

TABLE OF CONTENT

GLOSSARY OF TERMS	2
BACKGROUND	3
Introduction to TI-Mongolia	3
Country Specific Framework	5
Program Rational	7
STRATEGIC PLAN	10
Protect the public's resources	10
Stop flows of dirty money	11
Secure integrity in politics	11
Drive integrity in business	12
Pursue enforcement and justice	12
Expand civic space for accountability	13
Build community leadership against corruption	14
Measuring our impact	14

GLOSSARY OF TERMS

BICA	Business Integrity Country Agenda
CG	Corporate Governance
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
EITI	Extractive Industries Transparency Initiative
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
IAAC	Independent Agency against Corruption
MeTA	Medicines Transparency Alliance
OECD	Organization for Economic Co-operation and Development
PWA	Public Watch App
PWYP	Publish What You Pay
TI	Transparency International
TI-Mongolia	Transparency International Mongolia
UNCAC	United Nations Convention against Corruption

BACKGROUND

INTRODUCTION TO TI-MONGOLIA

Transparency International-Mongolia (TI-Mongolia), a non-governmental organization dedicated to tackle corruption in Mongolia, was established and registered in 2003 by a group of concerned citizens representing different civil society organizations. TI-Mongolia was accredited as an official chapter of the global Transparency International (TI) movement in early 2014. The global TI movement operates through more than 100 chapters worldwide and an international Secretariat in Berlin. It is the world's leading civil society organization working on anti-corruption. In its efforts to raise awareness about the damaging effects of corruption and to develop and implement effective measures to tackle corruption, TI works in partnership with governments, businesses, and civil society organizations around the world.

TI's organizational strength with 100 national chapters in conjunction with the Secretariat enables the organization to provide a vast number of resources including:

- Expertise and tools, particularly numerous indexes which have been developed to measure and address corruption in various contexts
- 'Constructive criticism' approaches that make TI a valued and trusted partner by governments, international organizations, businesses, and media and society groups around the world
- Independence and non-political partnership
- The capacity to mobilize and build coalitions of stakeholders
- A wide range of knowledge acquired through worldwide research and advocacy work undertaken at local, regional, and national levels
- Recognized international experience and a network of experts on corruption in numerous sectors

In accordance with TI's global strategy, this strategic plan outlines the efforts to integrate Mongolia into the international anti-corruption movement and to bring Mongolia's integrity and accountability standards in line with international standards and best practices.

Our **vision** is a country free of corruption, enabling justice, equality, and integrity at all levels of Mongolian society, for current and future generations.

Our **mission** is to combat corruption for the people of Mongolia by promoting integrity, transparency, accountability, and no impunity and by collaborating with individuals and institutions from all sectors and at all levels of society.

Our **values** are Transparency, Accountability, Integrity, Solidarity, Courage, Leadership, Justice, Democracy, Vigor, Respect, and Equality.

Our guiding **principles**:

- As coalition builders, we will work cooperatively with all individuals and groups, with for profit and nonprofit corporations and organizations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.
- We are dedicated to maintaining openness, honesty, and accountability in all our working relationships and with each other.
- We will remain democratic, politically non-partisan, and non-sectarian in our work. We are committed to remaining impartial, avoiding favoritism toward any specific political party. Instead, we will focus on supporting coalitions, diverse representation standing committees, and collaborative working groups.
- We will condemn bribery and corruption vigorously wherever it has been identified, although, as an organization, we do not seek to expose individual cases of corruption.
- The positions we take will be based on sound, objective, and professional analyses and high standards of research.
- We will only accept funding that does not compromise our ability to address issues freely, thoroughly, and objectively.
- We will provide accurate and timely reports of our activities to our stakeholders.
- We will respect and advocate for fundamental human rights and freedoms.
- We are committed to cooperating with other national chapters worldwide as well as with the global Secretariat.
- We stand in solidarity with each other, and we will not act in ways that may adversely affect other Chapters or the TI movement as a whole.
- We will strive for balanced and diverse representation in our governing bodies.

Our approach is holistic and enables us to work across four interdependent areas: **people, laws, institutions and behaviors**. As a National Chapter of the TI movement, we believe that people are central to our efforts, and that the public demand for integrity must be strengthened. We believe that institutions from the public and the private sector must improve their transparency, in word and deed, to counter corruption and provide accountability to all. We also recognize that values matter as key drivers in our work at TI-Mongolia and at the core of the sustained change we seek.

The past twelve years of TI-Mongolia's operations can be divided into two separate phases: First, the phase of advocating for change, which began in 2003 and ended in 2006. During this period TI-Mongolia played a crucial role in advocating for the adoption of anti-corruption programs, ratification of the United Nations Convention against Corruption (UNCAC) in 2006, and amendment of the 1996 Law against Corruption, and took an active role in developing the first National AntiCorruption Program. Unfortunately, due to a lack of political will and a lack of experience in drafting laws and regulations, the

country ended up with a legal and institutional framework that lacks implementing provisions and efficient law enforcement, leading to huge inequality among the population. TI-Mongolia's second phase, implemented from 2007 to 2012, was characterized by constructive engagement, intended to reach out to more organizations aiming at more opportunities for collaboration. After conducting needs-assessments, TI-Mongolia altered its strategy during this phase to engage particularly with law enforcement agencies charged with fighting corruption as they must be free of criminal intent and suspicion. Activities involving the judiciary helped TI-Mongolia detect and expose irregularities in the system to the general public and to politicians.

It took TI-Mongolia years to prove its independence and to establish working relationships and credibility with decision-makers. TI-Mongolia's engagement has helped to accelerate the reform processes that were in demand by the general public and already in the works. Building on these achievements TI-Mongolia strives to further strengthen government institutions, improve accountability and transparency in public services, cooperate with the private sector to reduce corruption for an open and clean business environment with a focus on the mining sector, and raise awareness on drivers and consequences of corruption as well as actively engage citizens and especially youth to tackle corruption. To ensure that these efforts are not undertaken in isolation from each other, TI-Mongolia aims to adopt a collective and innovative approach, engaging civil society as well as the public and the private sector.

However, in order to be successful in these endeavors, TI-Mongolia must be equipped with expertise and skills. Therefore, TI-Mongolia needs to continuously build capacity and strengthen its positioning and visibility. Furthermore, implementing the selected areas of work is related to risks which need to be addressed. The specific risks and plans for their mitigation are elaborated in the individual sections of this strategic plan.

COUNTRY SPECIFIC FRAMEWORK

Mongolia has a surface area of 1.54 million square kilometers with a population of only three million, making it the least-densely populated country in the world. Bordered by Russia in the north and China in the south, Mongolia is a landlocked country, heavily depending on its two neighboring economies. Traditionally, Mongolia is a country of nomads with a heavy dependency on agriculture. Despite rapid urbanization, reflected in the capital city Ulaanbaatar, which inhabits almost 50% of the total population, 30% of Mongolia's population still depends on animal husbandry¹.

Following a peaceful revolution in 1990, Mongolia began holding multiparty elections and established itself as an electoral democracy. Political rights and civil liberties have been

¹ Bertelsmann Stiftung, 2014, BTI 2014 – Mongolia Country Report.

firmly institutionalized, though political parties continue to rely on patronage networks rather than a competition of policy visions, and widespread corruption hampers further development. (Freedom House, 2024).² Mongolia achieved an impressive score of **84 out of 100**.³

Mongolia has experienced significant economic and democratic progress over the past three decades, with GDP per capita tripling since 1991. However, despite progress in poverty reduction, challenges remain in labor market inclusion, particularly for young people, and economic volatility has led to stagnation in poverty reduction efforts. These issues were exacerbated by the COVID-19 pandemic, which severely impacted livelihoods and the broader economy, even with government intervention. Looking ahead, Mongolia's development prospects are promising, given its vast natural resources and educated population, though these depend on the successful implementation of structural reforms (World Bank, 2023).⁴ Mongolia's national poverty headcount rate in 2020 was 27.8 percent, a slight decrease from 2018 by 0.6 percentage points. However, the pace of poverty reduction was negatively impacted by the COVID-19 pandemic, which simulations suggest prevented an additional 3.5 percentage point decline in the poverty rate. Government measures, including top-ups to the Child Money Program (CMP), played a key role in preventing poverty from rising between 2018 and 2020 (World Bank, 2023).⁵

Mongolia's economy saw strong growth in 2023 due to increased mineral output and exports, resulting in fiscal and current account surpluses, as well as larger international reserves. Despite a decrease, inflation remained elevated. Mining, particularly the Oyu Tolgoi mine, is expected to drive growth in 2024 and 2025 as concentrate production ramps up (Asian Development Bank, 2023).⁶ In its economic report, the Asian Development Outlook (ADO) April 2024, the Asian Development Bank (ADB) projects that Mongolia's economy will grow by 4.1% in 2024, down from 7.0% in 2023. The growth is expected to be supported by mining and increased government spending, while the agriculture sector is projected to contract due to one of Mongolia's worst winters in recent memory. The report further forecasts that gross domestic product growth will reach 6.0%

² Freedom House. (2024). *Freedom in the World 2024 - Mongolia*. Retrieved from <https://freedomhouse.org/report/freedom-world/2024/mounting-damage-flawed-elections-and-armed-conflict>

³ Freedom House. (2024). *Freedom in the World 2024 - Mongolia*. Retrieved from <https://freedomhouse.org/country/mongolia/freedom-world/2024>

⁴ World Bank. (2023, October 13). *Mongolia overview: Development news, research, data*. The World Bank. Retrieved October 9, 2024, from <https://www.worldbank.org/en/country/mongolia/overview>

⁵ World Bank. (2023, October 13). *Mongolia overview: Poverty and equity report*. The World Bank. Retrieved from <https://www.worldbank.org/en/country/mongolia/overview>

⁶ Asian Development Bank. (2023). *Mongolia: Economic outlook*. Asian Development Bank. Retrieved from <https://www.adb.org/countries/mongolia/economy>

in 2025, driven by a recovery in agriculture, mining expansion, and growth in services (Asian Development Bank, 2024).⁷

The assets related to the extraction of mineral resources entail significant corruption risks. The legal framework related to the mining sector is very instable and laws and regulations change frequently, the licensing procedures are opaque, public tenders are regularly awarded to businesses owned by parliament members or their family members, and the rule of law, especially in regard to negotiated contracts, is not sufficiently enforced. Political power games and a high turnover of staff in the ministries as well as publicly owned companies, depending on the currently ruling party, add to the corruption problems. Although Mongolia generally has strong laws, the law enforcement shows major insufficiencies. According to the Global Corruption Barometer Asia 2020, in Mongolia, 69% of the population views corruption as a significant issue. Within the past year, 22% reported paying bribes for public services, while 29% utilized personal connections to access those services. Additionally, 14% admitted to offering bribes for votes, and 7% experienced sextortion or knew someone who had. Corruption perceptions vary by institution, with 56% believing members of parliament are corrupt, followed by 42% for judges and magistrates, and 32% for the president, prime minister, and business executives.⁸

To address these issues, TI-Mongolia plans to work together with the government, the private sector, and Civil Society Organizations (CSOs) in a collaborative manner, involving all relevant stakeholders. With this strategic plan TI-Mongolia sets the framework for its efforts in fighting corruption over the coming three years. The focus areas for TI-Mongolia's work as well as the envisioned impacts are described throughout this document.

PROGRAM RATIONAL

Mongolia faces numerous economic challenges, heavily relying on mining, which accounts for around 28% of its GDP.⁹ The government's 34% ownership of Oyu Tolgoi¹⁰, set to become one of the world's largest copper and gold mines, puts policymakers in a delicate position, balancing citizen demands with real-world business considerations. Faced with conflicting interests, politicians often prioritize short-term political gains,

⁷ Asian Development Bank. (2024). *Asian Development Outlook (ADO) April 2024: Mongolia's economic outlook*. Asian Development Bank. Retrieved from <https://www.adb.org/publications/asian-development-outlook-2024>

⁸ Transparency International. (2020). *Global Corruption Barometer - Asia 2020*. Retrieved from <https://www.transparency.org/en/gcb/asia/asia-2020>

⁹ www.adb.org/sites/default/files/publication/957856/mon-ado-april-2024.pdf

¹⁰ <https://www.riotinto.com/en/operations/mongolia/oyu-tolgoi#:~:text=Oyu%20Tolgoi%20is%20jointly%20owned,Tinto%2C%20which%20owns%2066%25>.

causing market instability, rising inflation, reduced consumer confidence, and declining foreign investment. Corruption and the lack of robust rule of law further complicate efforts to enforce contracts and improve economic stability.

While Mongolia enacted its anti-corruption law in 1996 and introduced a national anti-corruption program, enforcement and implementation remain insufficient. Although Mongolia ratified the United Nations Convention against Corruption (UNCAC) in 2006, its anti-corruption law still falls short of UNCAC standards, and implementation poses a significant challenge.

In 2024 TI-Mongolia developed the UNCAC implementation **Parallel Report** that evaluates Mongolia's legal, institutional, and justice frameworks, placing particular emphasis on areas such as anti-corruption policies, public sector integrity, political financing, whistleblower protection, public procurement, and measures against money laundering.

Although Mongolia has enacted an extensive body of laws and regulations, including three national anti-corruption programs since 1990, the **key issue remains weak implementation**, particularly in terms of transparency, accountability, and enforcement. An external evaluation of the second National Anti-Corruption Strategy (2016) indicated that 75% of the planned activities were carried out, yet the overall perception of corruption has deteriorated. This is evidenced by Mongolia's decline in the Corruption Perceptions Index (CPI), with its score dropping from 39 in 2015 to 33 in 2024, and its ranking falling from 72nd to 121st out of 180 countries.

A significant gap lies in the **lack of accountability** for wrongdoers, coupled with a pattern of **double standards in law enforcement**, particularly in cases involving high-ranking officials. While Mongolia's legal framework meets international standards, selective justice, suppression of civic participation, and human rights violations have hindered progress in combating corruption.

Looking ahead, Mongolia's **National Anti-Corruption Strategy for 2023-2030** sets out to reduce corruption and strengthen integrity at all levels of society, including the public sector, private enterprises, and civil society organizations. The strategy, which includes 11 goals, 45 objectives, and 201 activities, is to be implemented in two phases, aligned with the national Anti-Money Laundering (AML) Program. Currently, the strategy's action plan is undergoing review and awaiting parliamentary approval for budget allocation. While Mongolia has established a robust legal framework, substantial efforts are required to enhance **implementation, transparency, and accountability** in order to effectively tackle corruption and strengthen democratic governance.

Furthermore, Mongolia ranks **121/180** on the CPI 2023, scoring 33/100.¹¹ indicating a high level of perceived corruption. Despite efforts to combat it, corruption remains deeply entrenched across various sectors.

TI-Mongolia has worked extensively with both public sector institutions and civil society organizations (CSOs) over the past decades. This work has led to improved capacity in relevant institutions and promoted broad participation in anti-corruption efforts. Through strong partnerships with the Ulaanbaatar municipality, the Independent Authority Against Corruption (IAAC), and other public institutions, TI-Mongolia has made progress. However, further challenges persist, calling for deeper engagement with new stakeholders and expanded partnerships.

In the coming years, TI-Mongolia's primary goals will be to:

- Strengthen government institutions;
- Improve accountability and transparency in public services;
- Reduce corruption for an open, competitive, and transparent business environment;
- Raise awareness of the drivers and consequences of corruption, and actively engage citizens—especially women, youth, and disadvantaged groups—to empower them to take part in anti-corruption efforts.

Building on past experience, TI-Mongolia will continue to strengthen the legal and institutional framework in anti-corruption. Efforts will focus on promoting transparency and effective law enforcement while advocating for new legal reforms to address Mongolia's evolving needs.

Citizen engagement, empowerment, and inclusivity will be at the heart of these efforts. Recognizing that lasting change requires the active participation of all citizens, TI-M will work to ensure that diverse voices, including those of women, marginalized communities, and youth, are heard and involved in the fight against corruption.

On a subnational level, TI-M's focus will initially be on Ulaanbaatar and selected regions. With the majority of Mongolia's population residing in Ulaanbaatar, and the existing relationships with local authorities, it serves as an ideal starting point for TI-M's local governance initiatives. These efforts will gradually extend to other regions to strengthen local institutions and engage regional communities in anti-corruption efforts.

Aligning with the movement-wide strategy to 2020 and beyond, TI-M has identified basic public services as a priority area for its future work. Municipal services, health services, and education will be the focus of TI-M's work on governance. In particular, the health sector, identified as highly vulnerable to corruption, will be a key area for intervention. Through its partnership with the World Health Organization (WHO) in Mongolia, TI-M has established the Medicines Transparency Alliance (MeTA), a multi-stakeholder group that

¹¹ <https://www.transparency.org/en/cpi/2023/index/mng>

includes public, private, and civil society representatives working to improve governance, transparency, and accountability in Mongolia's pharmaceutical system.

As part of TI-M's commitment to inclusivity and empowering all stakeholders, the organization also seeks to involve the business community, particularly the mining sector, in its anti-corruption efforts. Given the sector's vulnerabilities, TI-M will work to improve business ethics, corporate compliance, and integrity systems. A central aim will be to form a business sector alliance and foster collective action among public, private, and civil society actors to transform Mongolia's business environment into one that is open, transparent, and accountable.

Empowering and engaging the public—especially youth—will be a cornerstone of TI-M's strategy. Through educational programs, research, and public awareness campaigns, TI-M will enhance knowledge about corruption, encouraging citizens to participate in public debates and hold institutions accountable. The empowerment of youth, in particular, will involve providing them with the tools and knowledge to take action against corruption, fostering a new generation of leaders committed to transparency and integrity.

With these comprehensive efforts, TI-M aims to make significant strides toward solving Mongolia's corruption challenges. By focusing on the most vulnerable sectors and empowering citizens from all walks of life, TI-M will foster a culture of transparency, accountability, and inclusivity. The ultimate goal is to create long-term, meaningful change that eradicates corruption and ensures a more just and equitable future for Mongolia.

STRATEGIC PLAN

Our strategy is guided by the global Transparency International movement's 'Holding Power to Account' – A Global Strategy Against Corruption 2021-2030. Our strategic priorities are closely aligned with the overarching goals of the Transparency International movement. Over the period of 2024 –2028 TI-Mongolia's priorities are:

1. **Protect the public's resources.**

Enhancing Integrity and Accountability in Infrastructure Development

TI-Mongolia will prioritize strengthening governance in infrastructure development to ensure transparency, accountability, and public trust in projects that significantly impact communities and the environment. This strategy aims to combat corruption in planning, financing, and executing infrastructure projects, promoting equitable access to resources and services.

Key initiatives will include advocating for transparent procurement processes, rigorous project evaluations, and independent oversight of infrastructure projects. TI-Mongolia will collaborate with government agencies, civil society, and private sector stakeholders to

promote the adoption of best practices in project management and accountability mechanisms.

The strategy will emphasize community engagement, ensuring that local populations have a voice in the planning and implementation of infrastructure projects, particularly in rural and marginalized areas. TI-Mongolia will also support capacity-building for public officials and civil society organizations to monitor infrastructure spending and hold accountable those involved in corrupt practices.

Additionally, efforts will be made to enhance the transparency of project financing, including disclosures of funding sources and expenditures. By promoting good governance in infrastructure development, TI-Mongolia aims to improve the quality and sustainability of infrastructure services while reducing corruption risks and fostering public confidence in governmental processes.

2. Stop flows of dirty money

Promote the Renewal of Mongolia's Financial Reporting System through the Adoption of an IRS Model to Reduce Corruption and Enhance Transparency

TI-Mongolia will advocate for the implementation of an Individual Reporting System (IRS) model in Mongolia, which would require individuals to report their income and financial activities, thereby increasing transparency, accountability, and reducing opportunities for corruption.

3. Secure integrity in politics

Promoting Political Integrity and Accountability in Governance

TI-Mongolia will emphasize strengthening political integrity by enhancing transparency, accountability, and ethical conduct in political institutions and processes. This strategy will focus on reducing corruption risks in political decision-making, electoral processes, and party financing, with a strong emphasis on promoting ethical behavior among political leaders and public officials.

Key initiatives will include advocating for stricter regulations on political party financing, transparency in campaign contributions, and disclosure of conflicts of interest among politicians. TI-Mongolia will collaborate with election monitoring bodies, civil society organizations, and international partners to ensure free and fair elections, while also encouraging greater public oversight of political activities. The strategy will also promote the implementation of codes of conduct for elected officials and support efforts to hold them accountable for corruption and unethical behavior. Public engagement will be a key pillar, with efforts to raise awareness and empower citizens to actively participate in monitoring and reporting political corruption. Through these efforts, TI-Mongolia aims to create a more transparent and accountable political landscape in Mongolia.

4. Drive integrity in business

Strengthening Business Integrity in the Private and Public Sectors

TI-Mongolia will promote ethical business practices and transparency within both the private sector and state-owned enterprises (SOEs). This will include fostering a culture of integrity by developing frameworks that enhance corporate governance, enforce anti-corruption policies, and encourage compliance with international standards. Collaborating with key stakeholders, such as business associations, regulatory bodies, and civil society, TI-Mongolia will work to improve accountability mechanisms, reduce corruption risks, and promote fair competition across all sectors. The initiative will focus on enhancing transparency in procurement processes, ensuring the responsible management of public assets, and building the capacity of companies to implement robust anti-corruption measures. Special attention will be given to strengthening public-private partnerships that contribute to sustainable development and a corruption-free business environment.

5. Pursue enforcement and justice

Enhance the Effectiveness of Mongolia's Anti-Corruption Agency through a Comprehensive Second Assessment to Strengthen Capacity and Accountability

TI-Mongolia will prioritize the effectiveness of the Independent Authority Against Corruption of Mongolia. We will conduct a thorough second assessment of the Anti-Corruption Agency's performance, operations, and capacity to identify areas for improvement, foster greater accountability, and enhance its ability to combat corruption.

Strengthening Judiciary Integrity with a Focus on Anti-Corruption Courts

TI-Mongolia will prioritize reinforcing integrity within the judiciary, with a particular focus on the establishment and strengthening of anti-corruption courts. This strategy aims to enhance the independence, transparency, and accountability of judicial processes related to corruption cases. By collaborating with judicial bodies, legal professionals, and oversight institutions, TI-Mongolia will work to improve the capacity and effectiveness of courts, ensuring they are equipped to handle complex corruption cases impartially and efficiently. Key initiatives will include advocating for judicial reforms, promoting ethical standards for judges and court staff, and improving public trust in the judiciary through transparent case management and reporting mechanisms. The strategy will also involve capacity-building for anti-corruption court personnel and fostering greater collaboration between courts, law enforcement, and civil society to combat corruption effectively within the justice system.

6. Expand civic space for accountability

Advocate for Comprehensive Whistleblower Protection Laws to Foster Accountability

TI-Mongolia has been actively advocating for the adoption of Whistleblower protection legislation. We will continue to advocate and promote the establishment and enforcement of robust whistleblower protection legislation to safeguard individuals who report corruption and misconduct.

Strengthen Investigative Journalism to Enhance Accountability and Transparency

Enhance the capacity of investigative journalism to uncover and expose corruption and misconduct effectively. To enhance the capacity of investigative journalism to effectively uncover and expose corruption and misconduct, we will invest in comprehensive training programs that equip journalists with advanced skills in investigative methodologies, data analysis, and ethical reporting. By providing access to essential resources—such as funding, databases, and technological tools—we will empower journalists to conduct thorough investigations. We will foster collaboration among journalists, civil society organizations, and academic institutions to share expertise and amplify the impact of reporting. Additionally, creating safe spaces to protect journalists from retaliation, encouraging public engagement for valuable insights, promoting high ethical standards, and leveraging technological innovations will significantly strengthen the role of investigative journalism in promoting accountability and transparency. These efforts will ultimately contribute to a more informed public and a healthier civic space where power is held accountable.

Enhancing Inclusive Public Participation in Anti-Corruption Efforts

TI-Mongolia will focus on strengthening public engagement in anti-corruption initiatives across rural and urban areas of Mongolia, with particular emphasis on women, youth, marginalized communities, and individuals with disabilities. This strategy will be implemented through targeted partnerships with local NGOs, community organizations, and key stakeholders to ensure inclusive and representative participation. By fostering collaboration at the grassroots level, TI-Mongolia aims to empower these groups to play a proactive role in monitoring, reporting, and preventing corruption, while also ensuring that their voices are heard in shaping policies and governance practices. The strategy will include capacity-building efforts, awareness-raising campaigns, and the development of accessible platforms for dialogue and engagement, ensuring that anti-corruption efforts are more inclusive and impactful across the country.

Promoting Transparent and Accountable Environmental Governance

TI-Mongolia will focus on enhancing environmental governance by ensuring transparency, accountability, and public participation in the management of natural resources and environmental policies. This strategy aims to combat corruption in environmental

decision-making processes, promote sustainable practices, and protect Mongolia's natural heritage for future generations.

Key initiatives will include advocating for the development and enforcement of robust environmental regulations and policies that prioritize sustainability and community rights. TI-Mongolia will collaborate with government agencies, local communities, and environmental organizations to promote transparent practices in resource extraction, land use, and environmental impact assessments.

The strategy will emphasize the importance of public participation in environmental governance, encouraging community engagement in decision-making processes and enhancing access to information on environmental issues. TI-Mongolia will also support capacity-building programs for local stakeholders to effectively monitor and report environmental violations and corruption. Additionally, efforts will be made to strengthen collaboration between civil society and governmental bodies to ensure accountability in environmental governance, addressing issues such as illegal mining, deforestation, and pollution. Through these efforts, TI-Mongolia aims to foster a culture of integrity and sustainability in environmental governance across Mongolia.

7. Build community leadership against corruption

Jointly Develop Comprehensive University Training Programs to Empower Future Professionals with Anti-Corruption Knowledge

TI-Mongolia will develop and implement a specialized anti-corruption course for students in journalism, law, political science, and related fields, in collaboration with universities, to equip future professionals with the skills and knowledge to identify, report, and combat corruption across sectors.

MEASURING OUR IMPACT

Effective anti-corruption initiatives require dynamic, adaptive, and context-sensitive monitoring, evaluation, and learning systems. Our programs are designed to integrate tailored approaches for measuring impact and incorporating lessons learned into our work and across the global Transparency International movement.

Monitoring: In our daily operations, we assess how our research and advocacy:

- **Influence public discourse** by analyzing coverage in national and international media, parliamentary discussions, speeches, and declarations from national governments and multilateral organizations.

- **Impact policy and practices** by tracking changes in national laws, international treaties, and anti-corruption strategies in both public and private sectors.
- **Encourage coalition-building and raise awareness** by monitoring engagement from the private sector, partner Transparency International chapters, and key stakeholders.

Evaluation: We regularly conduct evaluations of our programs and major research initiatives. Our largest projects are subject to periodic, external independent evaluations. The insights gained and lessons learned from these evaluations guide the design of future activities and projects.

Learning: We prioritize learning by integrating findings from our monitoring and evaluation processes. This allows us to continuously refine our strategies and improve project effectiveness. By utilizing diverse approaches, we ensure that lessons learned are applied across all areas of our work.