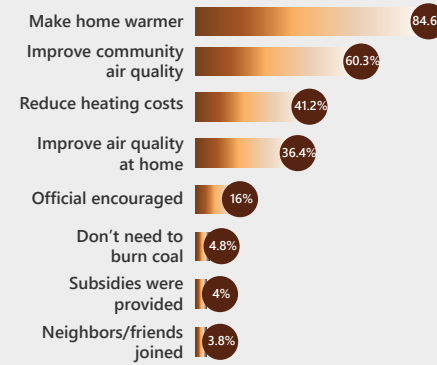
The study identified key factors related to household insulation practices, thermal comfort, indoor air quality, and program implementation. Preliminary findings from the baseline study indicate that after insulation improvements, 90% of participating households reported that their indoor environment became warmer and more comfortable, demonstrating a tangible positive impact of insulation measures on household thermal conditions.

Furthermore, following the installation of LPG heaters, a declining trend in indoor PM2.5

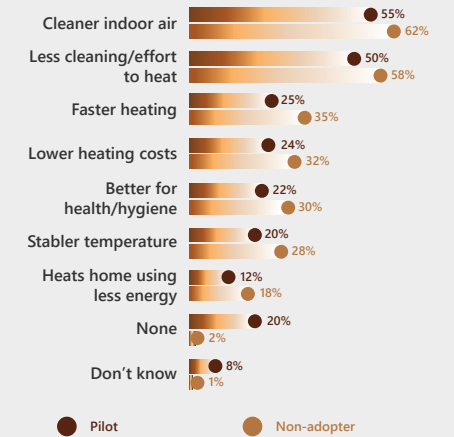
concentrations was observed among pilot households. The findings also suggest that the use of electric heating and air purifiers is associated with improvements in indoor air quality.

Households reported that their main motivations for participating in the program were to improve indoor warmth, reduce heating costs, and decrease air pollution. In contrast, non-participating households cited lack of sufficient information about the program and concerns about safety risks as key barriers to participation.

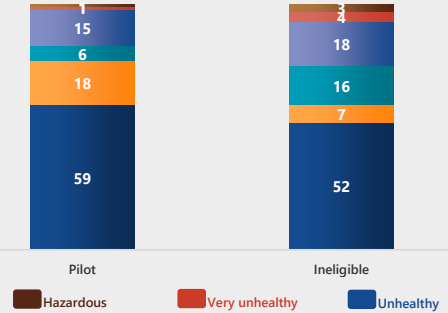
Reasons for participating (Pilot households)



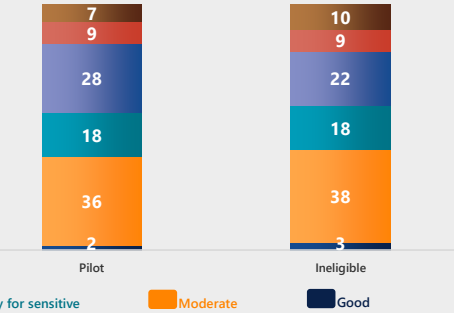
Expected benefits of LPG Heater/ Insulation



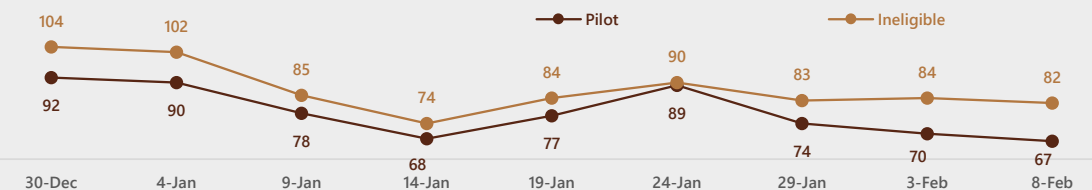
Self-assessment of indoor air quality (AQM households)



Actual indoor air quality (AQM households, % of observation period)



PM 2.5



Ongoing Projects

CLIENTS



“Government–Private Sector–Herders Partnership 2026”

ХЭДЭЭГИЙН ИРГЭДИЙН УУР АМЬСТАЛЫН
 ЛОН ЭРСДЭЛИЙН МЕНЕЖ
 ТҮНШЛЭЛ- 2026”

ҮЗЭСГЭЛЭН, АРГА ХЭМЖЭЭ



АДАПТ ТӨСӨЛ

Background

With financing from the Green Climate Fund (GCF), the Ministry of Environment and Climate Change, the Ministry of Food, Agriculture and Light Industry, and the United Nations Development Programme (UNDP) are jointly implementing the “Improving Adaptive Capacity and Risk Management of Rural Communities in Mongolia (ADAPT) Project.”

Duration

November 2025 – May 2026

Background

Since 12 November 2025, we have been working as the implementing partner for Output 3: Build herder capacity to access markets for sustainably sourced, climate-resilient livestock products.

Within the framework of this assignment, the following activities are being carried out:

- Supporting the establishment of long-term and sustainable supply agreements between livestock, meat, wool, and cashmere processing and preparation enterprises at national and local levels and herder groups and cooperatives in the four target provinces.
- Organizing training programs for herders’ cooperatives.
- Selecting one herder group from each of the four target provinces and carrying out the necessary preparatory activities for the introduction of the “Responsible Nomad” standard.

As part of these activities, the “GOVERNMENT–PRIVATE SECTOR–HERDERS PARTNERSHIP 2026” events were organized in the provinces of Khovd, Zavkhan, Sukhbaatar, and Dornod to strengthen the capacity of herders’ cooperatives and facilitate the establishment of sustainable supply agreements.

TRAINING - Knowledge and information sharing

Training on standards and traceability certification for livestock products, market supply and demand, and cooperative taxation was provided to a total of 250 herders.

AGREEMENT - Cooperation Agreement

A total of 172 cooperation agreements were established with 80 national and local cooperatives engaged in the meat and cashmere sectors across four provinces. These agreements are being verified by the provincial Departments of Food and Agriculture, which will also monitor and support their effective implementation.

STANDARD - “Responsible Nomad” standard

One cooperative was selected from each of the four target provinces, and cooperative assessments were conducted as part of the preparatory process for introducing the Responsible Nomad Standard, with preparatory activities now underway.

Project goals and approach

The objective of this assignment is to strengthen the capacity of herders’ cooperatives and groups and to develop cooperation among the government, private sector, and herders, thereby establishing a sustainable supply system for livestock products with clear traceability and climate resilience to the market.

Through this initiative, herders will gain opportunities to secure reliable markets for their products and maintain stable incomes, while processing enterprises will be able to source raw materials directly from herders in a consistent and long-term manner that meets required standards.

Key Findings and/or Impacts

At the “GOVERNMENT–PRIVATE SECTOR–HERDERS PARTNERSHIP 2026” event, 50 herders’ cooperatives from each province, along with representatives from more than 10 national enterprises in Ulaanbaatar engaged in wool, cashmere, and meat processing, as well as local factories, officials from the Governor’s Office, and staff from the Department of Food and Agriculture, participated in the event and established long-term cooperation partnership agreements.

