DIGITAL INCLUSION THROUGH CSO EMPOWERMENT (DICE)

INCLUSIVE DIGITALIZATION ADVOCACY ROADMAP

Ulaanbaatar
2024

DISCLAIMER

This "Inclusive Digitalization Advocacy Roadmap" (hereinafter referred to as 'Roadmap') has been developed under the DICE project, upon reviewing and analyzing Mongolia's existing legal and regulatory framework, as well as long, medium, and short-term policy documents. It also incorporates invaluable input from relevant stakeholders.

Research conducted within the scope of Roadmap development has been carried out by a national consultancy team comprised of:

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The findings, suggestions, and recommendations contained in the Roadmap do not represent the official policy or position of PIN INGO.

ABBREVIATIONS

CSOs	Civil Society Organizations
DICE	Digital Inclusion through CSO Empowerment
EGDI	E-Government Development Index
EU	European Union
FGD	Focus group discussion
HCI	Human Capital Index
ICT	Information and communication technology
INGO	International Non-Governmental Organization
ITT LLDC	The International Think Tank for Landlocked Developing Countries
KII	Key informant interview
LLDC	Landlocked developing country
LOSI	Local Online Services Index
MDDIC	Ministry of Digital Development, Innovation, and Communications
MFLSP	Ministry of Family, Labour and Social Protection
MoE	Ministry of Education
MoJHA	Ministry of Justice and Home Affairs
NGO	Nongovernmental organization
OSI	Online Services Index
PIN	People in Need
TII	Telecommunications Infrastructure Index
UNDESA	United Nations Department of Economic and Social Affairs
WCAG	Web Content Accessibility Guidelines

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INTRODUCTION

People in Need (PIN), an INGO operating in over 31 countries worldwide, has been active in Mongolia since 2009. PIN strives to empower and strengthen civil society organizations (CSOs) in Mongolia, transforming them into powerful advocates for social change, equal opportunities, and human rights.

"Digital Inclusion through Civil Society Organizations' Empowerment" (DICE) project funded by the European Union was launched in 2023, led by PIN, in collaboration with the Faro Foundation Mongolia NGO, and the Ministry of Digital Development, Innovation, and Communications (MDDIC). One of its key components, the "Development of Inclusive Digitalization Advocacy Roadmap" has been produced under the consulting agreement made between PIN and the International Think Tank for Landlocked Developing Countries (ITT LLDC).

In order to develop an advocacy roadmap for inclusive digitalization, the ITT LLDC consultancy team reviewed and analyzed Mongolia's legal and regulatory framework, relevant laws, policies[1], and legal documents related to digital transformation[2], as well as international indexes[3] on global digital development. Additionally, key informant interviews were conducted with representatives from CSOs, government agencies — including Globe International NGO, ALL4E CSO, the MDDIC, the Ministry of Education (MoE), the Ministry of Family, Labor, and Social Protection (MFLSP), E-Mongolia Academy, and the private sector, represented by ICT Group LLC. Furthermore, a focus group discussion involving 11 representatives of target groups, including elders, women, and persons with disabilities, was organized by the consultancy team.

The following three major objectives have been defined under the Roadmap as a result of aforementioned activities:

- **Objective 1:** To drive the government to create favorable policy, legal and regulatory frameworks for inclusive digital transformation;

- **Objective 2:** To implement effective measures for equal and active joint participation of government, private sector and CSOs; and

- **Objective 3:** To ensure equal participation of citizens from target groups by enhancing the capacity of CSOs to actively engage in and influence the development of policies, laws, and legal documents related to digital transformation, and by guaranteeing the participation and representation of these groups through the inclusion of their rights and interests in policies, decisions, and legal documents.

The Inclusive Digitalization Advocacy Roadmap comprises of suggestions of activities to reach each of these defined objectives as well as public advocacy and communications, and monitoring activities have been specified.

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1 Vision – 2050, New Recovery Policy, Sectoral Target Programs, etc.

[2] Guideline of Digital Nation policy, Law on Public Information Transparency, Law on Personal Data Protection, Law on Electronic Signatures, Law on Cybersecurity, Amendments to 109 Laws, etc.

[3] Research from the United Nations, World Bank, International Telecommunication Union, etc.

BACKGROUND

Digital transformation and development indicators

According to the E–Government Survey Report published by the United Nations, Mongolia ranked 46th on the E–Government Development Index (EGDI) and 37th on the E–Participation Index out of 193 countries in 2024. This reflects significant progress, with Mongolia advancing 28 places on the EGDI and 20 places on the E–Participation Index compared to 2022. The EGDI is a core component of the E–Government Survey and is composed of three subindices[4] (Figure 1).

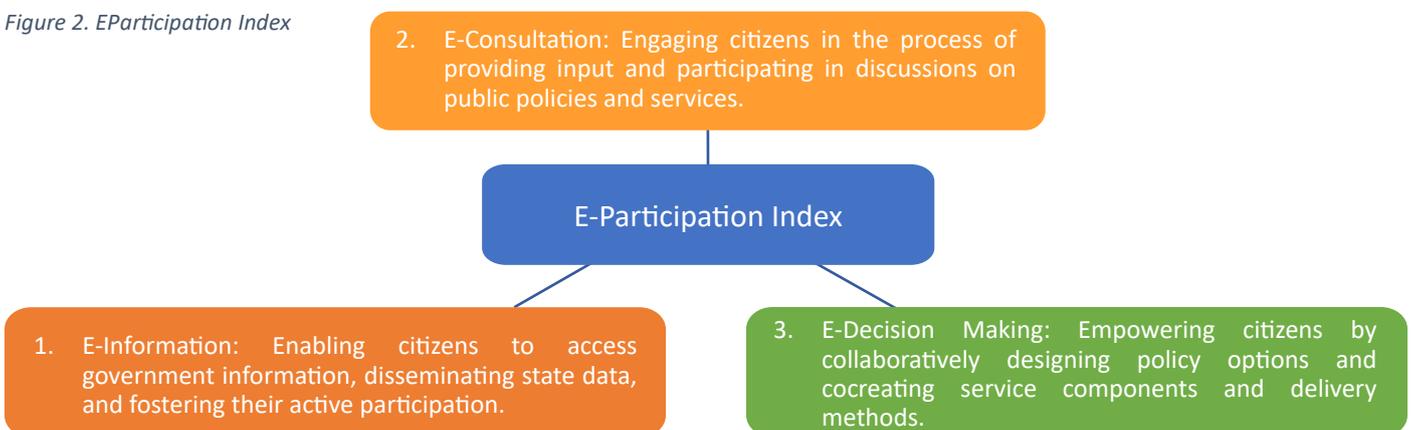

Figure 1. EGDI and its subindices
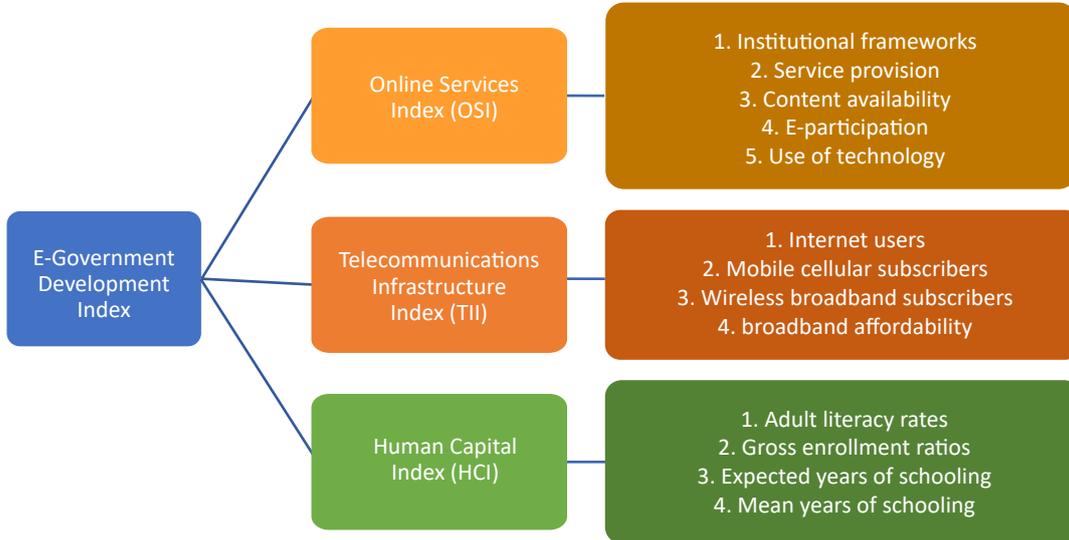
Despite its progress, Mongolia, as a landlocked developing country (LLDC), faces challenges in increasing digital participation and improving digital skills to keep pace with global digital advancements. Among the 32 LLDCs, Kazakhstan ranks notably higher at 26th on the EGDI. Kazakhstan's e-Gov platform offers thousands of online services, enhances transparency through public access to budgets, and supports digital initiatives such as elicensing and Smart Data Ukimet[5].

Kazakhstan's digital transformation strategy goal for 2023–2029 aims to enhance public services, accelerate the digital transformation of public administration, and drive economic sector development. This vision leverages technological advancements to build a society with strong e-skills and ensures equal participation, with a focus on delivering citizencentered services. Kazakhstan has made significant investments in developing digital infrastructure and is utilizing new technologies such as artificial intelligence, blockchain, and the Internet of Things in public administration reform and service delivery. By prioritizing information and communication technology (ICT) development and digital literacy in its national strategy, Kazakhstan is accelerating its digitalization efforts[6].

Within the framework of e–governance research, the E-Participation Index is also determined (Figure 2).

Figure 2. EParticipation Index

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[4] https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/113-Mongolia
[5] UN-DESA, 2024, p. 112
[6] UN-DESA, 2024, p. 110

In 2024, Mongolia's E-Participation Index score of 0.7808 (37th place) placed it in the "high" group[7]. Mongolia's E-Participation Index is relatively low compared to the global leader Estonia (1.0000) and LLDCs leader Kazakhstan (0.9390). Breaking down Mongolia's score reveals areas for improvement: 0.3333 for e–information, 0.5 for e–consultation, and 0.94 for e–decision making.

Another key measure in the survey is the Local Online Services Index (LOSI), introduced in 2018, which assesses 86 indicators across five categories to evaluate the availability of local government services online[8]. The LOSI is an online assessment consisting of 86 indicators from 5 groups with answers "1" (is available on the local government website) and "0" (is not available on the website of the local government or the consultants did not find any information on this).

A new chapter in the E–Government survey focuses on ensuring inclusion in a hybrid digital society, aligned with the United Nations' "Leaving No One Behind" principle. This framework spans all 17 Sustainable Development Goals (SDGs) and evaluates inclusion through data, design, and delivery dimensions to ensure equitable access for women, the elderly, persons with disabilities, migrants, and other target groups.

Within the framework of the DICE project, Baseline and Needs Assessment was conducted in 2024 by PIN international NGO engaging a total of 127 participants, including employees CSOs and representatives of national and local government entities responsible for digital policy and its implementation. The main findings of the study revealed that:

• CSOs lack a unified understanding of digital skills, digital participation, and digital transformation;
• There is a need to improve the digital skills of CSO staff;
• The digital skills and digital participation of target group citizens supported by CSOs are inadequate.
• The digitalization of CSO operations is insufficient;
• CSOs have limited capacity to influence government activities, participate in policymaking, and oversee policy implementation.

In summary, the study concluded that the digital skills and digital participation of target group citizens remain insufficient.

Therefore, it is essential to develop policies specifically targeting vulnerable groups, including the elderly, people with disabilities, children, women, herders, and unemployed youth. These policies should focus on implementing concrete programs, projects, and initiatives aimed at enhancing their inclusive digitalization. To bridge the digital divide between urban and rural areas, it is necessary to improve digital infrastructure and make efforts to further enhance activities that support digital governance and the development of digital skills.

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[7] The E-Participation Index is divided into four categories: Low, Medium, High, and Very High.
[8] UN-DESA, 2022, p. 182

Participation of CSOs in digital transformation

As of 2023, there are 31,130 NGOs in Mongolia, 80 percent of which are registered in the capital city and 20 percent in rural areas[9]. However, there is currently no detailed and comprehensive statistical information on the types and areas of operations of these CSOs. This is because CSOs are registered under the category of "others" without classifying them according to their field of activity.

Therefore, no general information is available regarding the NGOs protecting the interests of the 10 target groups of citizens defined by the Mongolia-UN Sustainable Development Cooperation Framework (2023–2027)[10]. In the 2023 Yearbook of Statistics of Mongolia, the total number of citizens of the target group is reported as follows (Table 1).

Table 1. Target groups that are at a higher risk of being left behind or marginalized from digital transformation

#	Target Groups	Total number (as of 2023)
1	Children and adolescents	1,360,055
2	Poor rural people and herders	298,338
3	Ethnic minorities	120,000
4	Unemployed and unskilled youth	69,000
5	Girls and women	1,786,500
6	People with disabilities	111,228
7	Elders	455,166
8	Domestic migrants and Urban Poor citizens	56,152 no official statistical data
9	Sexual minorities	no official statistical data
10	Victims of human trafficking	no official statistical data

To incorporate the perspectives and opinions of the CSOs representing the above-mentioned target groups into the roadmap, key informant interviews (KIIs) were conducted in October 2024 with representatives from CSOs such as Globe International and All4E. Additionally, a focus group discussion (FGD) was organized, involving 11 representatives from the CSOs representing the target groups. KIIs were also held with relevant officials from the MDDIC, MoE, and the MFLSP to clarify government policies, objectives, and measures aimed at ensuring the equitable participation of target groups in the digital transformation process. Table 2 summarizes the key outcomes of the KIIs carried out with key stakeholders and FGDs conducted with CSO representatives which provide services and operate towards target groups.

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[9] PIN, The Participation of CSOs in Policy Dialogue, 2023, p.5
[10] United Nations Cooperation Framework for Sustainable Development 2023–2027, 2022, p.18

Table 2. Summary of key outcomes of KIIs and FGDs conducted with relevant stakeholders

Participants	Data collection method	Summary of key findings
11 representatives of CSOs which provide services and operates towards target groups	FGD	• The participation of CSOs working with target groups in digital transformation is insufficient. • There is a lack of information, understanding, and knowledge about digital transformation. • Information on policies and legal frameworks (especially newly developed laws, regulations, and policies) is inadequate, and the digital skills of CSOs are not at the required level. • Collaboration among CSOs is weak. • Although target groups provide feedback on draft laws and policies, the inclusion of their opinions and ensuring follow-up remain inadequate. • The lack of information, technical devices, and skills regarding digital transformation among groups such as the elderly and persons with disabilities has led them to face digital exclusion. • Specific accommodations, such as sign language standards, legislation for sign language interpreters, and applications compliant with the Web Content Accessibility Guidelines (WCAG), are lacking for visually impaired individuals. • Government electronic systems are poorly accessible, and implementing them without prior evaluation leads to inefficiencies in terms of time and financial resources. • It is necessary to provide training to build the capacity of CSOs, enhance their legal knowledge, improve the process of collecting feedback through digital tools, and establish a unified national information platform. • To ensure equitable participation in digital transformation, it is essential to involve CSOs in working groups, organize training sessions, simplify the e-Mongolia platform, and collaborate with the private sector for development initiatives. • To ensure effective allocation of resources, skills, and experiences, a mapping of CSOs should be conducted, and collaboration among the government, CSOs, and the private sector needs to be strengthened. • Training programs to develop digital skills and provide technological support for target groups such as the elderly, persons with disabilities, and caregiving mothers are necessary to enhance their participation in the digital transformation process.
Officials of MDDIC	KII	• The digital transformation policy is unclear. Therefore, it is necessary to support the most common and widely accessible "e-Mongolia" program and to develop a strategic concept similar to "Smart Ulaanbaatar" in the future. • To ensure the participation of target groups and CSOs, it is important to involve them in government policies and activities through sub-councils that protect the rights of persons with disabilities and to develop accessible websites that address their needs. • Government e-services should be made more accessible to vulnerable groups. For instance, solutions like the improvement of the www.gov.mn website to comply with WCAG standards should be further implemented. • To enhance citizens' digital skills, collaboration with organizations such as the World Bank, ADB, JICA, and the UN is needed to develop measurement methodologies and expand innovation centers equipped with training rooms. • Within the framework of digital transformation, preparing users, curating data, reforming education, and effectively utilizing artificial intelligence are essential for increasing productivity.

Participants	Data collection method	Summary of key findings
Official of MFLSS	KII	• It is necessary to increase the participation of vulnerable groups in improving the legal framework that ensures their rights. Currently, work is underway on the draft laws concerning the rights of persons with disabilities, including sign language and independent living support. • While advisory councils to protect the rights of persons with disabilities operate within government agencies, more effective monitoring of policy implementation is required. It is also important to regularly involve representatives of vulnerable groups in the activities of the national council. • There is a lack of programs aimed at enhancing the skills of persons with disabilities in alignment with digital transformation, as well as efforts focusing on special education. Cooperation between the government, private sector, and CSOs is necessary to create accessible digital environments and train teachers. • There is a need to improve the accessibility of mobile apps and websites, with a focus on including persons with disabilities in e-services. The e-Mongolia app is not suitable for visually impaired individuals, and there is a need to train sign language interpreters in every province. • To enhance the capacity of persons with disabilities and support their employment, sustainable funding and programs are needed. Expanding and implementing the results of training and internships from projects like JICA's is crucial for broader impact.
Officials of MoE	KII	• The 2023 education package law includes provisions for inclusive education for children with diverse needs, creating a framework for implementing policies to support them. • Efforts to ensure equitable participation, such as training teachers at the Mongolian National University of Education and establishing support councils at provincial education offices, are being implemented, but there is a shortage of qualified personnel. • There is an urgent need for training to enhance the digital skills of vulnerable groups, particularly in areas such as legal information dissemination, project development, and document preparation. • It is essential to provide basic knowledge for government employees on working with vulnerable groups and to develop applications and training programs tailored to their needs in order to increase accessibility.
Representatives of CSOs	KII	• The involvement of CSOs and target groups in the development of legal frameworks related to digital transformation and monitoring their implementation is insufficient, and challenges exist in the feedback mechanisms. • The lack of effective implementation of laws protecting human rights in the digital space, such as e-parliament consultations, creates obstacles in policy development. • CSOs lack digital skills, and there is a need to improve digital communication, digital literacy, and overall skills. Local organizations also face significant gaps in their digital capabilities. • When collaborating with the government, CSOs face numerous challenges, including deficiencies in the legal environment, issues with funding, and barriers related to the accessibility and clarity of information. • To enhance the protection of the rights of target groups, there is a need to strengthen CSOs' capacities, update the legal environment, and improve digital skills in rural areas.
Official of E-Mongolia Academy	KII	• The DAN recognition system and the Khur system have connected multiple organizations and increased the accessibility of services to citizens, processing 51 million requests and saving $302.2 million. • There is a need to improve the use of digital technologies for visually impaired individuals, organize training programs, and enhance their social participation. • Conducting digital transformation-related training sessions and providing necessary technology and equipment are crucial for increasing equitable participation in civil society.
Representative of private sector	KII	• Currently, there are no planned initiatives to increase the accessibility and usability of software and information systems being developed in the IT sector for target groups.

Legal and regulatory framework

Until 2021, only a few laws were in effect in Mongolia's information and communications sector. Over the past three years, several laws and policy documents, as shown in table 3 below, have been adopted, and more than 30 regulations have been passed to ensure their implementation. However, issues related to ensuring inclusive and equal participation have been overlooked.

Table 3. Key legal and Policy documents developed within the scope of Information and Communications sector of Mongolia

Date of Approval	Policy and Legal documents
May 18, 2022, by order A/24 of the Minister of Digital Development and Communications	The guidelines for the development of Mongolia into a "Digital Nation"
December 17, 2021, The Parliament of Mongolia	A package of laws: • Law on the Digital Signature • Law on the Protection of Personal Information • Law on Transparency of Public Information • Law on Cybersecurity • Law on Virtual Asset Service Providers
May 14, 2024, The Parliament of Mongolia	Law on Information Technology Industry Promotion

In addition, the six strategies outlined by the Minister of the sector under the "Digital Nation" initiative have created legal and regulatory inconsistencies at the implementation level. These issues include:

1) The Unified Strategy for digital transformation is unclear, with insufficient coordination on how to ensure intersectoral regulation, and terminology and concepts are inconsistent.
2) The participation of CSOs in digital transformation has not been incorporated into the policy documents, lacking coordinated objectives and actions across sectors.
3) The long-term digital transformation policy lacks coherence, medium-term targeted programs have not been approved, and short-term unified strategies are unclear, creating a policy environment with uncertainty and gaps in intersectoral coordination.

To address these issues, the following needs and requirements have emerged:

1) A clear, concise, and harmonized strategy is needed, with consistent terminology and a clear framework for intersectoral coordination. This may involve monitoring the alignment of the fundamental and package laws related to digital transformation enacted in the past, examining whether the rights of vulnerable groups are violated and deeply studying the outcomes of their implementation. In addition, localizing the terminology and concepts related to digital transformation (e.g., digital transformation, digital skills, digital participation, digital divide, etc.), standardizing their usage in legislation, and promoting a unified understanding among the public is necessary.
2) A framework for meaningful CSO engagement should be developed, including clear objectives, action plans, and mechanisms for collaboration and feedback.
3) A cohesive and aligned set of long-term, medium-term, and short-term strategies is required to provide a clear direction and ensure effective implementation. This includes defining clear objectives, timelines, and responsibilities for each phase of the digital transformation process.

On the other hand, there is a clear need for significant reforms in the legal environment of CSOs. Currently, outdated provisions in the "Law on Non-Government Organizations" and ambiguous language in the Civic Code and legal entity classifications create significant barriers. These legal constraints limit CSOs' ability to build robust financial and operational structures, restrict access to funding, and complicate effective management practices. In essence, the lack of clear, updated legal definitions not only hampers internal development but also undermines CSOs' legitimacy and bargaining power.

Because CSOs are defined in a fragmented and sometimes outdated legal framework, they often struggle to be recognized as equal partners in policy-making processes. This ambiguity results in limited influence when engaging with government ministries or negotiating with target groups. In many cases, government agencies may overlook or undervalue the input of CSOs, further marginalizing their voices and reducing their capacity to advocate for community needs effectively.

Moreover, the current legal environment contributes to a broader public perception issue as many citizens view CSOs as lacking credibility and efficacy. This perception is partly due to their inconsistent legal status and the resulting operational challenges, which prevent CSOs from establishing themselves as reliable and impactful actors in society. Although the Government of Mongolia has introduced a draft parliamentary resolution to approve the "Government Policy on Civil Society" in 2023, its future remains uncertain, as it is not yet clear whether the proposal will be submitted to Parliament or approved. Until these legal reforms are fully implemented, CSOs will likely continue facing significant challenges in financial sustainability, operational efficiency, and public credibility.

According to the Law on Laws and Regulations, when drafting bills, public participation must be ensured through mechanisms such as solicitation of feedback, posting on official websites, involving working groups, organizing discussions, and allowing electronic submission of comments (https://d.parliament.mn). This requirement is outlined in the "Digital Nation" strategy (2022-2027), the Law on Public Information Transparency (2021), and the Law on Protection of Personal Information (2021). However, despite these provisions, the Consultants' team highlights that CSOs and vulnerable groups are not effectively utilizing these regulations. They face challenges in participating in the drafting process, and when feedback is provided, there is insufficient follow-up to explain how the suggestions were incorporated or the reasons for their exclusion. Therefore, improving feedback mechanisms and making the participation of stakeholders more effective is necessary.

Based on research, analysis of international best practices, and insights from discussions with CSOs and target group representatives, the "Inclusive Digitalization Advocacy Roadmap" has been developed. This roadmap emphasizes policy development to strengthen the legal and regulatory environment, the implementation of projects and programs that address the needs of target groups, and efforts to enhance the digital skills of both CSOs and citizens within these groups. It also underscores the importance of close cooperation between the government, private sector, and civil society organizations to create meaningful opportunities for improved digital participation for citizens of Mongolia.

INCLUSIVE DIGITALIZATION ADVOCACY ROADMAP

Figure 3. Overview of the Inclusive Digitalization Advocacy Roadmap
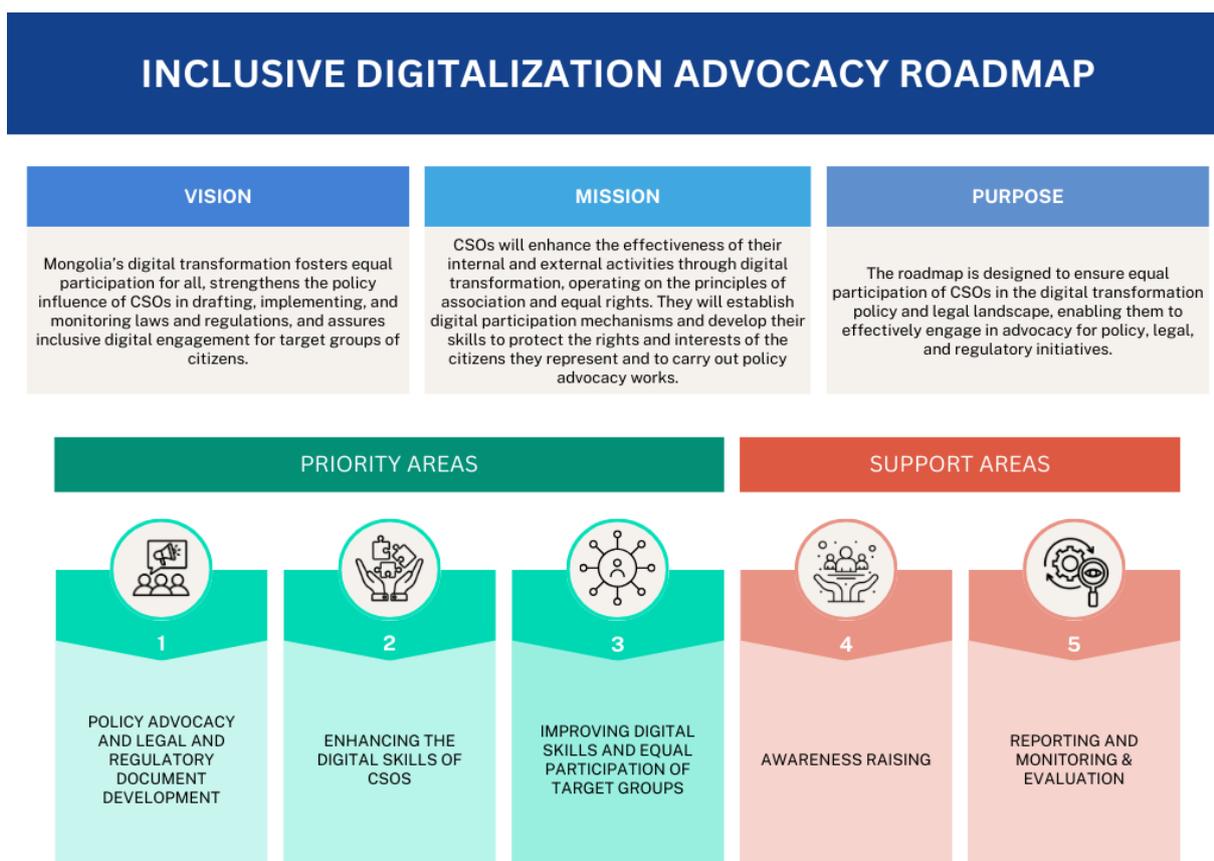
VISION:

Mongolia's digital transformation fosters equal participation for all, strengthens the policy influence of CSOs in drafting, implementing, and monitoring laws and regulations, and assures inclusive digital engagement for target groups of citizens.

MISSION:

CSOs will enhance the effectiveness of their internal and external activities through digital transformation, operating on the principles of association and equal rights. They will establish digital participation mechanisms and develop their skills to protect the rights and interests of the citizens they represent and to carry out policy advocacy works.

PURPOSE:

The roadmap is designed to ensure equal participation of CSOs in the digital transformation policy and legal landscape, enabling them to effectively engage in advocacy for policy, legal, and regulatory initiatives.

PRIORITY AREAS:

The roadmap contains three priority areas and two support areas:

I. Policy Advocacy for CSO Inclusion in the digital transformation policy and legal and regulatory document development
Objective 1: Establish a favorable policy and regulatory environment for inclusive digital transformation by the Government.

II. Enhancing the Digital Skills of CSOs
Objective 2: Enable CSOs to effectively use ICTs internally and in their services to target groups, improving efficiency and fostering equal participation.

III. Improving Digital Skills and Equal Participation of Target Groups
Objective 3: Enable citizens from target groups to participate equally in the digital transformation by developing accessible government digital services and providing tailored training programs.

SUPPORT AREAS:

IV. Awareness Raising
Objective 4: Raise awareness about inclusive digital transformation initiatives to ensure the general public, including target groups, understands the work being done and can support and collaborate in the future.

V. Reporting and Monitoring & Evaluation
Objective 5: Regularly update the public on the progress of programs, projects, and initiatives under the roadmap, and openly share monitoring & evaluation results. This transparency will build trust in civil society organizations, showcasing their accountability and capability.

STAKEHOLDERS IN THE ROADMAP:

– CSOs with focus on specific target groups
– Ministry of Digital Development, Innovation, and Communications
– Ministry of Family, Labour, and Social Protection
– Ministry of Education
– International Organizations (European Union, United Nations agencies including UNICEF, UNDP, and UNFPA), World Bank, Asian Development Bank, etc, and
– Others.

OBJECTIVES AND PLANNED ACTIVITIES OF THE ROADMAP

Priority Area 1: Policy Advocacy for CSO Inclusion in the digital transformation policy and legal and regulatory document development

Objective 1: Establish a favorable policy and regulatory environment for inclusive digital transformation by the Government.

Within the framework of Priority Area 1, the following activities are planned to achieve the above objective in relation to the policy and legal environment:

1.1 Activities to be Implemented in Policy Development:

– Integrate cross-sectoral regulations for digital transformation into Mongolia's medium-term policy objectives, establish a unified strategy within short-term policies, and localize digital transformation terminology and concepts.
– Develop and endorse a "Targeted Program for Civil Society" within Mongolia's medium-term policy framework.
– Ensure digital inclusivity within the scope of cross-sectoral regulation:
  • Establish specific requirements to facilitate citizen participation on government agency websites (in accordance with WCAG standards[11]).
  • Create an action plan calendar to ensure citizen involvement in policy development and establish an online portal for digital participation.
  • Gather feedback from citizens, maintain a responsive connection, and provide information on how received suggestions are reflected in policy. Organize online consultation activities involving vulnerable groups (forums, feedback collection, surveys, etc.).
– Provide citizens with information related to the budget and expenditures of sectors such as communications, technology, education, health, employment, social protection, law and governance, and the environment. Collect feedback from citizens regarding the budget, consult with them on improving local government activities, and involve them in the decision-making process.
– Ensure the digital participation of vulnerable groups by making data accessible, providing information and services through a mixed-methods approach, and involving vulnerable groups in the development of information and service models in accordance with the international principle[12] that emphasizes leaving no one behind.

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[11] WCAG (Web content accessibility guideline) https://www.w3.org/TR/WCAG21/

[12] https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind

1.2 Actions to be Taken in the Legal and Regulatory Framework:

– Evaluate the implementation outcomes of the package laws related to digital transformation passed by the Parliament in 2021, focusing on whether the fundamental rights of target groups are being violated. Develop and submit proposals for necessary amendments.
– Engage CSOs in advocacy, research, and collaboration within the 54 working groups established by the Speaker of the Parliament in 2024 in the context of protecting the interests of target groups.
– Organize consultations among stakeholders regarding the draft law on Non-Governmental Organizations, which is a key legal entity for the unification of civil society organizations, in connection with the reform of its legal and regulatory environment and carry out advocacy activities.
– Explore opportunities to enhance equitable participation in the digital transformation and improve digital skills as part of the amendment made on August 30, 2024, to Article 22.9 of the "Law on Corporate Income Tax", and develop related legislative proposals.

Priority Area 2: Enhancing the Digital Skills of CSOs

Objective 2: Enable CSOs to effectively use ICTs internally and in their services to target groups, improving efficiency and fostering equal participation.

– Improve the environment for providing information and services to vulnerable groups by equipping targeted CSOs with specialized equipment.
– Organize regular training sessions on topics such as big data, information security, data privacy, and artificial intelligence for CSOs in both urban and rural areas;
– Collaborate with CSOs to develop models for implementing government information and services, prioritizing the involvement of target groups in this process.

If the above sub-objectives are achieved, it will be crucial to develop and implement a digitalization strategy for CSO internal operations.

Priority Area 3: Enhancing the Digital Skills of Target Groups and Supporting Equitable Participation in Digital Transformation

Objective 3: Developing government digital services that are readable, visible, audible, and accessible, along with organizing training for target groups in both rural and urban areas, will create a foundation for improved digital skills, better access, and equal participation of all citizens in the digital transformation.

– Establish standards to create conditions that ensure the participation of vulnerable groups in government agencies (including accessible meeting rooms, information boards, and data placement).
– Collaborate with representatives of target groups and the private sector to design and develop digital services, incorporating their feedback and introducing specialized services for them.
– Organize efforts to enhance the accessibility of digital information and services for target groups, improve internet connectivity, and provide specialized devices.
– Develop and approve measurement metrics to assess the digital participation of target groups by the relevant government ministries.
– Develop and implement training programs to improve digital literacy and skills, create online training tools or websites, and develop mobile applications for training.

In addition to these three main priorities mentioned above, they include two supporting areas:
1) awareness raising and 2) reporting and monitoring.

Support Area 1: Awareness Raising

Objective 4: Through advocacy and promotion of inclusive digital transformation efforts, the public and target groups will gain awareness and understanding of these initiatives, empowering them to support and collaborate effectively in the future.

– Organize online campaigns that use accessible language and media formats to inform the public and target groups about inclusive digital transformation efforts, emphasizing the benefits and opportunities for participation.
– Develop and distribute media content (e.g., videos, infographics, social media posts) in accessible formats, such as captions, sign language, or audio descriptions, to reach diverse populations and improve inclusivity in communication efforts.

Support Area 2: Reporting and Monitoring & Evaluation

Objective 5: Regularly inform the stakeholders about the work, programs, and initiatives under the roadmap, and transparently report monitoring results to foster trust in CSOs by demonstrating accountability and capability.

– Inform the quarterly reports and updates on programs, projects, and progress within the roadmap, using clear and accessible formats (e.g., online dashboards, newsletters) to keep the public well-informed.
– Organize meetings and feedback sessions in both urban and rural communities, providing a platform for citizens to engage directly with civil society organizations, ask questions, and share suggestions on digital transformation activities.
– Establish online portals where detailed monitoring results and project progress reports are openly available, allowing public access to data and fostering transparency through real-time updates on key initiatives and outcomes.

Expected outcomes of the roadmap

1. Empowered Civil Society Engagement in Policy Development: CSOs in Mongolia will gain essential knowledge and understanding of digital transformation policies and legal frameworks, empowering them to actively contribute to the development and implementation of these policies, while fostering stakeholder oversight to ensure the effective achievement of the objectives.
2. Enhanced Digital Skills Among CSOs: The digital skills of CSOs in Mongolia will improve, enabling them to effectively utilize digital technologies to deliver information, support, and services to target groups, thereby increasing knowledge and understanding within these communities.
3. Better Access to Information and Services for Target Groups: Target groups will be able to access information and services directly, both in person and online, without obstacles. This will create an environment where they can freely express their opinions, ensuring equitable participation in digital transformation and laying the groundwork for them to become active members of society.

ACTIVITY PLAN OF THE ROADMAP

Table 4. Activity Plan of the Inclusive Digitalization Advocacy Roadmap

#	Activities	Activity description/Expected outputs/outcomes	Indicators	Stakeholders[13]
1	**Priority Area 1: Policy Advocacy for CSO Inclusion in the digital transformation policy and legal and regulatory document development**			
	Activities to implement on policy:			
1.1	Develop and get approval of the "Targeted program on civil society" to be included in the mid–term policy of Mongolia; conduct advocacy activities	• The targeted program on civil society is approved. • Inclusion of proposals and recommendations from target stakeholders within the scope of the advocacy activities will be submitted.	• Number of state organizations and CSOs participated in the advocacy works • Number of proposals and recommendations submitted by participants in advocacy efforts	CSOs, Government of Mongolia, Parliament of Mongolia
1.2	Empower CSO group	• A group of CSOs will be established, enabling a steadfast approach to protecting and representing the interests of the target population. • Participating in digital rights, policy advocacy campaigns and legal training will enhance the members of the CSO group's skills in organizing advocacy campaigns and their knowledge of legal and regulatory matters.	• Number of CSOs that participated in the training • Number of advocacy campaigns organized	CSOs, MDDIC
1.3	Conduct discussions on how to define and reflect the objectives and indicators on "digital transformation" in the medium 10–year target program of the sectors	• Proposals and recommendations will be developed during the discussion. • The working group organizing the discussion should include representatives from 2–3 CSOs.	• Number of CSOs and government agencies participating in discussions on digital transformation • Number of proposals and recommendations submitted to policy makers • Number of policies and decisions that reflected proposals and recommendations prepared by the discussion participants	CSOs, sectoral ministries
1.4	Organize public advocacy works for inclusive digital transformation on inter-sectoral coordination	• Government websites will comply with specific requirements (visible, readable, and perceivable in accordance with WCAG 2.1 standards) to ensure public participation. • A calendar–based action plan will be developed to facilitate citizen engagement in policymaking. • An e–participation portal will be established, enabling citizen feedback, maintaining two-way communication, and informing the public about how their input is reflected in policies. It will also facilitate online consultations (forums, surveys, polls, etc.) involving target groups.	• Number of citizen inputs collected and notifications/emails sent to provide feedback on the outcomes • Number of government websites that complied specific requirements • Number of activities involving target group participation based on the action plan • Number of consultations via e–participation portal • Number of actions/decisions/policies endorsed based on the online portable consultation results	CSOs, MDDIC, 11–11 Center of the Cabinet Secretariat of the Government of Mongolia, D–Parliament, International organizations
1.5	Create email group of CSOs and disseminate information, news, advertisements through this	• A mailing list comprising over 20 CSOs will be created. • At least four news updates, information, or announcements will be distributed through the mailing list.	• Number of disseminations circulated • Number of discussions and consultations organized based on the disseminated information	CSOs

[13] The stakeholders listed in this section have planned and are carrying out specific activities to ensure digital transformation and inclusive participation (with clear identification of budget, timeline, and resources). The scope of their activities and the project/program information can be found in the ADDITIONAL INFORMATION section. Additionally, the final report contains a detailed analysis of the stakeholders of Mongolia.

1.6	Establish CSO portal site; Select and contract company to develop portal site	• Portal site will be a platform for cooperation of CSOs, must have functions for registration of CSOs, so that they can enter their information in it, receive and share information through it.	• Number of CSOs registered on the portal site • Number of visits to the portal site • Number of news updates and informational posts published on the portal site • Percentage of users who evaluate the portal site as accessible, useful and friendly	CSOs
1.7	Organize training on portal site among CSOs	• Training involving 40–50 CSOs will be organized, with a group-based approach to enhance effectiveness.	• Number of CSOs that participated in the training • Number of CSOs registered on the portal site as a result of the training	International organizations
1.8	Contract an entity which will be responsible for maintenance and support for the portal site	• Online consultations will be able to be regularly and continuously organized involving CSOs and citizens via the portal site.	• Number of CSOs registered on the portal site • Number of CSOs that received support or assistance • Number of suggestions related to the portal site's operations submitted by CSOs and their resolution status, a consolidated report on challenges faced by CSOs	United Nations
1.9	Provide information and exchange opinions and suggestions jointly with MDDIC and MFLSP; organize seminars for CSOs	• Dissemination of information on how proposals raised during the seminar will be addressed, shared through the portal site and other media outlets.	• Number of participants, including representatives from CSOs, the MDDIC, and the MFLSP	MDDIC, MFLSP
1.10	Organize training on developing policy documents through citizens' participatory d–parliament, e–parliament, 1111.mn websites and apps and on how to submit opinions	• CSOs will be empowered to develop policy proposals based on participatory consultations through diverse technologies and platforms • Dissemination of how the rejected proposals will be addressed to the public through the portal site.	• Number of CSOs that are able to develop policy documents using evidences collected by different platforms • Number of proposals submitted by CSOs related to ensuring equal participation in the e–parliament • Number of proposals reflected to decisions	CSOs, Parliament of Mongolia, d–parliament
1.11	Continue and consistently organize the creation of content for target groups, led by the MDDIC, MFLSP, and MoE, for dissemination through their websites and social media platforms	• A program will be developed, including the general plan for organizing this work, responsible experts, and technological solutions, with the required budget, resources, and funding secured.	• Number of content pieces created for target groups • Number of views/engagements, and the suggestions submitted	CSOs, MDDIC, MFLSP, MoE
1.12	Develop and implement training program on how to conduct review and analysis of the policy documents	• A training program will be developed to include both urban and rural CSOs. • 5 CSOs from urban areas and 5 CSOs from rural areas will participate.	• Number of CSOs that participated in the training and documentation of best practices (case studies) based on policy document analysis	International organizations
1.13	Develop handbook/manuals and other materials for usage of government website and app	• 5 manuals on following apps will be developed (public investment management information system, state procurement portal, 11-11 citizens' service center, local development fund, https://www.esis.edu.mn/hr/index.html#/).	• Number of users who download the handbook • Percentage of users who evaluate the handbooks as useful	MDDIC, Communica-tions regulatory commission (CRC), UN

1.14	Organize training on digital transformation among the rural targeted groups of CSOs and citizens	• Training program will have training agenda (regional, aimag level, etc.), coverage, training content, methodology for training of trainers, etc. • Participation in the digital transformation training will lead to an increase in understanding and knowledge.	• Number of CSOs and individuals who participated in the training	MDDIC
On legal and regulation:				
1.15	Organize discussions to improve the government policy and legal environment for CSOs	• It will involve representatives of government, private sector and CSOs. The suggestions and recommendations on the future policy and legal environment will be developed. If necessary, sign a Memorandum of understanding, cooperate with the 54 working groups established by the decree of the Speaker of the Parliament of Mongolia • Dissemination of how the issues raised during the discussions will be addressed to the public (information posted on the portal site and through media outlets). • CSOs will gain information and understanding regarding the policies, laws, and legal framework followed by the government.	• Number of discussions organized • Number of CSOs, citizens, and representatives from the government and private sector who participated	Parliament of Mongolia, MDDIC, MoJHA, MoE, IO.
1.16	Assess interrelations of package of laws on digitalization and whether these violate the fundamental rights of the target groups of citizens, develop the draft and get approval of changes and amendments	• Proposals and recommendations regarding future policies and the legal framework will be made with the participation of CSO representatives. • CSOs' knowledge, understanding, and awareness of the e-compiled laws will be increased.	• Number of proposals developed for amendments or changes to the laws • Number of law amendments that reflected proposals submitted	Parliament of Mongolia, MDDIC, MoJHA
1.17	Organize consultations with stakeholders regarding the draft laws on Associations and Foundations in connection with the revision of the key law for CSOs, the "Law on Non-Governmental Organizations," and conducting advocacy activities	• Proposals and recommendations on future policies and the legal framework, along with a collaboration plan, will be developed with the involvement of CSO representatives.	• Number of CSOs that participated in organized events (meetings, discussions, interviews, etc.) • Number of actions taken based on the event results	Working groups established by the decree of the Speaker of the Parliament of Mongolia, Government of Mongolia
1.18	Conduct research on possibilities to include "improve inclusive digital transformation" in Article 22.9 and develop related draft laws (Related to the amendments made to the "Law on corporate income tax" approved by the Parliament of Mongolia on 30 August 2024)	• A working group involving CSO representatives will be established to conduct research and develop a draft law.	• Number of CSOs involved and the dissemination of information about the submission of the draft law to the public through the portal site	Working groups established by the decree of the Speaker of the Parliament of Mongolia, Government of Mongolia

1.19	Establish a library (can be developed in online format as well) for CSOs, which will include documents on digital laws, regulation, best practices of governance, etc.	• A library containing books, manuals, documents, and guidelines related to e–governance, digital laws will be established. • An online database containing resources will be created.	• Number of CSOs and citizens who have used the library, along with the registration of in-demand books, manuals, and documents • Number of books, manuals, policy recommendations, and other resources in the database • Number of visits to the database • Records of suggestions, feedback, and recommendations related to the database	International organizations
1.20	Involve CSOs into the working groups, which are developing legal documents related to the digital transformation	• 2–3 representatives of CSOs of target groups can be involved.	• Number of legal documents prepared by the working group	MDDIC, ITT LLDC, MoJHA
1.21	Organize training on how to submit proposal, petitions through e–parliament, e–participation, 11–11 and other resources	• The training program and manuals will be developed. The manuals will be designed for representatives of the target group.	• Number of CSOs and citizens who participated in the training	Parliament of Mongolia, MDDIC
1.22	Develop manuals and guidance on how to organize public consultation, develop cases studies (best practices) on public consultation	• Manuals will be developed for target groups and 2 videos with case studies will be developed.	• Number of CSOs using the manuals and videos created • Percentage of CSOs who evaluate the manuals and videos are useful	Parliament of Mongolia, MDDIC.
2	**Priority Area 2: Enhancing digital skills of civil society organizations**			
2.1	Develop action plan to digitalization of the CSOs internally as one of the important components for CSOs being able to be involved in the development of draft laws, policy documents	• A work plan will be developed.	• Number of CSOs that have digitalized their internal operations, the tools used • Number of users	European Union (EU), Swiss Agency for development and cooperation (SDC), UN, Mongolian Software Industry Association (MOSA)

2.2	Develop training program for CSOs internal digitalization activities	The training program should include the following sections: 1) Improve and enhance ICT skills of CSOs in their internal operation and functionality (implement file server, local network, file exchange, mail system), conduct training on the usage of the Microsoft Word, Excel, Power Point, etc. 2) Improve skills, which are essential for communications with the target group citizens and other CSOs (methodology of using mail, mailing distribution list, update information on website, conduct discussion on portal site, online survey and processing results, etc.) 3) Improve the understanding and knowledge of digital transformation related glossary, vocabulary (dictionary, best practices of the other countries, reporting, article writing, searching for information on web, etc.)	• The training program that incorporate necessary contents	EU, SDC, UN
2.3	Organize training as per approved training program	• CSOs will be able to digitalize their internal activities.	• Number of CSOs representing target groups that participated in the training • Percentage of CSOs that evaluate the training useful • Suggestions and recommendations submitted regarding the training	EU, SDC, UN
2.4	Asses each training to improve and make changes to the training program	• The results of surveys from 40 CSOs that participated in the training will be processed and analyzed, and changes will be made to the training program where necessary. • CSOs that participated in the training will be improved their knowledge and understanding.	• Percentage of participants who improved their knowledge and understanding • Percentage of participants who evaluate the training as useful or applicable to practice	EU, SDC, UN
2.5	Provide CSOs working with target groups with necessary digital equipment	• 30 target group CSOs will be provided with specialized equipment (e.g., braille devices, voice recognition software, etc.), and training on how to install and use the equipment has been organized (the training can be organized through a Call for Proposals, where CSOs submit their own suggestions).	• Number of CSOs that received the equipment, their registration, and usage recordsNumber of citizens who participated in the training • Percentage of citizens who gained knowledge and improved skills • Number of the trained citizens who joined online consultations and decision-making process	EU, SDC, UN
2.6	Organize campaign to introduce digital products and services designed for target groups and CSOs working with them	• Target groups and CSOs working with them will get familiar with readily available products and services, so that these means can be utilized by them to participate in online consultations and decision-making processes.	• Number of digital products and services targeted at vulnerable groups, and registration of the citizens who used them • Percentage of citizens who actively join online consultations through digital products and services	EU, SDC, UN, MOSA

2.7	Support ideas, initiatives (start-up business) to support inclusive digital transformation	• Support will be provided in the development of products and services.	• Number of CSOs and citizens who participated in the proposals and initiatives • Number of products and services developed • Number of CSOs and citizens who used the developed products and services • Percentage of CSOs and citizens who evaluated the developed products and services as friendly and useful	EU, SDC, UN
2.8	Organize trainings to develop and enhance the skills of CSOs on marketing and advocacy	• A training program on marketing and advocacy will be developed, and training will be organized for 10 target group CSOs.	• Number of participants who gained solid understanding of marketing and advocacy • Number of participants who applying the learning to the practice	EU, SDC, UN
2.9	Organize trainings on cyber security for CSOs, provide support to CSOs on organizing trainings for target groups	• Two videos on cybersecurity will be created (covering how to recognize and prevent threats, and how to protect personal information). • A cybersecurity training program will be developed, and 20 CSOs from urban and rural areas will be participated. Training will be organized for 30 citizens from the target groups.	• Number of CSOs and target groups participated in the training • Number of CSOs and target groups improved their knowledge and skills on cyber security	MDDIC, MOSA member companies.
2.10	Organize training for CSOs on how to protect personal information in digital environment and how to prevent	• A training plan, program, content, and materials for protecting and preventing the misuse of personal information will be prepared.	• Number of CSOs and citizens who participated in the training • Percentage of CSOs and citizens improved their understanding, knowledge, and skills regarding personal data protection	MDDIC, MOSA member companies.
2.11	Organize training for CSOs on big data, data analysis	• CSOs will be able to use research-based evidences in their activities that generated by big data and analysis.	• A training plan on big data and data analysis to be developed, along with the preparation of training content and materials. • Number of CSOs and citizens who participated in the training. • Percentage of improved understanding, knowledge, and skills of CSOs and citizens regarding big data and data analysis	Private sector, MOSA
2.12	Organize training on artificial intelligence for CSOs	• CSOs will be able to use artificial intelligence effectively and ethically for improving their productivity. • A training program on artificial intelligence will be developed, including the preparation of content and materials, and an organization (or individual) to conduct the training will be selected.	• Number of CSOs and citizens who participated in the training • Percentage of improved understanding and knowledge of CSOs and citizens regarding artificial intelligence	Private sector, MOSA
2.13	Organize training for target group citizens on how to conduct analysis of the policy documents, how to write official letter, petition, how to provide suggestions to the draft policy documents, etc.	• The training program, content and manuals will be developed on how to conduct analysis of the policy documents (for example, related to the digital transformation, policy documents produced by the working groups established by the decree of the Speaker of Parliament of Mongolia). • 10 CSOs will take part in this training.	• Number of target group citizens attended the training • Percentage of target group citizens who gained solid understanding of the training content	International organizations

2.14	Develop guidance, recommendations on how to work with media and organize training on this	• 10 CSOs from the capital city and 20 CSOs from rural areas will participate in the training.	• Number of CSOs that participated in the training • 1-2 cases developed related to working with the media	International organizations
2.15	Introduce about the funding opportunities from EU, World Bank, UN, USA Embassy to CSOs	• The "e-calls PADOR" of EU, USAID, Asian Foundation, UN's Digital accelerator and similar programs will be introduced and the training will be organized and support will be provided to register to those funding opportunities. "Switch Asia program" of EU, European instrument for democracy and human rights (EIDHR). • Urban 10 and rural 30 CSOs will take part in these trainings.	• Number of CSOs that have gained solid understanding about diverse funding opportunities • Percentage of CSOs that evaluate the information as useful • Number of proposals submitted by CSOs to the introduced funding opportunities • Number of CSOs received funds	International organizations, USAID, UN "Digital accelerator program, "Switch Asia program" of EU
2.16	Organize training on how to apply for grants, how to develop project proposals (for example, on how to get involved in the grants announced by the e-calls PADOR of EU)	• Urban 10, rural 30 CSOs will take part in these trainings	• Number of CSOs improved their skills on the topics • Percentage of CSOs to evaluate the training useful	e-calls PADOR of EU
2.17	Develop project proposal as per financing program and get it approved and implement it	• 5-7 CSOs will implement project and present results.	• Number of proposals submitted by CSOs to the introduced funding opportunities • Number of CSOs received funds • Number of project proposals developed	e-calls PADOR of EU
3	***Priority Area 3: Enhancing the Digital Skills of Target Groups and Supporting Equitable Participation in Digital Transformation***			

3.1	Develop training program to improve the digital skills of citizens from the target groups	• The training program must be targeted to the certain target groups, such as blind, with hearing problem, elders, children and youth, herders, etc.
		• The training program will have the following content:
		  1. Learn to read and hear all online content using special equipment,
		  2. Learn to develop online content using special equipment,
		  3. Training the trainers, who will gain skills to conduct training for citizens of target group.
		• The experience and lessons learned from activities organized under the DICE project will be observed.
			• Number of training program that included the necessary contents	MDDIC, E-Mongolia academy, MoE

3.2	Organize trainings as per training program	• 40 citizens from 5 target groups will take part in these trainings.	• Number of citizens attended the training • Number of citizens gained solid knowledge and understanding • Percentage of citizens evaluated the training useful	MDDIC, E-Mongolia academy, MoE
3.3	Organize training for citizens from the target group to make video clip, insert alt text for images, etc.	• 40 citizens from 5 target groups will take part in these trainings. • 5 video clips will be produced.	• Number of video clips prepared by the training participants	MDDIC, E-Mongolia academy, MoE

3.4	Organize writing case (stories) contest among the citizens of the target groups on how they are involved in the digital transformation	• 10 citizens from 5 target groups will be selected to take part in this contest. • 40 citizens will participate. (Can be organized as "Call for case studies" format)	• Number of cases/stories • Number of public engagements of those stories via different channels	MDDIC, E-Mongolia academy, MoE
3.5	Organize training for citizens from the target groups on cybersecurity and how to be safe in digital environment	• 40 citizens will take part in the trainings and they will be trained as trainers. The training will cover topic such as online scam, how to recognize cyber threat (attack), how to prevent, and protect. • 3-4 manuals and recommendations will be developed.	• Number of participants • Number of participants improved their knowledge • Number of participants applied their learning into practice	MDDIC, E-Mongolia academy, MoE
4	**_Priority Area 4: Awareness Raising_**			
4.1	Post the information on the involvement of CSOs of target groups in the policy and legal documents to the Civil society website, and distributed through email distribution list and media	• 3-5 news items and updates will be disseminated through the portal site, mailing list, and media outlets.	• Number of information and updates shared with CSOs via different channels • Percentage of CSOs that satisfied with the shared information and their usefulness	EU, SDC, UN
4.2	Develop guidance on how to develop legal and policy documents (for example, law on laws and regulations, package of digital laws, etc.)	• 3-5 policy brief will be developed.	• Number of cases/stories • Number of public engagements of those stories via different channels	EU, SDC, UN
4.3	Produce video clip which demonstrates how the citizens from the target groups take part in the development of the digital transformation policy	• 5 video clips will be produced involving representatives of 5 target groups. • The public will be informed about the participation of target group citizens in the process of developing digital transformation policies.	• Number of video clips produced • Number of views of the video clipsNumber of times the video clips have been shared, number of news items and updates published in the media • Percentage of publics who find the video clips were useful and informative	EU, SDC, UN
4.4	Develop video clips will be posted on social media, CSO website, YouTube and promote through media			
5	**_Priority Areas 5: Reporting and Monitoring & Evaluation_**			
5.1	Post the activity related information, plan, and operational reports to the web portal	• 2-3 information will be posted monthly	• Number of information posted monthly • Percentage of CSOs which find the posted information useful	CSOs
5.2	Disseminate information, news and advertisements to CSOs through mail	• 2-3 mails sent monthly	• Number of emails sent monthly • Percentage of CSOs which find the sent emails useful	CSOs
5.3	Update CSOs information on web portal and ensure its actuality	• Information sheets of CSOs will be verified. • 40 CSOs information will be entered completely.	• Number of information sheets verified • Number of CSOs whose information entered completely	CSOs

5.4	Organize quarterly reporting meetings	• Regular reporting meetings will be held. • 40 CSOs will take part in each meeting.	• Number of reporting meetings held • Number of CSOs participated in each meeting • Percentage of CSOs that found the meeting useful	CSOs

5.5	Develop monitoring and evaluation indicators with measurements	• The measurement can be expressed in the following format:
		  1. Activities implemented as per purpose and objectives
		  2. Organized activities, involved CSOs, submitted proposals
		  3. Number of citizens involved in the trainings, results of the assessment
		  4. Indicators demonstrating the improvement of digital skills of the citizens from the target groups
		  5. Usage of the special equipment distributed to CSOs and citizens (registration forms, usage purpose, etc.)
			• Finalized monitoring and evaluation indicators	Contracted organization

5.6	Organize monitoring and evaluation activities as per plan	• The monitoring and evaluation plan will be developed and include the following:
		  1. Monitoring and evaluation methodology (sample size, develop questionnaire, organize online of face-to-face, involve CSOs from urban and rural areas, involve citizens from target groups, etc.)
		  2. Modes of organizing monitoring and evaluation works (have M&E specialist, contract other organization)
		  3. Budget of M&E, implementation period, frequency, etc.
		  4. Form of developing report (prepare presentation materials, video on how to develop case, brochure, etc.)
			• Finalized monitoring and evaluation plan
			• Implementation of the plan
				Contracted organization

5.7	Introduce results of the monitoring and evaluation works to CSOs of target groups and representatives of government organizations	• A seminar presenting the results will be organized. • Specific materials expressing the results will be developed (e.g., video, interview summary, presentation files, etc.).	• Number of CSOs and citizens who participated in the seminar • Number of produced materials that contained the results	Contracted organization, CSOs

ADDITIONAL INFORMATION

Information on international organizations' projects and programs related to digital transformation in Mongolia are listed in the table below.

Table 5. Projects and programs related to digital transformation implemented by international organizations in Mongolia

#	Organization Name	Project/Program	Duration	Budget/Financing	Detailed Information
1.	United Nations Development Programme (UNDP)	"Accelerator lab" Program	From May 29, 2020 to December 31, 2025	$150,000 USD, Financed by the German Government with $407,752 USD	A program implemented in 91 countries by the UN. The project focuses on digital transformation in public services, aiming to create more inclusive, innovative solutions with partners.
2.	European Union (EU)	"Digital Inclusion through CSO Empowerment (DICE)"	From December 1, 2023 to June 1, 2026	€670,000	The project aims to improve the digital skills of CSOs, increase access to digital services for vulnerable groups, and amplify citizens' voices using digital technologies.
3.	Asian Development Bank (ADB)	"E-Government and Digital Transformation"	From December 2022 to December 2025	$1 million	The technical assistance project focuses on improving e-government efficiency, enhancing cybersecurity, and increasing the digitalization of public services.
4.	World Bank (WB)	Smart Government – 2 Project	From June 6, 2022 to June 30, 2027	$41.7 million (including $1 million support from the Mongolian Government)	The goal of this project is to improve the quality and effectiveness of e-government services for citizens and businesses and increase digital skills and job opportunities in the digital sector.
5.	United States Agency for International Development (USAID)	New Program to Support Citizen Engagement and Information Accessibility	From 2023 to 2027	$10 million	This program aims to strengthen and make Mongolia's democratic system more resilient through the participation of independent media and civil society organizations.
6.	United States Agency for International Development (USAID)	Promoting a Prosperous, Secure, and Resilient Mongolia	From 2025 for 5 years	$13 million	The program will support expanding access to clean energy, improving the economic sector, strengthening democratic institutions, and collaborating with the private sector to enhance business environments.