

METAMORPHOSIS through MERIT

Outcomes and Impact of
**Mongolia: Enhancing Resource
Management through Institutional
Transformation (MERIT)**
2016-2024



TABLE OF CONTENTS

2	About the MERIT Project
9	Canada's Leadership World-Class Public Service
10	Letters from the Government of Mongolia
12	Mainstreaming Gender Gender Equality in Practice
18	Modern Environmental Oversight International Norms for Planning and Monitoring
23	Results-Based Management Governance for Impact
27	Professional Human Resources Framework Human Empowerment and Capacity
32	Best Practice Business Development Collaborative Community Relationships
37	Knowledge Sharing Convening and Learning
41	Successful by Design Connection Model Scaling Up and Replication Broad and Deep Framework Features
46	Project by Numbers
48	Participating Organizations and People

Over an eight-year period, Mongolia's extractive public sector underwent a metamorphosis to become what it is today: more gender aware, environmentally accountable and community engaged.

**BEHIND THIS MODERNIZATION WAS
MERIT — MONGOLIA: ENHANCING
RESOURCE MANAGEMENT THROUGH
INSTITUTIONAL TRANSFORMATION —
A \$16.9-MILLION PROJECT FUNDED BY
GLOBAL AFFAIRS CANADA AND LED BY
CATALYSTE+.
MERIT WRAPPED UP IN 2024.**

This report shares how this fundamental transformation was achieved in Mongolia's extractive sector and the lessons learned for replicating it in other sectors and contexts, locally and nationally.

About the MERIT Project



MONGOLIA'S CHALLENGE

Mongolia is a vast, mineral-rich country with the lowest population density in the world. Situated between China and Russia, it is about 15 percent the size of Canada physically, and less than 10 percent of Canada by population. About one-quarter of the 3.2 million citizens live in rural areas. Like Canada, this small population lives in a vast landscape with a harsh climate, has large powerful neighbours, and has an economy dependent on natural resources. One difference is that almost 30 percent of Mongolia's population lives below the poverty line.

Mongolia transitioned to a free-market democracy in the 1990s, as a republic of 21 provinces and a central government based in the capital Ulaanbaatar. The transition created the opportunity for foreign investment, which in turn led to a mining boom. By 2011, Mongolia had the fastest growing economy in the world. Mining and the petroleum industry were the key drivers of growth. By 2023, they accounted for more than 87 percent of the country's total exports and 25 percent of its gross domestic product (GDP). The economic volatility that is characteristic of the extractive sector is a challenge that Mongolia has struggled with.



RESPONDING TO NEED

The effective and sustainable management of this fundamental economic sector is essential to reducing the number of Mongolians living below the national poverty line and to ensuring the government's goal of inclusive economic prosperity.

The Government of Mongolia's shared national values are articulated in its long-term development policy, Vision 2050. The initial ten-year action plan aims to fast-track economic revitalization that promotes growth, supports social sectors and improves wellbeing. Modern management practices in the public service are a key ingredient for success and so improving mining governance is among Mongolia's top priorities. This is critical to strengthening the effectiveness of its regulatory oversight and enabling participation in the global economy, with the mining sector playing a lead role.

This award-winning project — Mongolia: Enhancing Resource Management through Institutional Transformation (MERIT) — was created to bring modern management practices to the public service in Mongolia. Led by Catalyste+ with \$16.9 million in funding from Global Affairs Canada (GAC), MERIT was designed to align with the Mongolian government's priorities, GAC's strategic goals for Mongolia and the commitment of both countries to the United Nation's Sustainable Development Goals (SDGs).

FROM CONCEPT TO CULTURE

Culture change is easier to plan than to implement.

From 2016 to 2024, MERIT worked with the Mongolian government and mining-impacted communities to facilitate the transformation of legislation into action. The goal was to support responsible resource management aimed at sustainable economic and social development. By working at the grassroots level and cultivating leading practices with support from Canadian advisors, this high-impact project demonstrated how institutional transformation can take place through well-designed facilitation and sustained effort.

The key ingredient was the process — strategic, practical activities undertaken in an effective order with engaged partners that created momentum. Through this momentum, supported by MERIT's Canadian and Mongolian advisors, civil service partner organizations developed a deep understanding of leading practices and took ownership of their own transformation. In this way, MERIT instigated a metamorphosis.

The end result is the ongoing realization of Mongolia's goals of social and economic strengthening in the mining sector. This report highlights the comprehensive, agile, empowering and empathetic approach that contributed to the effective implementation of legislation and the strengthening of the civil service accomplished through MERIT.



EVIDENCE OF TRANSFORMATION

MERIT focuses on encouraging participants to be actively involved in the planning process, creating a sense of involvement and pride in contributing to its success. This approach inspires participants to be fully engaged and responsible for the implementation of the strategies.

Dr. Surenchimeg Dulamsuren,
Rector, National Academy of Governance

The MERIT project promoted responsible practices in the extractive sector by strengthening the public service and community capacity around it. The project worked at the central level with the related ministries and agencies and at the local level with four mining-impacted provincial and their district governments, thus aligning local activities with the goals of the central key ministries and agencies regulating the mining sector (see the list of Mongolia's participating ministries, agencies and provincial governors' offices at the end of this report).

With mining as the entry point, the desired transformation was the institutionalization of responsible, results-based and gender-aware leading practices in the public service.

The proof of transformation lies in the community uptake of the foundational elements built by Mongolian public servants, civil society and consultants, with Canadian support.





SUCCESSFUL BY DESIGN

This report outlines the impact of the MERIT project through six integrated thematic areas. Together, they facilitated a transformation in the Mongolian public service that put legislation into practice, working with the country to achieve its desired results by jointly consolidating leading practices into the action plans of Mongolian institutions.

This eight-year project (2016-2024) strengthened the capacity for responsible extractive sector management. Gender equality and environmental awareness permeated project activities directly and indirectly at every step of the way. Results-based management, individual training, team processes and administrative infrastructure all intersected to build a fabric that ensured the benefits and opportunities flowing in a growing economy were widely shared, including among traditionally under-represented groups in commerce such as women and small and medium-sized enterprises (SMEs).

The result was a transferable model for strengthening public sectors. This exemplar can be used to support strong results in other sectors, at local and national levels.

I have observed a common pattern where projects are often executed in the short-term and then discontinued, lacking long-term continuity. MERIT sets itself apart in this regard; it demonstrates that projects have the potential to activate change, shape mindsets and achieve success through community engagement.

Sergelen Zorig,
HR Specialist, MERIT Ulaanbaatar Office



Canada's Leadership



The most significant change resulting from the pilot project ?
A change of mindset.”

Dr. Surenchimeg Dulamsuren,
Rector, National Academy of Governance

World-Class Public Service

Canada is known for its world-class public service. It has one of the most effective public services in the world, according to the International Civil Service Effectiveness Index published by researchers at the University of Oxford. By bringing hands-on experience with public sector excellence to this partnership with Mongolia, MERIT played a role in optimizing the sectoral policy and action plans of the Government of Mongolia and the ongoing work of its ministries, agencies, and local governments.

Across six thematic areas described in this report, Canadian advisors working with local experts, facilitated a sustained, comprehensive effort in

support of partner-defined goals. The project improved high-level coordination and collaboration among the ministries, agencies and provinces to promote a coherent approach to working with extractive industry stakeholders, including mining-impacted communities. As a result, MERIT has had significant impact, over geography and time, on the capacity of the Mongolia public service to improve responsible resource development, and public sector governance more generally.

Letter from the Government of Mongolia

To advance the social and economic recovery envisioned for Mongolia through our Vision 2050 initiative, the Government of Mongolia launched a results-based management policy. This policy emphasizes planning, reinforces accountability, and embeds a monitoring and evaluation framework within its implementation.

The Cabinet Secretariat of Mongolia actively collaborated with the MERIT project, funded by Global Affairs Canada, to strengthen the results-based management system in public administration. We have seen substantial progress and are pleased to share in this report evidence of the impact of our collaboration. Our collective achievements can only be described as greater than the sum of its parts, well exceeding targets on both technical and governance fronts.

Through collaborative efforts in policy-making, planning and human resources, the project effectively identified and implemented measures that were responsive to needs. By leveraging international best practices and guidance from Canadian and national technical advisors, the stakeholders not only introduced innovative methods to address these needs in governance and coordination, they also established sustainable avenues to implement them.

MERIT was an instrumental project for the Mongolian government in the modernization of its civil service and key strategic mining institutions. Using the regulation of the extractive industry as a point of entry, MERIT worked to cultivate deep and effective local relationships, while at the time reaching a critical mass of training for public sector employees on the new legislation — more than 40,000 civil servants. Key publications, training materials and toolkits are all now in place to support further development across the spectrum of project areas.

One of the advantages of the partnership with MERIT is that it reached out to the grassroots of the Mongolian government employees and agencies operating in the provinces and, at the same time, ensured urban and rural citizen engagement in the modernization of government-industry relations and environmental oversight. MERIT also helped deliver on our commitment to gender-sensitive governance that benefits all.

The cumulative impact of the project — across six thematic areas as described in this report — was broad and deep. The new attitudes and ways of working in the civil service is evident by comparing the baseline and evaluation surveys undertaken. As a result of this work, Canadian and Mongolian cooperation is sustained and Mongolia is strengthened. We would be delighted to work together again to continue the cooperative support of Mongolian development in the future.



Byambasuren Urgamal

Vice Chief, Cabinet Secretariat of
Government of Mongolia



Letter from the Ministry of Mining and Heavy Industry

The Ministry of Mining and Heavy Industry (MMHI) signed a memorandum of cooperation with the MERIT project on March 29, 2016, to share knowledge, skills, and leading practice in transparent and responsible mining practices. Through this framework, many successes were achieved.

The Ministry worked with MERIT to develop modern guidelines, policies, strategies, and plans using inclusive indicators and results-based management. An outstanding example of inclusivity is the development of the Geology, Mining, Petroleum, and Heavy Industry Sector Gender-Responsive Policy (2019-2026) and its mid-term evaluation. The gender-responsive policy is an important document to promote gender equality within the sector and may serve as a model for other countries.

A major accomplishment applying results-based management was the collaborative creation of a Mine Closure Plan template, involving regulators, a state-owned mining company, and local government. The process for planning and oversight of mine closure built capacity for international leading practices in the environmental stewardship of Mongolia's natural resources.

MMHI and MERIT worked together to strengthen community engagement and consultation in natural resource development overall, increasing citizens' awareness and understanding of the sector. One notable success is the Ministry's annual mentorship programs, which pairs mining professionals in the central organization with local administrative

mining specialists, increasing both knowledge and collaboration.

This valuable collaboration with MERIT has led to greater knowledge sharing, increased networking and leadership opportunities for women, and collaboration throughout the sector. Close to a thousand public servants participated in capacity-building activities and are applying the skills and knowledge offered. The government's action plan for 2020 to 2024 sharpened the focus on transparent and responsible mining in the advancement of the mining and heavy industry sector, and we are pleased to share highlights of our progress in this report.



Uyanga Bold

Deputy Minister, Ministry of Mining
and Heavy Industry



Mainstreaming Gender

Through a combined bottom-up and top-down approach, MERIT instituted leading gender equality practices - from policy planning and reporting, to analyzing challenges, to identifying and implementing solutions.

Gender Equality in Practice

Research shows that women in countries that are dependent on mining tend to experience greater inequality in terms of their wealth and rights compared to women in other countries, according to the Natural Resources Governance Institute. Therefore, a primary aspect of facilitating world-class governance in the extractive sector includes gender equality goals.

MERIT designed and implemented gender mainstreaming strategies aligned with the goals of both the Mongolian and Canadian governments. Canada's Feminist International Assistance Policy (FIAP) aims to eradicate poverty by empowering girls and women. This complements Mongolia's gender equality legislation and its work on the Sustainable Development Goals, including the fifth goal of bringing a gender equality lens to budgets, national plans, policies, practices and services.



I have a higher level of self-confidence as a result of the gender and leadership program. I have learned how I can speak up to promote change that will benefit our team, help us collaborate and focus on results."

Course Participant,
Ministry of Environment and Tourism



As an Environmental Officer, I was promoted to Department Head for Environment and Tourism. MERIT's gender and leadership training helped me to adapt in my new management role. I used my newly acquired skills to organize events, institute desired changes, build relationships and raise funds. I found this initiative because I was empowered through the gender and leadership training."

Erdenebayar Batchuluun,
Head of Environment and Tourism Department,
Dornod Province

GENDER POLICY INTO PRACTICE

Public policy is a key tool to promote gender equality and to create positive change in citizens' lives and livelihoods.

MERIT's coordinated efforts assisted local governments to understand how citizens, both women and men, benefit from the revenue that the extractive sector generates. It then supported the implementation of policies and practices that respond to the differing needs of women and men. Key outcomes included a participatory gender audit undertaken in four locations — a provincial governor's office, a ministry and two agencies — to assess the institutionalization of gender equality throughout the organization. Gender-responsive budgeting (GRB) training was delivered to assess the impact of public revenues and expenditures on women, girls, men and boys.

The Mongolia's Ministry of Mining and Heavy Industry is one of the few mining ministries in the world to have conducted a gender-impact assessment that led to a sector-wide gender policy and action plan with gender-responsive indicators. MERIT supported the process, including the mid-term evaluation of the sector's gender policy implementation with recommendations and an action plan.

Recommendations included the creation of a job description for a **full-time gender specialist** at the Ministry of Mining and Heavy Industry, a move that is aligned with the government's gender priorities. The government approved the position across the civil service, ensuring that each ministry, agency and local government can have a full-time gender specialist.



The gender training taught us how to conduct a gender analysis. Our team worked on the 'Camel' program, which gives herders a \$10 CAD incentive for each baby camel born. The total provincial budget for the 'Camel' program was \$10,000 CAD. Through the gender analysis, we discovered that 97.2 percent of the beneficiaries were men. We reviewed the procedures and discovered that the incentives were transferred to 'the head of household's account', which are usually men. As a team, we identified a potential solution. We could propose the transfer to a joint bank account held by both husband and wife. We presented the solution to Province Representatives Council and requested the Ministry of Food, Agriculture and Light Industry's review. With both these approvals, we ensured that the Camel program was gender sensitive. The training really opened our eyes."

Tsetsegsuren Ganbat,
Chief of Staff, Governor Office of Gurvanzagal District,
Dornod Province

GENDER AWARENESS TRAINING

Starting with the four provincial governments, MERIT supported broad-reaching gender awareness work in the public service by translating the Canadian government's Gender-Based Analysis Plus e-Learning Course into Mongolian, and adapting it by including local examples and case studies. This supported the analysis of gender-disaggregated data that guided decisions about public expenditures at the sub-district, district and provincial levels.

It is now a mandatory requirement for public servants who are students at the National Academy of Governance to complete the Gender-Based Analysis Plus (GBA+) online course. To date, the course has engaged over 10,000 civil servants to increase their knowledge and skills in the workplace, 75 percent of whom were women.



I would highlight the design and implementation of gender-sensitive policies and procedures as a prime example of valuable MERIT initiatives."

Byambasuren Punsantsogvoo,
Head of Division, National Academy of Governance

GENDER-RESPONSIVE BUDGETING

The increased capacity of civil servants to understand the impact of fiscal decisions on gender equity was built through a gender-responsive budgeting pilot. The pilot involved the analysis of the impact of the government's budget on women and men, girls and boys. It requires the systematic integration of a gender perspective in budget documents (such as data collection on how activities are delivered to, taken up by, and affect women and men differently) and subsequent processes to advance the policy objective of gender equality. In the four provincial and district level administrations, this pilot instituted the analysis of the impact of public services on women and men, so that inequitable practices could be identified and addressed, and government services could be delivered through a gender equality lens.

This experience informed budgeting practices at the Ministry of Finance and contributed to the identification of gender-responsive budgeting as a core component of the National Academy of Governance cross-sectoral strategic plan on promoting gender equality (2022-2031). The e-learning on gender-responsive budgeting has been integrated into the curriculum and delivered to civil servants at a national level through the National Academy of Governance.



Gender-Responsive Budgeting online training material serves as a valuable resource to support the implementation of budgeting reform and enhance the capacity building of civil servants in alignment with international standards and ensure the implementation of the Mongolian government policy on the gender equality.”

Dr. Surenchimeg Dulamsuren,
Rector, National Academy of Governance

WOMEN IN DECISION-MAKING

At all levels of MERIT's work, a gender lens ensured that women's voices were heard and taken into account in decision-making. As project activities became integrated in the workplace, the gender lens was institutionalized.

Public service gender communities of practice took shape across ministries, agencies and governors' offices. Called **Gender Clubs**, the monthly meet-ups started small - just a handful of members - and grew to include hundreds of civil servants, primarily women but men, too. The national gender community of practice was awarded runner-up of Apolitical's 2020 Global Public Service Team of the Year Award in the category of Championing Equity. The communities of practice created an opportunity for members to share experiences, build networks, develop knowledge and skills, and share resources. The gender community of practice operates at a national level and the gender clubs operate in the four project provinces, all on their own impetus and resources.

Female decision-makers in the civil service were empowered and supported through the Women in Leadership monthly networking events. The monthly meetings improved access to knowledge and networks for women so they could ascend to decision-making and leadership roles through shared experiences and with support.



Another brilliant idea from the project was the women's networking sessions that allowed participating women leaders to share their ideas, knowledge and experiences with each other to enable change and initiate new beginnings for the future."

Dr. Surenchimeg Dulamsuren,
Rector, National Academy of Governance

External community engagement with a gender lens in mining communities reached over 4,000 local residents, increasing participation and voice for women in community dialogue and decision-making. The Local Cooperation Agreements that were signed between companies and local governments presented an opportunity for women to contribute to development planning. Follow-up with the communities demonstrated to women that their feedback was incorporated in decision-making.

WOMEN'S ECONOMIC EMPOWERMENT

Empowerment of women entrepreneurs in four provinces led to increased knowledge and skills to grow and connect their businesses to the mining supply chain through access to training and government services. This resulted in significant economic growth at the household and local levels. 197 new jobs were created and US\$1.4M was generated by 48 small businesses working with 81 mining companies over three years.



Modern Environmental Oversight

MERIT's capacity building efforts with engaged officials, community members and civil society at the central, provincial and district levels promoted environmental stewardship and social responsibility as top priorities in the mining sector, of which mine closure and reclamation were critical components.

International Norms for Planning and Monitoring

Mongolia's deteriorating environment has become a major concern, especially for the nomadic herders who depend on the land and water for their livelihoods. The Ministry of Mining and Heavy Industry and the Ministry of Environment and Tourism are aware of the importance of adapting leading environmental standards to strengthen the effectiveness of their regulatory oversight and to attract foreign direct investment.



We appreciate MERIT's technical support as an invaluable opportunity to showcase the capacity of a state-owned mining company to promote responsible mining and set an example for future closure plans. We see how this experience contributes to efficiency at the company level and reduces closure related liability and cost."

Bayarmunkh Sengee,
Executive Director, Erdenes Silver Resource LLC

MEASURABLE GOALS

The MERIT project built technical capacity on environmental requirements and leading practices, meaningfully engaged, informed and obtained input from key stakeholders, produced scientifically and technically sound work, and identified gaps and produced recommendations for improvements on policies and practices.

MERIT supported revised and updated regulations, policies and standards that reflect modernization of the sector and leading international practice. Equally as important was building the institutional capacity to effectively implement these updated regulations, policies and standards. This opened the door for more effective and efficient governance of the sector.

The project team worked with all levels of governments and with mining companies to bring results-based management and measurable goals into the management of mines and the environmental oversight they require.

MINE CLOSURE PLANNING AND COLLABORATIVE CULTURE

The government adapted international norms for responsible extraction through a Mine Closure Planning pilot project that set a standard for mine closure, a new practice in Mongolia. The pilot put guidelines into practice through a collaborative effort with a state-owned mine, government regulators, local government, community leaders and local consultants.

The precedent-setting process worked to build a common understanding among diverse stakeholders of why mine closure is important and how to conduct it. Extensive capacity building sessions were held on a variety of planning process and technical practices. Through this practical process, stakeholders gained knowledge and skills including demonstrated social and economic benefits of broad community consultation.

The same process of building a common understanding of the importance of mine closure planning and how to participate was required at the community level. A first step was to raise

community awareness, understanding of the sector through mine-life-cycle and petroleum-life-cycle training. The practical workshops were developed by working groups of government, academic, civil society and industry representatives. This led to 26 community sessions engaged 3,170 citizens in training and mentoring, delivered by an academic institution, in whom community members had a high level of trust. They shared expertise as well as tacit knowledge on who to talk to and when to get things done. As simple as this sounds, the removal of these barriers to understanding, growth and development were instrumental in this metamorphosis project.

Through the process of building relationships in an open, participatory process, a space was created for civic discourse that ensured that diverse stakeholders and both women's and men's voices were heard and considered. It made evident what government and industry can achieve when communities are consulted as peers in a coordinated effort.

The methodology applied in the pilot included both technical capacity building and stakeholder engagement through an inclusion lens. The process demonstrated the effectiveness of raising awareness and including the voices of women and men, young and old, herders, local government and district residents who are impacted by mines and their closure. It introduced leading practices on how to integrate local perspectives into a mine closure plan.

This multi-stakeholder collaboration introduced an industry standard for mine closure in Mongolia, a major environmental planning consideration for a country starting to build its mine closure experience. This mine closure plan pilot not only created a mining standard; it also identified gaps in Mongolian legislation and a direction towards solutions.

A key outcome of the pilot is the existence of local knowledge, skills and capacity to oversee and to support the implementation of mine closure planning, especially with the network of state-owned mines. Government and industry

participants in the pilot, including employees, contractors and local citizens, were equipped with the knowledge, tools and experience to further develop policy, guidelines, research and academic programs to bring leading practices to future projects.

To sustain best practices, the local government and private sector agreed to hosting an annual mine closure conference that continues to advance a balanced and sustainable approach to the business of mining.



I'm really optimistic to learn that the Salkhit mine will take a proactive approach to mine closure and climate adaptation. Mongolia's Gobi-steppe region where Dundgobi is located experiences severe impacts of climate change in the form of desertification and water scarcity. We have seen an increase in extreme dust storms and other climate-related events that affect our livelihoods. Building understanding and maintaining a social license to operate from the affected communities is crucial to ensure climate-resilient reclamation along with socially acceptable and economically viable closure outcomes."

Munkhbat Tsagaankhuu,
Governor of Dundgobi Province

GOVERNANCE CERTIFICATION AND TRAINING

Nationwide e-learning on updated legislation related to responsible mining reached more than 665 participants at a national level, many of whom were local officials who would otherwise have limited understanding on updated legislation. These e-learning resources are available through the Ministry of Environment and Tourism's website for ongoing future use.



This course meets the Ministry's need to increase local environmental officers' and inspectors' awareness of current legislation so that they can enforce sustainable environmental management practices."

State Secretary,
Ministry of Environment and Tourism

COLLABORATIVE REGIONAL, MULTI-STAKEHOLDER CONFERENCES

Government officials improved relations with local communities and their interaction with the extractive industry operations through MERIT-facilitated regional mining conferences. These conferences used a multi-stakeholder approach to bring government, industry and communities together to discuss policy implementation, address challenges and collaborate on significant issues at the local level to strengthen the benefits of the extractive sector.

FIELD MANUALS TO BUILD A COMMON UNDERSTANDING

With guidance from MERIT's Canadian advisors, local thematic specialists and public servants developed two essential field manuals: Mine Water Resources and Quality Monitoring and Mine Reclamation and Closure Monitoring to promote a common understanding and effective oversight of environmental resources through the ministries, agencies and provincial organizations responsible for Mongolia's water monitoring and land reclamation. The practical, reliable and timely references aligned with laws and policies bring consistency to the scientific procedures used by mine inspectors, the documentation of those procedures, and the technical expertise needed in the sector to carry them out.



Results-Based Management

One of the most substantive transformations made possible by MERIT has been the eight-year journey to successfully institutionalize results-based management with its increased levels of transparency and accountability-across all levels of the public sector.

Governance for Impact

After Mongolia became a democracy in the early 1990s, the government adopted legislation to implement a monitoring and evaluation framework common in developed countries. For more than 20 years, the challenge of instituting accountability through this governance framework had been elusive, due to the complex coordination and

alignment of planning, monitoring and evaluation required among all levels of government. Despite the will and legislation to introduce results-based governance, its implementation was hampered by differences in understanding of the new approach across the public service.



At first, our management was reluctant to accept the changes as they were so different from what we used to do. As a result of the shared understanding created during the workshop, management approved the changes. Having management from the two departments in one room built understanding and led us to the successful approval of the revised action plans."

Purev Adiya,
Senior Analyst, Strategy Policy Planning Department,
Ministry of Mining and Heavy Industry

EVIDENCE OF MERIT

MERIT started with local governments, agencies and ministries to **build bottom-up evidence of results-based management** in action. At the local level, MERIT worked in the four provinces to train and support civil servants in putting results-based management into practice. When, after several years in a row, these four provinces showed significantly more progress in effective policy planning, implementation and its monitoring and reporting than the 17 other provinces in Mongolia. The evidence of progress was in the Cabinet Secretariat's evaluation of the provincial reports including the annual implementation reports related to plans and policies including the Provincial Governor's Action Plan 2020-2024 and the Government Action Plan 2020-2024.

AMENDMENTS TO RESOLUTIONS

The effectiveness of the approach earned the attention of key officials in the National Academy of Governance, which in turn earned the support of Mongolia's central administration, the Cabinet Secretariat. The **inclusive approach**, starting from local and building to central, was a key strategy for gaining buy-in at all levels. This experience created the opportunity for MERIT to contribute to the **amendments to the resolutions**.



Being able to watch video and slide lessons over and over again is a great opportunity to re-read and study what I don't understand."

E-learning participants

TRANSFORMATIVE TRAINING

Pivoting in response to the COVID-19 pandemic, the team developed a direct-to-employee four-module e-learning training 'Results Based Planning, Monitoring and Evaluation' for all levels of government (instead of a train-the-trainer program as originally conceived). The purpose of the online training was to build the capacity of public servants working in planning, monitoring and evaluation. It introduced the amendments to four government resolutions that were approved in December 2020.

NATIONAL DISSEMINATION STRATEGY

This rollout was a substantial undertaking. MERIT orchestrated e-training for 45,000 civil servants. More than 26,000 received certificates. This e-learning was followed up by in-person coaching, mentoring and support. The e-learning responded appropriately to the needs of participants during the COVID-19 pandemic to receive guidance on the updated resolutions. Ninety percent of participants showed a high level of satisfaction and increased knowledge. Analysis of the training identified recurrent topics to inform the next steps in capacity building and a core group of high-performing participants by geographic location.

All of the project components in the rollout were linked to supporting the goals and resolutions of the Cabinet Secretariat. The ownership of the project by the engaged team at the Cabinet Secretariat was a driver of success. The interactive e-learning results were analyzed to understand effectiveness and gaps. The subsequent report was shared with the Cabinet Secretariat, identifying different needs among levels of government and priority areas for future training.

Training on related aspects of results-based management and the human resources to support it was extensive. A total of 489 training sessions, led collaboratively by 235 Canadian technical advisors, 19 Canadian consultants and 124 local consultants, engaged 14,617 public servants in training and mentorship, with 3,793 of those focused on human resources and gender-related training.



If I were to define the collaboration between the MERIT project team and the National Academy of Governance in one sentence, I would describe it as ‘a creative partnership that delivers result-based projects and enables on-demand two-way communication’.”

Byambasuren Punsantsogvoo,
Head of Division, National Academy of Governance



MERIT excels at enhancing an organization’s governance across all facets.”

Byambasuren Punsantsogvoo,
Head of Division, National Academy of Governance

OECD GLOSSARY OF TERMS

When uncertainty around terms used in the legislation and manuals arose, a key link was tackled — the official translation of the Organization for Economic Development’s (OECD) Glossary of Key Terms in Evaluation and Results-Based Management, the international standard in evaluation. Far more than definitions, the glossary brought together academics, public servants and the private sector to discuss and reach an agreement on the Mongolian translation of key terms. The Mongolian translation was recognized as official and is posted on the OECD website.

The national dissemination strategy for management by results — the visible tip of coordinated legislation, e-learning materials, manuals and the glossary of common terms — embodied international best practices in the successful implementation of results-based management. The nation-wide dissemination platform promoted the shift from an activity mindset to a results mindset among all civil servants, enabling alignment of the laws, language and know-how to make Mongolia’s desired goal a reality. The National Academy of Governance and the Cabinet Secretariat are now jointly responsible for updating the e-learning for public servants.



Professional Human Resources Framework

Workplace culture has an enormous impact on achieving sustainable development goals. In Mongolia, where the human resources profession is nascent, building and implementing leading HR practices in the civil service required a metamorphosis. MERIT's process played a key role.

Human Empowerment and Capacity

Through the proven sequence of **producing evidence at the local level that informed decisions at the central level**, MERIT facilitated a modernized human resources (HR) framework for the public service in Mongolia.

MERIT started working in Dornod with hands-on implementation of an internationally recognized framework in human resources – the **competency-based framework**. MERIT worked to **strengthen capacity and understanding of leading practices**

in competency-based HR, including role analysis; competency descriptions; job descriptions, job goals and performance measurements; and recruitment, training and promotion processes. This work produced **evidence of effectiveness** and the tools needed to support it.



With the support of MERIT, we developed an onboarding program and implemented it at the provincial level. Newly appointed public servants can now quickly learn the organization's culture and his/her work scope, without the stress."

Nandin-Erdene Enkhtsetseg,
Secretary, Civil Service Sub-Council, Dornod province

CIVIL SERVICE REFORM

In 2019, the Mongolian government embarked on a **major civil service reform**. Legislation was passed and a **Civil Service Council** created. Taking direction from the government's desired outcomes, MERIT facilitated partnerships, guided alignment and professionalized the system of training, productivity, gender equity, role clarity, process clarity — in short, human resources management — based on internationally recognized leading practices.

When the Civil Service Council was rolling out its national reform across the country, it asked MERIT to develop job analysis and job description templates with two provinces and two districts. This practical, bottom-up experience resulted in 200 local job analysis and job descriptions that informed and were scaled-up to all provinces as part of the Council's civil service reform process.



The MERIT adviser worked with us to analyze and define the need to change the organizational structure. We successfully promoted the idea with the management team, especially those who were reluctant to embrace the change. With the updated organizational structure, functions are clearly defined, inefficient duties are eliminated and, overall, coordination and communication practices are improved.”

Nomin Ganbaatar,
Director, Fresh Water Resources and Natural Conservation Center

COMMUNITIES OF PRACTICE

To ensure success, working from the bottom up, MERIT partnered with local representatives in each province, and created human resources communities of practice, called HR Clubs, where leading practices were introduced to conceive, test, measure and implement all aspects of the competency-based framework in a consistent way.

These clubs met monthly and assisted in implementing the civil service reform, modernizing HR practices through advisors, sharing best practices and developing a culture of collaboration. These communities now exist on their own as the preeminent channel for continuous coordination of learning and professional development.

The high level of hands-on experience, with the expert tools and coaching provided by Canadian advisors, catalyzed local ownership and adaptation to specific contexts and needs, to the extent that local project partners are taking the lead on their ongoing implementation initiatives.

HUMAN RESOURCES HANDBOOK

As evidence of the institutionalization resulting from MERIT's efforts, the National Academy of Governance developed and delivers a series of blended training courses at a national level. The training uses the practical Human Resources Competency-based Framework Handbook that captures the knowledge, experience and tools developed by MERIT in collaboration with the HR Clubs and central-level partners. The training is now delivered to public servants at a national level.



The competency-based HR management handbook helps organizations foster a workplace culture that facilitates effective onboarding programs, establishes clear expectations regarding job roles and work requirements, and provides newcomers with an adaptable environment for seamless integration into the workplace culture and a stress-free working atmosphere."

Byambasuren Punsantsogvoo,
Head of Division, National Academy of Governance

THE IMPORTANCE OF SOFT SKILLS

The project introduced soft skills to public servants through a collaboration with Dale Carnegie Mongolia to offer training in time management, communications and public speaking, with cross-cutting introductions to gender and leadership. The new learning was taken up in a safe space and had an exceptional reception.



I am in charge of foreign relations at the Ministry of Mining and Heavy Industry. In this role, I am required to regularly deliver presentations at national and international levels. As a woman, speaking in front of high-level, male-dominated audiences is one of my most challenging tasks. The training on how to deliver high-impact presentations helped me to manage my stress and nerves and to project confidence."

Anun Chinbat,
Head of Foreign Relations Division,
Public Administration and Management Department,
Ministry of Mining and Heavy Industry

CULTURE OF COLLABORATION

Aggregated positive outcomes associated with this momentum included amplified impact that transcended direct training. For example, a series of monthly morning networking sessions for high-level employees in the central ministries not only built capacity around leading practices related to workplace skills, but also had a major impact on dismantling silos among ministries. The indirect benefit of creating safe spaces for skills development also created safe spaces for team development.



Best Practice Business Development

Extractive activities primarily take place in rural areas. MERIT strengthened the capacity of mining-impacted communities to understand, interact with and benefit from economic and social opportunities arising from mining operations. The increased connectivity among local governments, local suppliers and mining companies has resulted in visible and positive social and economic outcomes in local communities, with reciprocal benefits for the mining companies and Mongolia's economic development.

Local Social and Economic Development

When the MERIT team started working in the provinces, the focus was on local economic and social development. It began with the design of local cooperation agreements, connectivity and cooperation that led to business growth, quality improvements, and trust and reciprocity among

governments, communities, the mining sector and local small and medium enterprises. Mine-life-cycle and petroleum-life-cycle training enabled communities to understand industry processes and benefits, to identify how they could participate and where to go for more information.



MERIT has initiated various economic strengthening activities in the local communities where mining companies operate. One notable example is the promotion of SMEs in the area, enabling them to supply their products locally and to the mining companies themselves. To me, this stands as an excellent example for other mining companies aiming to promote responsible mining practices in Mongolia.”

Gerelzaya Altangerel,
Head of Division, SME Agency

LOCAL COOPERATION AGREEMENTS

A peer-to-peer study tour to the Northwest Territories in Canada was the catalyst for developing **Local Cooperation Agreements (LCAs)** in Mongolia similar to Canada's impact-benefit agreements. These agreements between local governments and mining companies created an **entry point for SMEs to connect to the mining supply chain**. Through this channel, the mining companies could articulate their requirements for local procurement and those needs could be met by local business operators.

The community consultation and community oversight of the LCAs built awareness, relationships and understanding among the government, community and industry, while contributing substantial income to the local development fund in each of the project's provinces. As a result of this model, over three-and-a-half years in the four provinces where MERIT was working, the income generated by LCAs was USD 6.7 million and income generated by local SMEs through procurement to mining companies increased 20-fold, from USD \$50,432 to \$931,412.

The ultimate goal of the LCA Working Group was to contribute to the development of responsible mining practices throughout the province by promoting equitable benefits for mining-impacted communities.



After the public consultation training, we added an important article to our LCA template-organize public consultation meetings on a semi-annual basis to share the progress in terms of implementation of LCAs with the community. As representatives from provincial and district governments, we now understand the importance of community engagement and of receiving the community's input."

Saran-Erdene Dashdorj,
Head of Investment and Development Policy Planning Division,
Tuv Governor Office

NEEDS ASSESSMENT

A **needs assessment** of SMEs was undertaken to understand the business strength and growth potential in the context of key stakeholders in the mining supply chain. The key stakeholders included small business operators (mostly women), provincial and district administrations, mining companies, and business enterprise support organizations such as Chambers of Commerce and Industry, professional associations and financial institutions.

FINANCIAL AND MARKETING TRAINING

The needs assessment established a gap in financial and marketing capacity among local SMEs. MERIT worked with the Mongolian University of Science and Technology to design and deliver three practical courses to strengthen and prepare local businesses to access financing and scale-up their production to meet the requirements of the mining supply chain. Strengthened financial practices facilitated 21 SMEs, 15 of which were operated by women, access USD 0.3 million dollars in low-interest loans.

LOCAL WORKING GROUPS

The 230 signed LCAs became flagships of change. They were government-led and inclusive of all stakeholders. They paved the way for a significant increase in the number of local suppliers, from a few to 43 local suppliers, including 9 professional associations, connected to the mining supply chain. The coordination effort created a unified, local-level data base that gathers information on what small businesses have to offer and what mining companies need.



A few years ago, I approached mining companies to sell the boots I made and I was turned down. After participating in MERIT's SME training and learning how the LCAs promote local businesses, I applied the learning and approached the companies again. This time they agreed to purchase boots from me. This opportunity was possible because I attended MERIT's SME training."

Uuganbayar Purevsuren,
Bootmaker, Dornod province

Local working groups maintain the channels created by the LCAs, work with the oversight committees who monitor and meet on an annual basis, and connect local SMEs to industry using the LCA procurement channels. Through the working groups, SMEs have learned how to improve their businesses, to access financing such as low-interest loans, and to market their products. They learned how to negotiate with mining companies and provide quality products, expanding their businesses and creating more jobs. Most supply contracts are now long-term, up to five years.

IMPROVING MARKET OPPORTUNITIES

Building a resilient supply chain takes time. The connectivity fostered by MERIT established the foundation of an ongoing process that involves leadership, monitoring, adaptation, and sharing of knowledge and experience, including local peer-to-peer visits, to promote learning. The inclusive engagement of government specialists across sectors, including mining and SME specialists and SME support organizations, not only connected SMEs to the mining supply chain, but also opened

up new ways for SMEs to bolster operations in challenging times by becoming suppliers across industries.

This model enabled the government to improve market opportunities for local businesses through mining, and for Mongolian SME operators to identify and benefit from these opportunities, including:

- Improved and ongoing access to information through a data base on company needs and community supply
- Strengthened capacity of SME operators to participate in the mining supply chain, as well as other industries
- Increased local procurement by mining companies
- Support for new ideas to supply to mining companies

A memorandum of understanding (MOU) was signed between the SME Agency and the Minerals Resources Petroleum Authority of Mongolia (MRPAM) to continue implementing MERIT's model at a national level.



This multi-stakeholder meeting provided valuable information on how the working groups build relationships between mining companies, government officials and SMEs. It was an opportunity to learn about how the local government supports the growth of the SMEs using opportunities created by the local cooperation agreements."

SME working group member,
Sukhbaatar province

Convening and Learning

The convening of stakeholders, the sharing of knowledge in person and online, and the platforms for making project resources accessible in future were all key aspects of MERIT's role in supporting Mongolia's transformation in a way that supports internalized momentum.

EVENTS AND CONFERENCES

Over eight years, MERIT aggregated impact by convening people in inclusive and accessible settings. This was achieved through: bi-annual knowledge sharing events with all partners to review results and contribute to high-level planning; monthly networking breakfasts that brought ministries and agencies together; regional mining conferences with all stakeholders; and communities of practice in gender and in human resources.

Many of these events added value beyond the scope of direct learning. The **bi-annual project conferences** brought all partners together to reflect on progress and coordinate next steps. The exchanges of knowledge showed evidence of deeper and deeper understanding of the transformation underway and strengthening of relationships between government organizations and levels. Civil servants could see each other evolving through training and applying the learnings in a positive and growing feedback loop.

The Gender and Human Resources Clubs held annual conventions among all partners at the central and local levels to share learning, elect volunteer leaders and plan activities for upcoming year.

Meet-ups often included access to soft-skills training, an opportunity highly valued by public servants. Practitioners could see they were part of a developing professional community and the **modernization of HR practices**.



After the study tour to Whitehorse, Dornod's relationship with the other participants, especially the central-level public organizations, improved. We witnessed this improvement at the Eastern Conference. Instead of blaming each other, the atmosphere was collaborative. We talked and tried to solve the issues together."

SME working group member,
Sukhbaatar province

Regional mining conferences built understanding among the different stakeholders' perspectives. This in turn led to **mentorship sessions** where local mining specialists would spend several days with a team of central-level civil servants at the Ministry of Mining and Heavy Industry, the Ministry of Environment and Tourism and their agencies, deepening their understanding of the different roles and needs. The combination of greater interpersonal skills and newly created spaces for dialogue led to more diverse voices coming together to solve problems. As a result, increased levels of trust meant the communities started to inform policy and practice.

More than 110 events, from group meetings and conferences to project presentations and updates, facilitated the modernization of governance within the extractive sector.

E-LEARNING

One of the most innovative impacts of MERIT was a transformation in the way governance education supported civil service reform in Mongolia. Reinforced by the pandemic, MERIT facilitated a transformation through e-learning. Five courses were developed, significantly increasing the reach and effectiveness of the training. The e-learning courses were: Results-based Planning, Monitoring and Evaluation; Gender-Based Analysis Plus (GBA+); Responsible Mining and its Legal Framework; Gender-Responsive Budgeting and Gender Sensitive Communication. There were 60,000 civil servants enrolled in e-learning programs, five comprehensive 12-module courses were created, and 1,500 civil servants were trained in gender courses alone. Evaluation of the e-learning indicated high participant satisfaction, and a substantial increase in skills, knowledge transfer and practical application of learnings within work contexts.

KNOWLEDGE PORTAL

The MERIT project built an open-source knowledge portal that makes all of the resources and training materials developed and implemented over the course of the project accessible in English and Mongolian: www.portal.merit.mn. This resource, now operating under the German-Mongolian Institute of Technology, is a key support mechanism for the ongoing growth and metamorphosis of Mongolia's sustainable development. The project portal saw a significant and steady increase in users over the space of the project, growing from just a handful of direct project participants at the outset to 7,159 new users overall, and well over 110,000 views from all over the world during the project's lifetime.

EVALUATION

MERIT implemented a comprehensive evaluation program. In 2019, MERIT conducted a critical mass survey to (i) track the cumulative effects of capacity-building activities at individual and organizational levels, (ii) determine if capacity building activities had led to a critical mass of adopters such that the rate of adoption had become self-sustaining and was able to create further growth, and (iii) receive feedback from partners on how MERIT can support them to promote the sustainability of the changes made. A staggering 97 percent of respondents reported an increase in knowledge, ability and skills while noting practical changes within their public service organizations. The results of the survey indicated a very high level of engagement and critical mass were achieved.

In 2023, MERIT conducted a randomized assessment of results to measure the outcomes of the capacity building interventions and to understand the project's effectiveness. The assessment demonstrated the transformative impact of capacity building initiatives within Mongolia's civil service. It underscored the vital importance of gender in empowering women through various training approaches, and the data emphasized the substantial changes achieved both professionally and personally among participants.

FLYWHEEL EFFECT

A final outcome assessment of the project was carried out in 2023 and showed that the project exceeded targets in every area, from technical assistance to knowledge acquisition to increases in ability, and from awareness to full-scale culture change. These outcomes were made possible by the flywheel effect of a well-designed project. The flywheel effect refers to the phenomenon where small gains build on each other over time and eventually gain so much momentum that growth almost seems to happen by itself. The momentum achieved through the flywheel effect can sustain motion even in downturns in energy due to the internalization — or institutionalization — of the process.

SHARING KNOWLEDGE

Supporting the convening and communications functions of the project was the creation of more than 25 documents, guidelines and compilations, supported by 34 videos, that embody learning and making it sharable. Among the documents published were project papers presented at international conferences, articles about the project's impacts and innovative elements, and the OECD Glossary of Terms. MERIT was also presented as a case study at Prospectors & Developers Association of Canada (PDAC), the premier mining convention in the world. Together this knowledge sharing demonstrates the professional contribution of MERIT to the development community, which formed part of the connection model outlined later in this report.



Successful by Design

The successful implementation of the model can follow a proven sequence: gathering data on local needs (both suppliers and consumers), encouraging peer-to-peer learning, facilitating cross-sector engagement, cooperation and communication, establishing a working group to sustain the channels. Government leadership and support of the process, especially information flow among all relevant stakeholders, is critical.

Connection Model

A key pillar of the MERIT project was building the capacity of local governments in the provinces and districts to effectively implement the government's policies and regulations related to the extractive sector. This required the creation of a mesh of communications channels, through which project coordination could be delivered and shared.

Starting at the local level, formal communications platforms were established in thematic areas of work, for example: (i) communities of practice, known colloquially as Gender Clubs and HR Clubs, (ii) monthly networking sessions for skills development in gender and HR, (iii) multi-stakeholder SME working groups that created and sustained Local Cooperation Agreements, and (iv) bi-annual knowledge-sharing events with all project stakeholders on updates and next steps. These essential communications vehicles facilitated project coordination and horizontal cohesion through peer-to-peer learning and team advancement.

Extending to the national level, representatives from the local working groups joined at central levels to bring local needs into national conversations. These expanded intra-national networks provided a reciprocal conduit for information between central decision-making and grassroots evidence, allowing evidence to drive decision-making and vice versa in an ever-upward cycle of analysis, reflection and adaptation. These channels were created across all thematic areas of work. They were activated by monthly meetings and annual conferences.

Internationally, this project was committed to contributing its findings and successes to the professionalization process among project peers. These vertical outreach activities included: (i) knowledge sharing at major events in Australia, the United States, Geneva, South Africa, Canada and Mongolia (ii) journal articles in professional network publications such as *Apolitical*, (iii) relevance of project outcomes to major international organizations such as the World Bank and OECD.

Together, the intersecting horizontal and vertical channels for project coordination created two-way communication channels that, in addition to momentum, built trust and transparency.



The Ministry of Food, Agriculture and Light Industry's SME agency will replicate the working group approach to connecting operators to the mining supply chain in all mining-impacted provinces."

Gerelzaya Altangerel
Head of Division, SME Agency

Scaling Up and Replication

By structuring a rigorous connections model, MERIT supported the cultivation of technical and soft skills around a solid framework. This methodology - proven effective to develop the interpersonal requirements for inclusive governance - demonstrates an approach that can be adopted to support governance transformation in any sector and in other developing nations.

MERIT was able to scale up its work in the six thematic areas beyond its scope to a national level

through the existing framework. In other sectors or other jurisdictions, the project design can be replicated by mapping the horizontal and vertical coordination needs, and then implementing appropriate activities in a sequence that respects the overarching need for both grassroots buy-in and high-level legislative direction and endorsement. While this requires agility and responsiveness to changing contexts, the “successful by design” framework can provide the necessary structure to maintain steady progress through transformation.



The MERIT approach aims to cultivate the capacity of staff and management to utilize various types of results-based monitoring and evaluation. This involves planning to align with your strategy, implementing according to the plan, and establishing a robust monitoring system.”

Byambasuren Punsantsogvoo,
Head of Division, National Academy of Governance

Broad and Deep Framework Features

The following features were the key ingredients in the successful implementation of MERIT's connection model in Mongolia. These can be adapted to other contexts to build and strengthen gender-aware, environmentally sustainable and transparent governance models around the world.

Driven by Evidence

The initial work at the grassroots level provided evidence of the success of new methods, which led to the new methods being noticed by and supported by central administration and, ultimately, being incorporated into nation-wide legislation, policy and practice.

Bottom-Up with Top-Down Endorsement

This local engagement that earned central-level endorsement, set in motion a positive flywheel, where local evidence gets taken up centrally and then is incorporated in new local areas in an ever-widening sphere of learning and growing.

Leading Practice Mentorship

Canadian advisors coached and mentored local leaders to build their understanding and ownership of leading practices.

Ongoing Support and Reinforcement

The same Canadian advisors returned year after year strengthening their knowledge of the context and facilitating communication, training and reinforcement with MERIT partners. This supported the successful practical application, sustainability and institutionalization of the results.

Local Ownership

Ownership of the modernization process and adoption of global standards was led by early adopters in ministries, agencies, local governments and communities.

Train-the-Trainer

Formal training of champions and leaders empowered them to take ownership.

Cultivated Communities of Practice

Initially organized as information sharing and networking sessions with advisors, these evolved to become communities for professional development led by local champions.

Peer-to-Peer Learning

Mongolian communities and Canadian communities learned from each other through site visits. Government and private-sector partners learned from each other through visiting successful initiatives within Mongolia.

Knowledge Sharing

Formal coordination of opportunities to learn from advisors and from each other formed a key pillar to support project progress.

Adaptable to Continual Change and Partner Priorities

Being responsive to needs allowed the evidence of success to be generated. Changes at higher levels of government influenced changes in project direction. While following the mandated changes, the project maintained its focus on outcomes to allow momentum to continue.

Innovative e-Learning

The switch to e-learning allowed training to have a greater reach, improving engagement, efficiency and effectiveness.

Gender Equity Throughout Process

Incorporating a gender lens into all facets of the project to build awareness and understanding, supported the complexity required for the institutionalization of gender equality.

SME Involvement

Engagement of small and mid-sized businesses through a needs assessment, practical training, access to finance and opportunities for growth demonstrated the immediate benefits of SME engagement to mining companies and government.

Long-Term Commitment

Transforming cultural practices to reflect gender values, environmental values and modernization of business practices required trust and transparency, which took time to build.

Rigorous High-Volume Implementation

Because cultural metamorphosis is complex, many touchpoints across organizations, time and geography were required.

Constant Communication

Stakeholder meetings, newsletters and periodic project conferences were important to share advances that had been put into practice and to support continual transformation.

Mentored Relationships, Attitudes and Behaviours

Learning hand-in-hand with Canadian advisors and local consultants supported the long-term nature of modernization processes.

Embedded Relevant Resources

An accessible portal with project knowledge and resources allowed local champions to maintain momentum and supported the institutionalization of new practices.

Evaluation

Regular assessments of project outcomes and impact assisted the partners to understand what had been achieved and where to focus future efforts. In addition to the semi-annual reports, a value-for-money framework was developed, a mid-term critical mass survey was carried out to evaluate how the training was being applied by public servants and how their attitudes and behaviours were changing, and an outcomes assessment survey was conducted to determine the long-term changes that resulted from the project's interventions.

Project by Numbers

The numbers below were collected over the span of the project, 2016 to 2024.

ULTIMATE OUTCOME

51 to 70

Composite performance score of enhanced public sector management of the Mongolian mining and petroleum sector from 2016 to 2024 (Resource Governance Index)

RESULTS-BASED MANAGEMENT

453

Number of key civil servants and stakeholder staff trained on leadership

925

Number of civil servants and stakeholder staff trained in external relations and communications skills

955

Number of individuals trained, mentored and coached in project management, and monitoring and evaluation

354

Number of individuals trained and mentored in communications, and strategic and operational planning skills

GENDER

17

Number of agencies reporting increased knowledge or initiation of gender equality plans or policies

11,797

Number of people reporting increased knowledge of gender aware governance in the mining and petroleum sector

4,294

Number of people reached by awareness campaigns to increase understanding and support of gender equity in mining and petroleum

ENVIRONMENT

26

Number of consultations with communities to enhance ability of targeted provincial and district administrations to implement national environmental and gender policies and standards

01

Number of mine closure plans developed in consultation with stakeholders, including companies, NGOs, local businesses and community citizens affected by mining, to improve management of active, closed and reclaimed mine sites

LOCAL DEVELOPMENT

3,985

Composite performance score of enhanced public sector management of the Mongolian mining and petroleum sector from 2016 to 2024 (Resource Governance Index)

400

Number of community members trained on business skills related to identifying income-generating opportunities

362

Number of people trained to develop local cooperation agreements to ensure promotion of effective and equitable relations among mining and petroleum sector stakeholders

11,056

Number of staff in the provinces and districts trained, coached and mentored on operational and organizational development

20x

Increase in income generated by local SMEs through procurement to mining companies over three-and-a-half years (from USD \$50,432 to \$931,412)

KNOWLEDGE SHARING

01

Number of open-source knowledge portals created and functioning

2,551

Number of users of the knowledge portal

11

Number of inter-agency activities supported or facilitated

07

Number of knowledge sharing events organized and delivered

98

Number of training modules developed for online learning and targeted in-person skills training in mining and petroleum sector

HUMAN RESOURCES

23,770

Number of public servants trained or mentored since MERIT's inception

75

Percentage of these trainees who were women

36

Number of in-person classroom training sessions aimed at civil servant empowerment

120

Number of human resource specialists trained on updated HR qualifications

1,077

Number of revised job analysis and job descriptions in 10 ministries, 8 agencies, 22 local administrations and 4 organizations

Participating Organizations and People

Mongolia

Civil Service Council (CSC)

Cabinet Secretariat of the Government of Mongolia (CabSec)

- Authority of Government Supervisory (AGS)
- National Academy of Governance (NAOG)

MINISTRIES

Ministry of Finance (MoF)

Ministry of Mining and Heavy Industry (MMHI)

Ministry of Environment and Tourism (MET)

AGENCIES

National Committee on Gender Equality (NCGE)

Mineral Resources and Petroleum Authority (MRPAM)

National Geology Survey (NGS)

Water Agency (WA)

Small and Medium Enterprise Agency (SME Agency)

Fresh Water Resources and Natural Conservation Center (FWRNCC)

Institute of Geography and Geoecology (IGG)

PROVINCIAL GOVERNOR OFFICES

Dundgobi

Dornod

Sukhbaatar

Tuv

EDUCATIONAL INSTITUTIONS

Mongolian University of Science and Technology (MUST)

Dornod Branch of the National University of Mongolia

German-Mongolian Institute of Technology (GMIT)

Canada

Catalyste+

World University Service of Canada (WUSC)

Global Affairs Canada (GAC)

Global Development Partners

United Nations Development Programme (UNDP) in Mongolia

The World Bank, Mongolia Office

Natural Resource Governance Institute (NRGI)

Executive Industries Transparency Initiative (EITI)

Australian Embassy in Mongolia

German Development Cooperation (GIZ)

German Embassy in Mongolia

Swiss Agency for Development and Cooperation (SDC)

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Undraa Togosbold
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