Digital Transparency Index
for Government Organizations

15TH ANNIVERSARY since 2008 | IRIM INDEPENDENT RESEARCH INSTITUTE OF MONGOLIA

DIGITAL TRANSPARENCY INDEX 2022

for Government Organizations

Monitoring report

The "Government Organization's Website Transparency Index 2021: Monitoring Report" was initiated by the IRIM Research Institute for the 11th year.

Please indicate the source from which the results of the monitoring report will be used.

IRIM. DIGITAL TRANSPARENCY INDEX, UB., 2022

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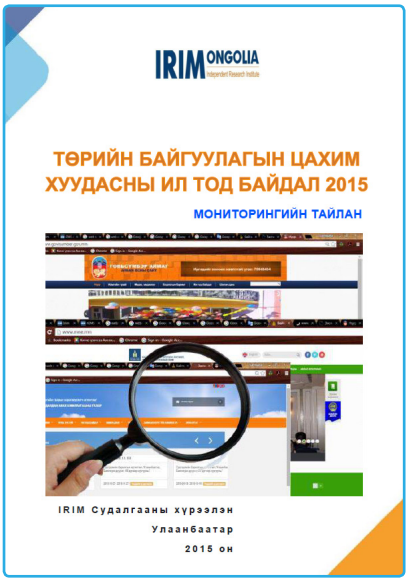
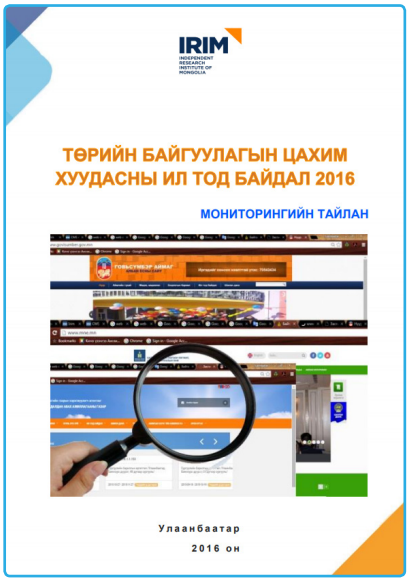
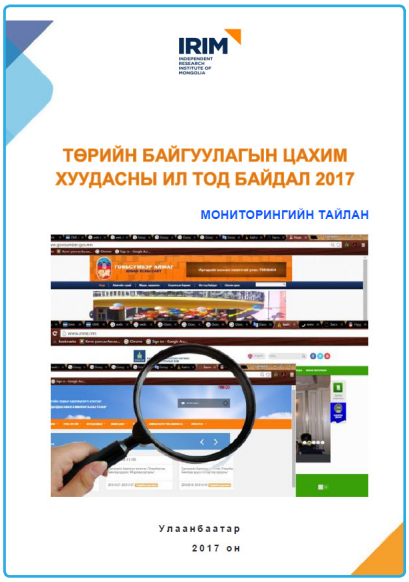
PREVIOUS REPORTS OF GOVERNMENT ORGANIZATION'S WEBSITE TRANSPARENCY MONITORING







* Click on each image to view each report. Total report: http://irim.mn/web-monitoring

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Background

Every institute is challenged to adapt to the advancement of information, communication, and technologies (ICT), the government organization is no exception. Yet, the progress of the adoption in the government organizations seem to be the slowest where there is the most needed. The use of ICT contributes to the the promotion of the right to information and the transparency of the government institutions, regardless of geographical location. This coincides the needs of the public to have open access to information of the public services. Therefore, there is a need to measure the level of digital transparency of government organizations and improve the situation.

Having introduced e-governance, the United Nations has actively been assisting its member countries to integrate into the public administration. Since 2002, the United Nations has biannually released the result of the E-Government Development Index (EGDI) of all its 193 member countries. In 2022, followed by South Korea and Finland, Denmark topped the rank with score of 0.9717. Mongolia ranked 84th in 2016, and 92nd in 2020 and moved up to 74th in 2022. This made Mongolia one of the four countries that showed the fastest progress in the EGDI. The use of ICT in the delivery of the government services was formalized by the adoption of the E-Mongolia National Program in 2004 as a part of the implementation of the Medium-term State Strategy (2005-2012) on ICT and its goals and actions.

Within the framework of the Program, e-Government Master Plan was developed with a goal of creating citizen-centered, efficient and one-stop government services. Under this goal, government organizations are to have a website and every citizen is to have an email to deliver and receive the government services through a digital form (IRIM, 2012). In 2008, the GoM Resolution No. 143, Indicators for Transparency ensured the transparency of the government organizations, specifying the government organizations to disclose their information on their websites. The resolution was approved as Chapter Two of the Law of Mongolia on Information Transparency and Right to Information 2011 and remained in effect until 2022.

Having developed the first methodology for the law implementation assessment in 2010-2011, Independent Research Institute of Mongolia (IRIM) started releasing the transparency index annually since 2014. The legal monitoring-based methodology of e-transparency index kept the same until 2018, and was modified in 2019 and tested in Mongolia and Kyrgyzstan, with two new domains (legal environment and organizational capacity) making the index internationally comparable. In the past few years, the GoM established a new structure for the development of e-governance, adopted accompanying some major policies and implemented measures. For instance, in the GoM adopted the Public Information Transparency Law (2021) in December 2021 and made it effective since May 01, 2022. The fact that the law contained most of the content of the previous law and enriched with new content covering the existing needs of the government organization has created the need for a wider range monitoring. Thus, IRIM also needed to update the methodology to assess digital transparency of the government organizations in relation to the above-mentioned law reform. This means 2022 marks IRIM's first release of the DTI calculated with the revised methodology. Despite the modification of the methodology, findings and results of the index are comparable to the those of the previous years as the overall framework of the methodology was kept the same. As the methodology incorporated some of the monitoring criteria of the Public Information Transparency Law, the findings of the assessment can be used as a benchmark.

1. Methodology

1.1. Index objectives

Through the Digital Transparency Index (DTI), IRIM aims to quantify openness and transparency of the digital information of government organizations and inform further improvements. The DTI enables to:

- measure and rank the level of digital transparency of government organizations,
- do yearly comparisons, and
- provide recommendations for further improvement.

The index allows the comparison of each organization by their strengths and weaknesses. We highly recommend the organizations surveyed use the index as an opportunity to learn from other organizations' experience, recognizing their capacity and challenges to disclose digital information and incorporating the results and findings into their strategies.
DTI presents the findings and results of the following organizations surveyed.

The number (88) of the organizations of six levels of the state administration assessed in 2021 rose to 93 in 2022.

FIGURE 1

Government organizations surveyed in the DTI

1.2. Scope of the index

Transparency is pivotal to fight against corruption, improve governance and accountability. An informed citizen means an empowered citizen, which is a prerequisite for good governance and democracy, where human rights are enjoyed. Therefore, freedom of information is the basis of citizens' actions to monitor and hold the government accountable.

Article 16 of the Constitution of Mongolia (1992) adopted specifies the basic human rights and freedom and Clause 17 of the Article specifies that ***the citizen of Mongolia shall have the right to seek and receive information on any issues, except which the State and its organs*** are legitimately bound to specifically protect as relevant secret. For a country with a democratic system, the clause declares the legal basis for the state transparency and citizens' right to information.

In most cases, the right to information and transparency tend to be interchangeably used even though they are not the same. Governments of many developing countries do not disclose the state information to the public and interested parties as much as needed. The GoM also exercises this, classifying the information under three categories, namely open, partially open and closed within the framework of the Public Information Transparency Law.

Known as proactive disclosure, it is meant to inform citizens of information that allows them to hold the government accountable as the government gives their citizens as much access as possible to information on its own initiative. This ensures measurability and flexibility for necessary improvement. The use of ICT in information disclosure ensures the privacy of the internal information sources and control the loss of information. An article released by the World Bank highlighted the importance of the active dissemination of information in ensuring the citizens' right to information as they live in an era where information technology has become a part of their life. In this article, rule of law, accountability, access to service and participation are named as top influential factors (Darbishire, 2010). They serve as a support system for both the active dissemination of information within and between government agencies and the right to request and receive information.

According to the United Nations Economic and Social Commission for Asia and the Pacific's definition, transparency is that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. Thus, a level of transparency in many studies and indices is measured by the extent of information disclosed. However, the basic concept of transparency lies in the idea that government process itself should be transparent.

Transparency rests on partnership: officials must make information available, and there must be people and groups with reasons and opportunities to put information to use (Johnston M., 2004). From this point of view, information transparency has both supply and demand aspects. The demand for information disclosure is the set of information necessary for the public, civil society, media and other stakeholders to access government services, participate in decision-making, and monitor government process. The demand side of information transparency is *widely understood as the right to information*. On the other hand, the supply side of information transparency is *the set of information provided by government agencies for public use*. This is what we call transparency. On the other hand, using ICT to make information open and accessible in electronic form can be defined as **digital transparency.**

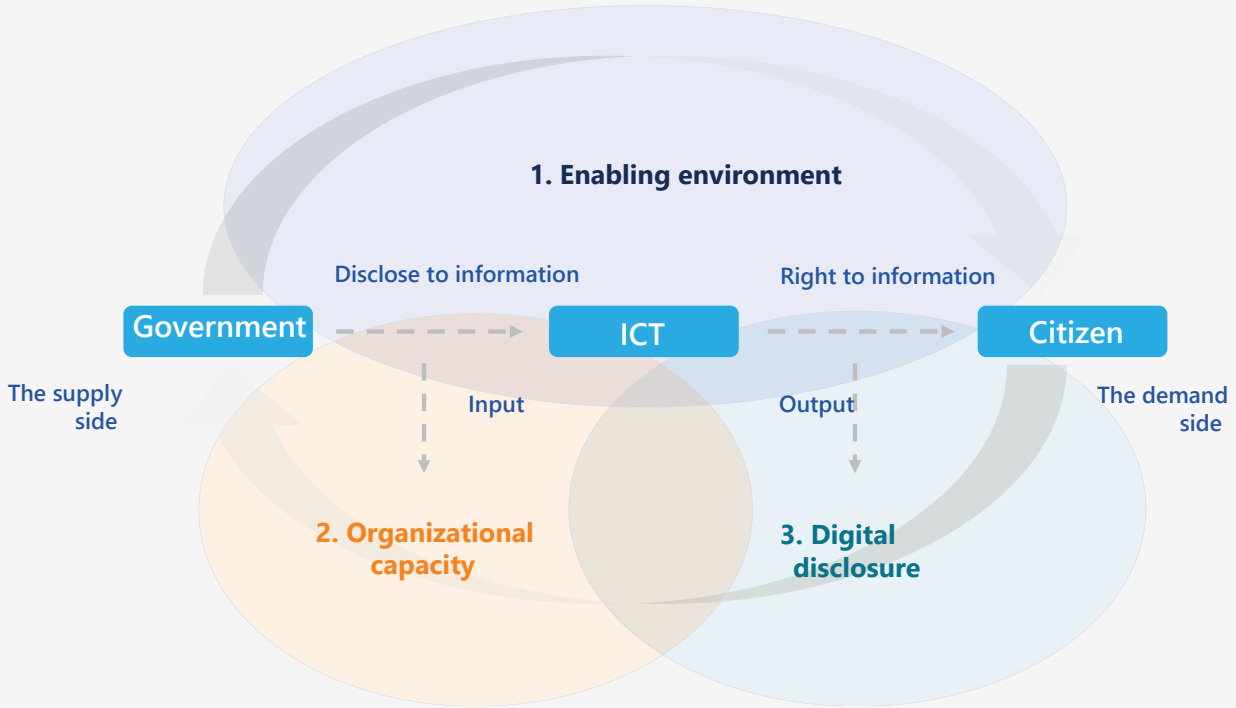
According to these definitions, the focus is on the process of creating transparency as an continuous process rather than an outcome as information disclosure. In other words, assessing the information transparency is not about assessing the results of the government performance but about assessing an environment for disclosing information, the government capacity to ensure the implementation, and lastly completeness, user-friendliness and accessibility of the information disclosed.

DTI released by IRIM is an effort to comprehensively assess whether i) the legal framework that ensures the right to access information is in place, ii) the capacity of the government organizations responsible for disclosing information, and iii) whether digital information disclosed is complete and timely manner, meeting the public needs.

As the scope of the methodology does not include explanation for the trends observed in transparency, the DTI only provides quantified information about the existing level of transparency of the government organizations.

FIGURE 2

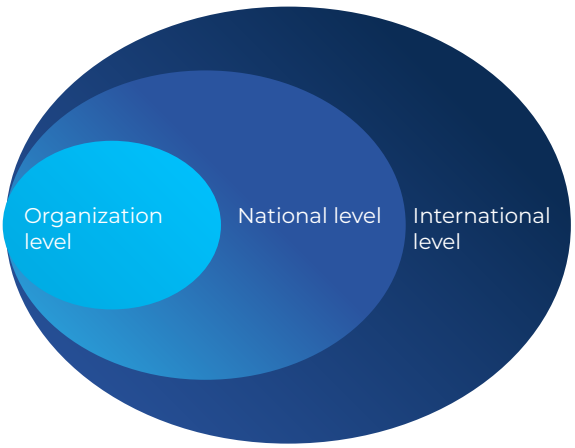
Digital Transparency Index



The enabling environment domain assesses the country's legal and policy environment for information transparency. The policy environment domains and its corresponding indicators are evaluated at three levels: international, national, and institutional, and include some sectoral indicators. The scores of the corresponding indices are used as a conversion according to the indicators defined at the international level. In addition, it examines the enabling environment of the government organizations to ensure the transparency and openness of information. The DTI shows whether the rules and procedures to implement the policy are available and complied in the organization and how policies are implemented. While the previous methodology gives a single consolidated score, the revised methodology is able to see each organization's performance separately as it examines how each organization ensures transparency.

FIGURE 3

Level of assessment of the policy environment



The domains of organizational capacity is focused on the government organizations' capacity to ensure the transparency. The previous years' assessment results have shown that a level of transparency depends largely on the capacity and resources of the organization. Enabling environment such as availability of the relevant rules and procedures combined with the management leadership have seen to play a critical role to ensure transparency. However, in most cases, lack of process, rules and procedures has hindered the digital transparency. Thus, it is necessary to take the legal framework of the organization into account of the organization's enabling environment.

Besides readiness of the policy and regulatory documents in an organization, digital transparency is determined by the clarity of internal process of disclosing information and human capacity and their skills and knowledge of handling the technology and how compatible the technology is with information disclosure.

According to the first methodology developed in 2019, the assessment of this domains was based only on the primary data collected from the staff of the organization. The revised methodology is characterized by reducing the subjective influence of the respondents and technological parameters as much as possible as website capacity itself indicates the technological capacity of an organization. The process of digital disclosure and of the human resource was assessed based on both primary and secondary data.

Disclosed information domain focuses more of the output aspect of the information disclosed, or it will assess how accessible the websites are to the citizens and placing importance on open data aspects specified in the Public Information Transparency Law, which are given as follows:

- Article 8.8 says that the person responsible for the information shall use the website, bulletin board, and other means of information to provide the public with the information to be kept transparent and open.
- Article 8.12. says that regardless of the use of other means of information, the person responsible for the information must operate the website and bulletin board and fully meet the conditions for viewing Disclosed information on the website.
- Article 8.13 says that in case of disseminating or clarifying Digital disclosure, the source of the information shall be clearly indicated on the website.

Apart from the compliance with the legal phrases regarding readiness of relevant policy documents, we also look at the timeliness of the information disclosed. Besides measuring the extent of information disclosed, we assessed the effectiveness of processes or linkages to ensure access to information and create demand because this aspect of the website will be fundamental to ensure effective communication with the public and disseminate information in a timely manner.

1.3. Domain of the index and methodology

Like most indices, the DTI generates a single consolidated score. The index can be presented by national and organizational levels.

The DTI is comprised of three domains with 10 sub- domains, 35 indicators and 150 questions. For details, see Appendix 1. Methodology: Indicators and corresponding scores.

Unlike the previous methodology that assigned the same weight the three domains, the revised methodology gives different weight to each domain depending on (i) the number of questions in the sub-domains and (ii) degree of importance.

i. The DTI is comprised of a total of 150 questions, 57 of which is from policy environment domains, organizational capacity domains (29), and digital disclosure (48). Thus, these sub-domains are weighted as 0.13 (6/45), 0.8 (36/45) and 0.07 (3/45), respectively. For example, the first factor has a weight of 38% (57/150) because the Policy Environment domain consists of 57 questions in total.
ii. As the same weight is given to the importance factor of each three domain, it gives us 33.3% (1/3).

$$DTI = \frac{1}{l}\sum_{k=l}^{k}\left(\frac{1}{3}\sum_{n=25} A_n + \frac{1}{3}\sum_{n=5} B_n + \frac{1}{3}\sum_{n=5} C_n\right)$$

A- Enabling environment

B- Organizational capacity

C- Digital disclosurek-Basic adder

l-The number of organizations

n-Number of indicators

TABLE 1

Indicators and corresponding scores

Code	Indicator	Total score
E. Policy environment		**57**
E1	Rights to information (international)	8
E2	Governance (international)	12
E3	Civil society (international)	15
E4	National legal and regulatory documents	14
E5	Organizational level regulation	8
O. Organizational capacity		**29**
O1	Process and resource to ensure organizational transparency	12
O2	Capacity of the technology	11
O3	Capacity of ICT	6
D. Digital disclosure		**48**
D1	Disclosed information	39
D2	Communication and accountability	9
Total		**150**

The results of the index take a value between 0 and 100, and the closer the index value is to 100, the better the digital transparency of government organizations, and the lower it is, the poorer. The index interpretation is summarized in the figure below.

FIGURE 4

Index interpretation

Good	≥0.80	Procedures, resources, and accountability mechanism are sufficiently put in place.
Satisfactory	0.65-0.79	Some of the procedures, resources, and accountability mechanism are in place but need improvement.
Moderate	0.50-0.64	Limited number of the digital transparency criteria are met. The existing information needs update and resource should be built.
Unsatisfactory	0.35-0.49	Very few procedure, resources are avalilable in the organization to ensure accountability and transparency in the future.
Poor	<0.35	Most of the digital transparency criteria are failed to meet. Little of information disclosure process, resource and accountability exists.

2. Findings and results

2.1. Integrated results

The level of transparency of 93 government organizations, from six types of state and local government, was 63.5% nationwide. This means the digital transparency of the government organizations was 'moderate'. Despite showing a slight improvement of 2021 (60.2%), it remained at the same level. Of the all organizations surveyed, only 36.6% had a 'satisfactory' level of transparency, and no organizations scored as 'good', or with score more than 80%.

Compared to the previous year, there was no change in the share of organizations at the 'moderate' level. However, the number of organizations fell under 'unsatisfactory' level decreased by 8% and the 'satisfactory' level increased by 8%.

2.1.1. Changes in transparency index

The IRIM started conducting digital transparency assessment since 2010 and releasing yearly digital transparency report since 2014. Until 2018, the government organizations' website was the only source of the assessment and given a score of 'closed', somewhat transparent', 'transparent' and 'fully transparent'. Since 2019, we started producing digital transparency index at 5 levels, adding two new domains in the assessment methodology and expanding data sources. Even though the methodology was revised, the comparability of the previous years' results has kept. The figure below shows that the overall digital transparency of the government organizations since 2010.

FIGURE 5

Level of transparency of the government organizations, by %

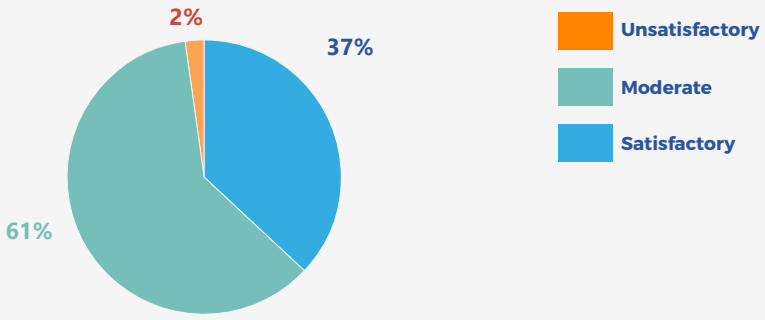
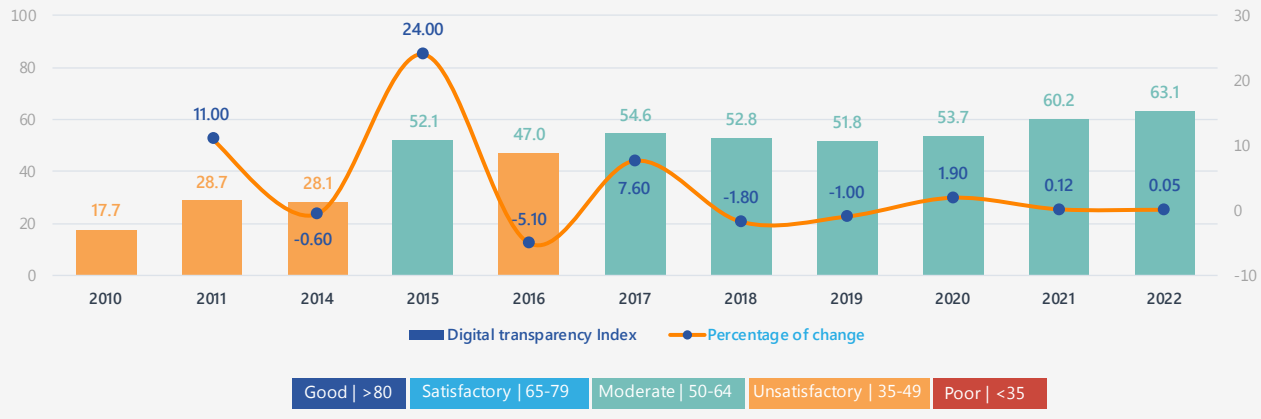


FIGURE 6

Changes in digital transparency, by years



Good | >80 | Satisfactory | 65-79 | Moderate | 50-64 | Unsatisfactory | 35-49 | Poor | <35

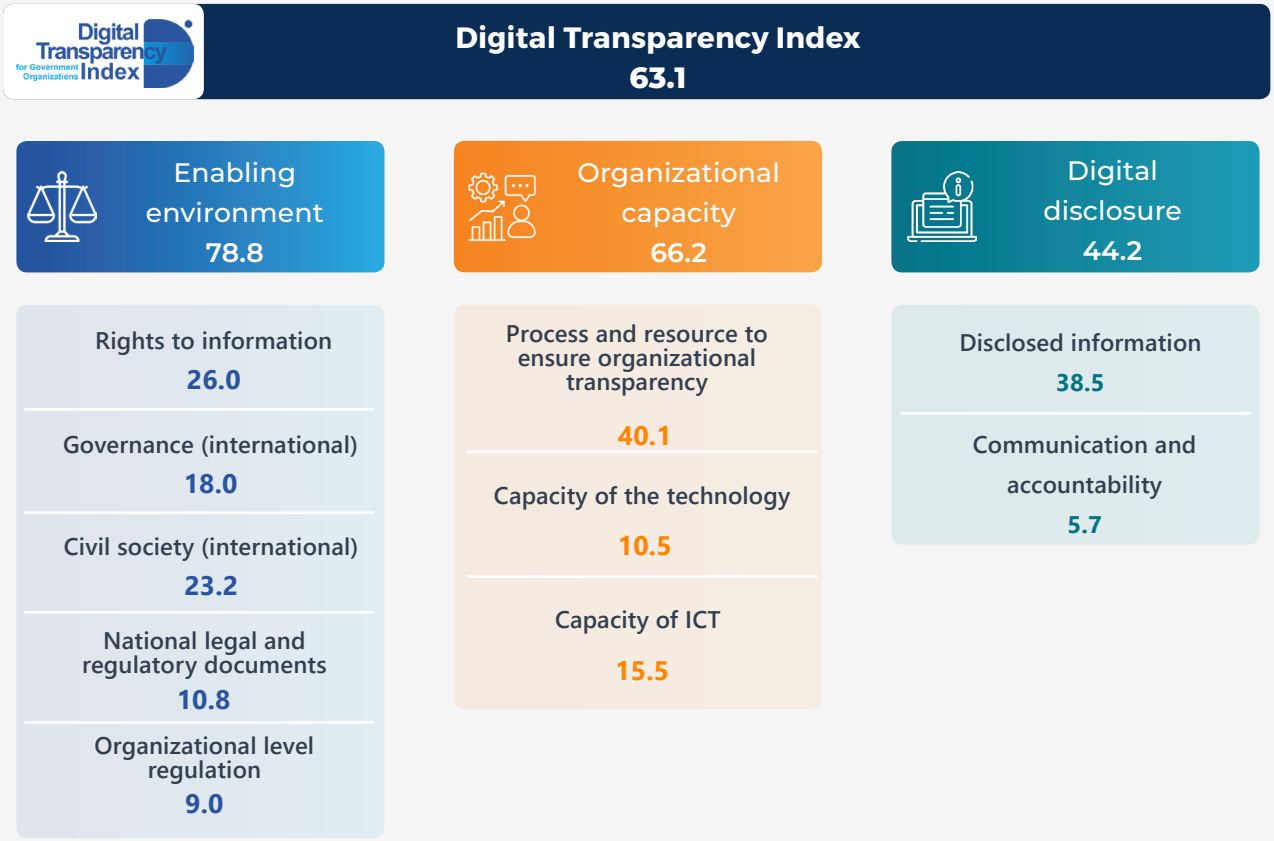
2.2. Assessment results by each domain

Even though level of the digital transparency has improved in content and disclosure wise, it has been evident that the election and the changes in the government structure have posed a negative effect on the digital transparency.

As stated in the previous section, the assessment methodology has been revised due to the newly adopted law, which implicated changes in some of the indicators used in the previous years. Thus, despite some sub- domain results not being comparable, the integrated results remained comparable because the overall framework and design of the assessment kept the same.

FIGURE 7

Integrated results of the digital transparency, by domains



2.2.1. Enabling environment domain

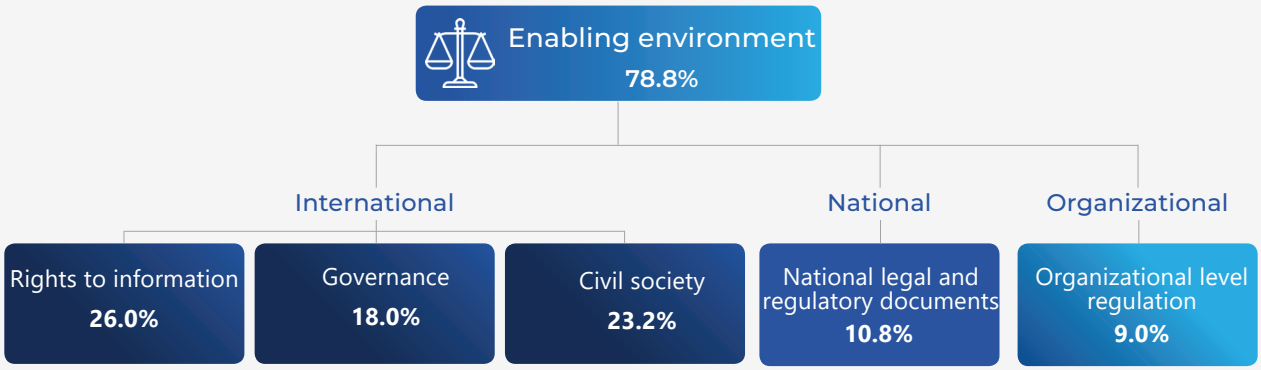
Policy and regulatory environment play an important role in ensuring transparency. Therefore, it is necessary to pay attention to the extent to which the policy environment has been formed to ensure digital transparency. We assessed the readiness and availability of the enabling policy and regulatory environment for transparency and looked at the national, sectoral, and institutional levels. In the previous years, the level of enabling environment was assessed based on the international governance transparency indicators and national level policy documents. In 2022, we started taking organizational level policy documents into account and adding international and national sources of guiding document for transparency assessment.

The policy environment was rated as 'satisfactory' (78.8%), showing 15.7% increase from 'moderate' (63.1%) in 2021. The results by sub- domains are given below[1].

The framework of the policy environment (2019) includes right to Information, governance, and civil society, which are the main indicators used internationally to rank countries, including Mongolia. In relation to the methodology revision, the number of internationally comparable results went up to 11 from 5, making it possible to assess the transparency from more dimensions. In other words, internationally recognized index where similar methodologies are used ranked Mongolia as 'sufficient'. Other than a legal analysis by the International Center for Non-Profit Law (ICNL), other index did not adapt their methodology to Public Information Transparency Law (2022). The existing legal environment has included the rights to information and regulated the access to the information and created a mechanism to disclose information ensuring an aspect of good governance and public participation.
As shown in Table 3, in overall, Mongolia is ranked 62nd of 171 countries on the given indicators.

FIGURE 8

Policy environment index



[1] *Total score of the policy environment is comprised of those sub- domains.*

TABLE 2

Index of policy environment

Index	Issuing organization	Release year	Ranking of Mongolia	Number of countries covered
Right to Information (RTI) Rating	Centre for Law and Democracy	2018	64	135
Rule of Law Index	World Justice Project	2022	62	139
World Governance Indicators (WGI)	World Bank	2022	46	214
Bertelsmann Transformation Index (BTI)	Bertelsmann Stiftung	2022	26	137
Freedom House Index	Freedom House	2022	55	210
Global Civic Engagement	Gallup	2016	25	140
World Press Freedom Index	Reporters without borders	2022	90	180
Varieties of Democracy (V-Dem)	V-Dem Institute	2022	121	179
Global Indicators of Regulatory Governance	World Bank	2018	56	185
E-Government Development Index	United Nations	2022	74	193
Civic Freedom Monitor	International Center for Not-for-profit Law (ICNL)	2022		
Average		**2020**	**61.9**	**171.2**

Sub- domains of the policy environment cover Mongolia's long-term and medium-term development policy documents and accompanying revision of the relevant laws and procedures, and how the government organizations comply to the transparency related clauses. The assessment results show that the implementing mechanism is not fully put forward even though the policy documents 'sufficiently' cover the transparency issues. Thus, monitoring and accountability mechanisms for information disclosure needs further improvements.

Mongolia's long and medium-term development documents sets transparency as a goal and their coherence is well-established. Under the implementation of the Public Information Transparency Law, some measures were taken to improve information transparency. However, there is still room for improvement in providing strategies to ensure information transparency and clarity of the legal documents. All the indicators except for monitoring mechanisms of 12 procedures approved under the law were met.

We developed and used 8 new indicators for the organizational policy environment to ensure information transparency. 61.3% of the government organizations assessed did not have internal policy documents to implement relevant legal and regulatory documents and did not disclose any information on their websites.

The government organizations with internal policy documents and procedures have integrated the idea and concept of the relevant law and regulatory documents, but in a very general way. Only 22.6% of the government organizations have adopted specific procedures for the implementation of the umbrella documents as obliged by them. Some of them tended to disclose their information not in a timely manner and limited in scope. In 2022, for example, no organization has revised their internal policy documents and adopted a new one in relation to the Public Information Transparency Law.

Most internal policy documents have mainly reflected the ideas of the Glass Account Law, especially information disclosure in a timely manner. Conversely, not much importance is given to other aspects of transparency. Only 4.3% of the organization have internal policy documents that sufficiently meet the criteria set in the Law on Information Transparency and the Right to Access to Information, including timely and adequate integration of the revised laws into their internal policy documents and ensuring the sustainability of the transparency within the organization. The above-mentioned organizations with revised internal policy documents included the Agency for Land Administration, Management, Geodesy and Cartography, the National Statistics Office, the Ministry of Foreign Affairs, and the General Authority for Archives of Mongolia.

The effective implementation of the national policy documents regarding transparency is ensured with the organizational commitment to implement the ideas and adoption of the internal procedures and orders and well-defined scope and determining responsible persons and their roles and responsibilities.

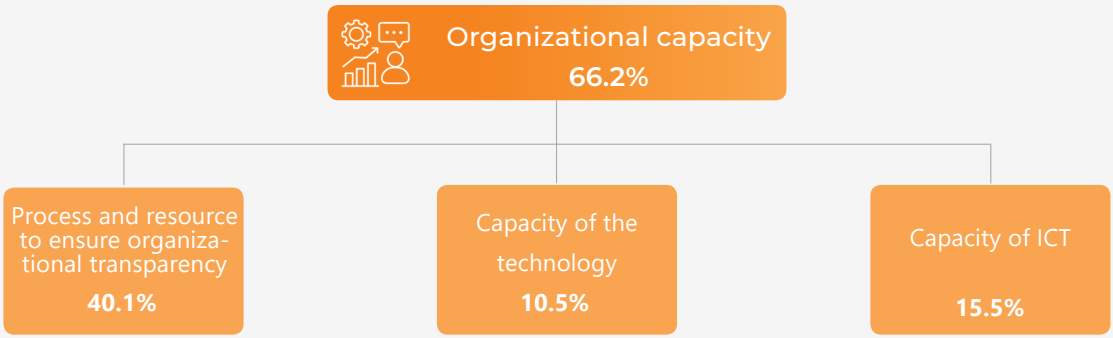
2.2.2. Organizational capacity and readiness to disclose information

An organization's capacity to provide flow-information continuously and readiness is essential to ensure transparency. The domain assesses the availability of human resources to disclose information, their capacity, knowledge and skills to use ICT and technological/ website capacity to comply to the standards. Unlike the previous methodology, this year, we, firstly, tried to limit the subjective biases stemmed from the fact that entire score was purely based on the primary data collected from the employees of the organizations. This sometimes made it impossible to produce a score for an organization if no interview is conducted with the organization. Secondly, we moved technical requirements of the website from the digital disclosure domain to the organization capacity domain.

Organizational capacity was assessed as 'sufficient' (66.2%), seeing a slight increase from 62.7% in 2021. However, there is a risk of slipping back to 'moderate'. The section below shows the results and findings by each sub-domains more in detail[2].

FIGURE 9

Organizational capacity index



[2] *Total score of the organizational capacity is comprised of those sub- domains.*

In total, 61.3% of the organizations covered in the assessment have an officer and/or an unit responsible for information disclosure, 26.9% perform this function concurrently, and 11.8% do not have such position in the organization or unclear if there is one. Also, the budget allocated for the information disclosure remains insufficient.

As stated above, most of the organizations do not have an internal plan or strategy for digital transparency. This results in the scope of disclosed information and awareness raising activities within the organization limited. Also, the information disclosure and the provision of information and training to responsible officer remains insufficient. Although some organizations integrate transparency issues into their operational plans, monitoring and evaluation lag behind. For instance, some organizations count their release of the information and reports on their Facebook as a part of their performance and noted in their periodic reports while some do not analyze their performance regarding to information disclosure.

Mongolia, the GoM's Citizen Feedback Center (11-11) and legal-info.mn available on their website as well as their social platforms. However, some organizations have more than one websites in use, but not so interactive to one another. This makes the accessibility of information limited.

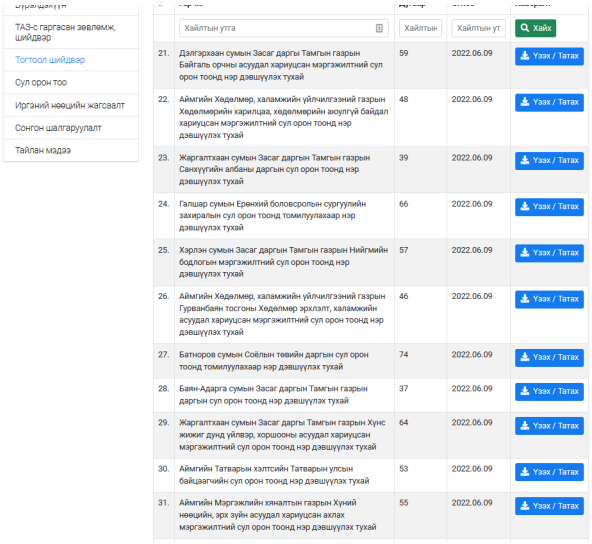
Although website design and technology solutions have seen improvement, user-friendliness of the websites needs more improvement. For example, it was common among agencies' websites that there is no 'search' section.

Most websites had separate menus for each type and category of information. However, due to the general inclusion of uploaded files without full names, citizens find it difficult to access necessary information, documents, procedures and orders. Most of disclosed documents are downloadable, yet, not easily shared with others. The following risks should be avoided.

- Invalid documents kept on the website may confuse the users. For instance, the Law on Information Transparency and Rights to Information is still on the website even though the law became a chapter of the Public Information Transparency Law.
- Also, it was common that only names or the list of the orders and decisions approved by the head of the organization were made available and the full documents were missing.
- Naming and given format of the documents, such as in PDF, made it not accessible to the users. As shown in the photo attached, we can see, it is unlikely to know the content of the document unless we open the document. Unlike Photo example 1, Photo 2 shows that the content of the document is given in the name of the document and in downloadable. For more good example, follow the link. Захирамж Archives - Багануур (ub.gov.mn)

FIGURE 10

Example of document lacking user-friendliness and accessibility



	Хайлтын утга	Хайлтын	Хайлтын ут	Хайх
21.	Дэлгэрхаан сумын Засаг даргы Тамгын газрын Байгаль орчны асуудал хариуцсан мэргэжилтний сул орон тооны нэр дэвшүүлэх тухай	59	2022.06.09	Үзэх / Татах
22.	Аймгийн Хөдөлмөр, халамжийн үйлчилгээний газрын Хөдөлмөрийн харилцаа, хөдөлмөрийн аюулгүй байдал хариуцсан мэргэжилтний сул орон тооны нэр дэвшүүлэх тухай	48	2022.06.09	Үзэх / Татах
23.	Жаргалтхаан сумын Засаг даргын Тамгын газрын Санхүүгийн албаны даргын сул орон тооны нэр дэвшүүлэх тухай	39	2022.06.09	Үзэх / Татах
24.	Галшар сумын Ерөнхий боловсролын сургуулийн захиралын сул орон тооны томилуулахаар нэр дэвшүүлэх тухай	66	2022.06.09	Үзэх / Татах
25.	Хэрлэн сумын Засаг даргын Тамгын газрын Нийгмийн бодлогын мэргэжилтний сул орон тооны нэр дэвшүүлэх тухай	57	2022.06.09	Үзэх / Татах
26.	Аймгийн Хөдөлмөр, халамжийн үйлчилгээний газрын Гурванбаян тосгоны Хөдөлмөр эрхлэлт, халамжийн асуудал хариуцсан мэргэжилтний сул орон тооны нэр дэвшүүлэх тухай	46	2022.06.09	Үзэх / Татах
27.	Батноров сумын Соёлын төвийн даргын сул орон тооны томилуулахаар нэр дэвшүүлэх тухай	74	2022.06.09	Үзэх / Татах
28.	Баян-Адарга сумын Засаг даргын Тамгын газрын даргын сул орон тооны нэр дэвшүүлэх тухай	37	2022.06.09	Үзэх / Татах
29.	Жаргалтхаан сумын Засаг даргы Тамгын газрын Хүнс жижиг дунд үйлвэр, хоршооны асуудал хариуцсан мэргэжилтний сул орон тооны нэр дэвшүүлэх тухай	64	2022.06.09	Үзэх / Татах
30.	Аймгийн Татварын хэлтсийн Татварын улсын байцаагчийн сул орон тооны нэр дэвшүүлэх тухай	53	2022.06.09	Үзэх / Татах
31.	Аймгийн Мэргэжлийн хяналтын газрын Хүний нөөцийн, эрх зүйн асуудал хариуцсан ахлах мэргэжилтний сул орон тооны нэр дэвшүүлэх тухай	55	2022.06.09	Үзэх / Татах

FIGURE 11

Example of document being user-friendly and accessible

It is notable that most of the organizations have employees with good command of ICT and sufficient capacity and regulatory environment for safety of information. Despite the absence of the internal policy and regulatory documents defining defining the content and scope of information, most organizations have taken care of their database, updating and archiving in a regular basis. This means most organizations started making relevant legal and policy documents as well as timely news available on their websites.

2.2.3. Digital disclosure

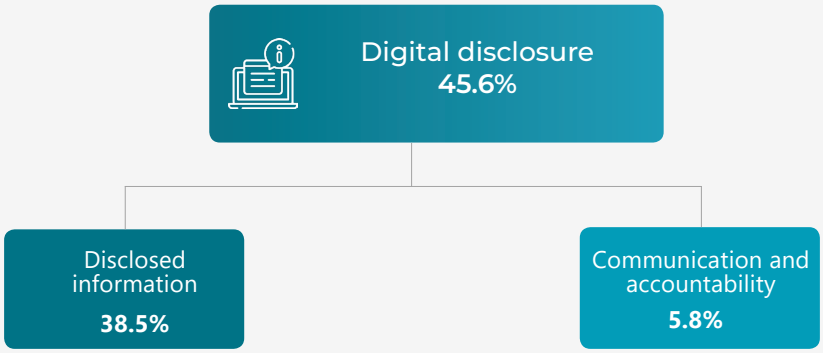
The digital disclosure domain assesses the timeliness of the digital information disclosed on the government websites. We specifically looked at the compliance of the 'open information' specified in the Public Information Transparency Law with the content of the information disclosed by the government organizations. The coherence with the other relevant laws and procedures, including Glass Account Law, Public Procurement Law of Mongolia was reviewed.

The disclosed information was rated as 'unsatisfactory' (45.6%), going down from 'moderate' (62.7%) in 2021. This could be resulted from the legal reform of data transparency. As mentioned earlier, this year's monitoring was conducted shortly after the adoption of the Public Information Transparency Law, when most of the organization yet to incorporate the legal document into their action. Thus, the monitoring results show the starting point of the transparency of the organizations according to the newly adopted law. The figure below shows the results by each sub- domains[3].

[3] *Total score of the digital transparency is comprised of those sub- domains.*

FIGURE 12

Digital transparency index



Looking at the availability of the contact details of the organization on their websites, all other than 1-2 organization publicize their address, phone number and location as stipulated in the Public Information Transparency Law. However, very few of the activities implemented in their areas of specialization and priority was disclosed. The following reports specified in the Public Information Transparency Law have been made available on all websites.

- Economic and social development indicators
- Statistics
- Study reports and articles
- Technical reports
- Report on the implementation of development policy and planning documents
- Laws, government resolutions and decisions and other acts in force

Also, government organizations have sufficiently disclosed their human resource related information. All the organizations made information about the heads of the departments, contact numbers, and room numbers available on their website. This is one of the significant improvements observed in accessibility to the public. In addition, most organizations have posted vacancy announcements, human resource procedures and rules and, employee performance evaluations, and key measures taken in the areas of human resource management on their websites.

In terms of budget transparency, the organizations tend to release their budget planning and execution in a yearly basis not a quarterly and half-yearly basis. Periodic reporting remains weak. Almost half of all organizations (55.6%) did not upload the 2021 financial audit report, and 42.9% disclosed the information on measures taken according to the audit report and recommendations. Therefore, information disclosure regarding audit report and results needs improvement.

In terms of procurement transparency, most organizations disclosed information about procurement plans, reports, tender invitations, and documents on their website as obliged by the Public Information Transparency Law. However, more than 60% did not disclose results and reasons for the tender selection, which should be paid an attention to. In addition, most organizations still do not disclose information about procurement with a value of 5 million or more and procurement audits and other inspection reports and conclusions.

The Public Information Transparency Law compliance wise, the Ministry of Construction and Urban Development, the Ministry of Environment and Tourism and the Ministry of Digital Development and Communications led the list. In terms of the administrative level, the ministries are relatively better than other organizations in terms of information disclosure.

Accountability mechanisms are essential to improve the citizens' access to information. Despite availability of the contact information on the website, it is common that relevant officials are difficult to reach out via the contact provided on the websites. Thus, there is a need to improve effectiveness of communication with the public on giving and receiving feedback, suggestions, complaint and petition. 62.2% of the organization made the link to their social networks (62.2%), links to integrated government services such as e-Mongolia, 11-11 centers (57.8%). However, 71.1% of the organizations' website do not allow any direct communications, and only 18.7% made their meeting schedule openly.

The Ministry of Health, Governor Office of Umnugovi province and the Financial Regulatory Committee topped the list in terms of their communication with the public.

The COVID-19 pandemic may have affected the Ministry of Health's means of communication with the public. For the Governor Office of Umnugovi province, they have a separate menu for communicating with the public, where the citizens can submit complaints and receive the results through the website. For detailed information, follow the link. (omnogovi.gov.mn). The Financial Regulatory Committee exercised the same method to communicate with the public. They run open application forms to receive complaints and feedback.

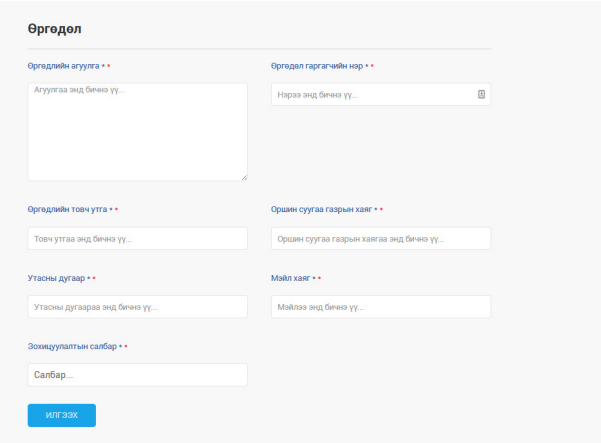
84.4% of the organizations did not release the data and statistics about the complaints they received. All of the organizations run an open poll on trending issues, yet they don't give feedback to the citizens how they incorporated the suggestions and recommendations they put forward.

FIGURE 13

Feedback system of the Governor Office of Umnugobi province for receiving applications and complaints from the citizens

FIGURE 14

Feedback window of the Financial Regulatory Committee



2.3. Organization transparency

This section summarizes the results by the organizational levels. The assessment covered organizations from six administrational levels. In 2022, a total of 93 organizations were covered, of which the websites of the Governor offices of Arkhangai province, General Agency for Veterinary Services and Governor of Bagakhangai district were not working. In overall, most organizations made progress in digital disclosure. Table 3.

Among these organizations, the results of the Regulatory Agency decreased compared to last year, while the results of other types of organizations increased. The Ministry of Construction and Urban Development ranked first (76.8%), the Ministry of Finance ranked second (75.3%), and the Ministry of Food, Agriculture, and Light Industry ranked third (74.7%).

The Governor Office of Uvurkhangai aimag led the list in 2021 with the DTI of 76.6%, but in 2022 it is ranked fourth. Comparing the index of the leading organization in the past 2 years, they were at the same level.

The transparency of the province level governor offices improved from 'moderate' to "satisfactory", which is the indicator where the most progress is made between 2021 and 2022.

This is a result of many provincial governor's office improving their websites, making them more user-friendly.

Even though they did not listed in the first places, Ministry of Foreign Affairs saw an increase of 15.7% in transparency, moving from 'moderate' to 'satisfactory' and the General Authority for State Registration of Mongolia (17.8%), Sukhbaatar District Governor's Office (17.1%) and Governor Office of Tuv Province (15.4%) respectively. Their transparency level is now ranked as 'moderate' from 'unsatisfactory' from 2021.

Looking at each domains, policy environment of the implementing agencies has been well-established and in terms of organization capacity, provincial level administrative organizations led the list and in terms of digital transparency, the ministries topped the list of the organizations assessed.

In overall, the average transparency index of all organizations was around 60%. See Appendix 2 for the detailed rank of the organizations.

TABLE 3

Findings by the organizations

#	Type of organization	Enabling environment	Organizational capacity	Digital disclosure	index of 2021	index of 2022	Different
1	Ministries	79.6%	67.3%	53.0%	64.8%	66.6%	+1.8%
2	Implementing organizations	79.8%	65.8%	41.9%	59.5%	62.5%	+3.0%
3	Regulatory organizations	78.0%	60.2%	45.4%	63.3%	61.2%	-2.1%
4	Local government organizations	78.2%	65.8%	42.1%	58.4%	61.4%	+3.0%
5	Administrative divisions and districts	78.0%	70.7%	39.6%	61.2%	62.7%	+1.5%
6	Parliamentary organizations	78.0%	68.1%	47.6%	59.7%	64.5%	+4.8%
General average		**78.8%**	**66.2%**	**44.2%**	**60.2%**	**63.1%**	**+2.9%**

3. Conclusions and recommendations

The DTI was rated 'moderate' at 63.5% with an an increase of 3.3% from 2021. However, in the past 6 years, the organizations remained in this category. Therefore, the assessment team developed the following recommendations to increase the level of transparency of government organizations.

The policy environment is relatively well-established because of the legal and policy revision taken place in the recent years. In particular, the government set up a new structure to ensure digital transparency. However, in order to ensure the implementation of these policy documents and make them effective, the role, participation and leadership of each government organization is important. The monitoring results show that lack of budgeting, leadership and accountability mechanisms played a significant role in slow progress in transparency. In most cases, the fact that digital transparency is regarded as and implemented within the scope of the Glass Account Law, affected the accessibility of the information to the public. Thus, each organization should internally develop and adopt documents and procedures addressing the scope of Disclosed information, process, responsibilities, accountability mechanisms, and resources to ensure the implementation of the Public Information Transparency Law.

Most government agencies have integrated the transparency aspect into their long-term and medium-term development documents, but this has been limited to traditional methods such as holding meetings and events in provinces through the Citizen Hall of the governor offices. Thus, digital means of communication tools should be promoted and implemented to improve transparency.

Approved documents, procedures, orders and decisions are not readily available to users. While name of the document is too short or not consistent with the content, the users find it difficult to search by keywords and in some cases, the full documents were missing, only the list of the approved decisions and procedures available on the website and the documents are not downloadable and easily shared with others. Therefore, in the future, documents disclosed on the websites should be named properly, and it could be formalized by procedures if necessary.

In recent years, there has been an improvement in the government organizations to create a position for an officer responsible for disclosing information. However, the flow of the information given from the managers to their officers about the scope of the information that should be disclosed publicly remained insufficient. As a result, digital transparency of the disclosure was insufficient as responsible person was not properly informed and trained. Also, it is necessary to improve the knowledge and skills related to the disclosure of information by analyzing the interaction with the citizens on the website or receiving suggestions, complaints, and feedback from the citizens, and incorporating the results into their action plans and activities aimed at information disclosure.

Website design and technology solutions significantly improved, but there was still a room for improvement in terms of user-friendliness. Therefore, accessibility of the information could be improved through improving searchability of the information disclosed on the websites.

In overall, as government organizations tend to disclose their information to comply to the provisions of the relevant laws, they now should give more emphasis on the information disclosed being more user-friendly and accessible. For example, they can communicate with citizens directly through a live chatbot on

their website and provide comment sections to receive and give feedback. This way they will be able to improve their digital transparency and accountability. Therefore, the report highlights some possible good examples from which each other can learn and improve. Some of good examples are attached to the report so the government organizations can learn from others' experience and practice.

Also, the government organizations should release statistics about the website traffic in a daily, monthly, quarterly, and yearly basis. This will indicate how accessible the information is and to how many people it is reached out. Thus, the organizations can analyze the data and statistics periodically and incorporate the results into their activities to improve the transparency of electronic information.

Annex 1. Methodologies: Indicators and respective scores

Code	Indicator	Total score
E. Policy environment		**57**
E1. Rights to information (international)		**8**
E1.1	Right to information	2
E1.2	Scope of information	1
E1.3	Procedure on access to information	1
E1.4	Refusal	1
E1.5	Make complaint	1
E1.6	Sanctions and protection	1
E1.7	Awareness measures	1
E2. Governance (international)		**12**
E2.1	Law implementation	2
E2.2	Voice and responsibility	1
E2.3	Regulation features	1
E2.4	Government effectiveness	1
E2.5	State of the government organizations	4
E2.6	Government actions/measures	3
E3. Civil society (international)		**15**
E3.1	Civic participation	2
E3.2	Freedom to publish	1
E3.3	State of Civil Society	1
E3.4	Online participation	1
E3.5	Civic Freedom Monitor (legal)	1
E3.6	Citizens' participation in governance	4
E3.7	Freedom	5
E4. National legal and regulatory documents		**14**
E4.1	Law and procedures	5
E4.2	Policy planning	5
E4.3	Implementing body	3
E4.4	Accountability mechanism	1
E5. Organizational level regulation		**8**
E5.1	Regulation	8
O. Organizational capacity		**29**
O1. Process and resource to ensure organizational transparency		**12**
O1.1	Adequacy of the resource	3
O1.2	Leadership	5
O1.3	Capacity for continuous improvement	4
O2. Capacity of the technology		**11**
O2.1	Capacity of the technology in use	11
O3. Capacity of ICT		**6**
O3.1	ICT capacity	6
D. Digital disclosure		**48**
D1. Disclosed information		**39**
D1.1	Operational transparency	13
D1.2	Human resource transparency	9
D1.3	Budget transparency	10
D1.4	Procurement transparency	7
D2. Communication and accountability		**9**
D2.1	Accountability	9
Total		**150**

Annex 2. Ranking of each type of organization

Good | >80 | Satisfactory | 65-79 | Moderate | 50-64 | Unsatisfactory | 35-49 | Poor | <35

Digital transparency index of ministries

#	Organizations	Digital transparency index	Enabling environment	Organizational capacity	Digital disclosure
1	Ministry of Construction and Urban Development	76.8%	80.0%	77.3%	73.1%
2	Ministry of Finance	75.3%	80.0%	84.0%	61.9%
3	Ministry of Food, Agriculture, Light Industry	74.7%	82.0%	84.3%	57.9%
4	Ministry of Digital Development and communications	71.0%	78.0%	74.3%	60.7%
5	Ministry of Foreign Affairs	69.5%	82.0%	75.6%	50.8%
6	Ministry Mining and Heavy Industry	69.0%	78.0%	73.2%	55.8%
7	Ministry of Labor and Social Protections	66.1%	82.0%	70.3%	46.1%
8	Ministry of Environment and Tourism	65.9%	78.0%	62.1%	57.5%
9	Ministry of Energy	65.7%	80.0%	75.0%	42.2%
10	Ministry of Defense	65.2%	80.0%	64.9%	50.6%
11	Ministry Road and Transport Development	64.1%	80.0%	68.5%	43.8%
12	Ministry of Culture	63.1%	78.0%	55.6%	55.8%
13	Ministry of Health	62.0%	78.0%	61.0%	46.9%
14	Ministry of Justice and Internal Relations	60.2%	80.0%	52.2%	48.3%
15	Ministry of Education, Culture and Science	59.3%	80.0%	51.1%	46.9%
16	Ministry of Economy and development	58.3%	78.0%	46.6%	50.3%
Index of Ministries		**66.6%**	**79.6%**	**67.3%**	**53.0%**
Average index of Mongolia		**63.5%**	**78.8%**	**66.2%**	**44.2%**

Digital transparency index of regulatory organizations

#	Organizations	Digital transparency index	Enabling environment	Organizational capacity	Digital disclosure
1	Cabinet Secretariat of Government Mongolia	66.5%	78.0%	72.2%	49.2%
2	General Police Department	65.6%	78.0%	64.8%	53.9%
3	Authority for Fair Competition and Consumer Protection of Mongolia	64.3%	78.0%	70.2%	44.5%
4	National Emergency Management Agency	64.1%	78.0%	60.5%	53.9%
5	General Authority for Specialized Inspections	63.5%	78.0%	72.0%	40.6%
6	Agency for Standardization and Metrology	63.1%	78.0%	66.0%	45.3%
7	Mongolian Armed Forces	61.5%	78.0%	67.3%	39.1%
8	General Intelligence Agency	59.5%	78.0%	53.0%	47.6%
9	General Authority for Border Protection	54.7%	78.0%	43.9%	42.2%
10	State Special Security Department	49.1%	78.0%	31.9%	37.5%
Regulatory organization index		**61.2%**	**78.0%**	**60.2%**	**45.4%**
Average index of Mongolia		**63.1%**	**78.8%**	**66.2%**	**44.2%**

Good | >80 | Satisfactory | 65-79 | Moderate | 50-64 | Unsatisfactory | 35-49 | Poor | <35

Digital Transparency index of implementing organizations

#	Organizations	Digital transparency index	Enabling environment	Organizational capacity	Digital disclosure
1	Administration of Land Affairs, Geodesy and Cartography	72.6%	78.0%	79.8%	59.8%
2	General Agency for Labor Welfare Services	70.1%	80.0%	74.4%	56.0%
3	General Department of Taxation	70.1%	82.0%	74.4%	53.9%
4	Government Procurement Agency	69.5%	80.0%	88.0%	40.6%
5	General Archival Authority	67.1%	80.0%	78.4%	43.0%
6	Family, Youth, and Child Development Agency	67.1%	80.0%	76.0%	45.3%
7	General Executive Organization of Court Decision	67.0%	78.0%	67.4%	55.5%
8	Government Agency for Policy Coordination and Social Property	65.9%	82.0%	81.4%	34.4%
9	Water Agency	65.8%	80.0%	74.5%	43.0%
10	Intellectual Property Office	65.7%	78.0%	77.0%	42.2%
11	Authority for Health Insurance	63.3%	78.0%	67.3%	44.5%
12	Mongolia Immigration Agency	63.1%	78.0%	69.0%	42.2%
13	SME Agency	63.0%	78.0%	68.0%	43.0%
14	General Authority for State Registration	62.8%	82.0%	62.8%	43.8%
15	National Geological Agency	61.9%	82.0%	63.2%	40.6%
16	Эм, эмнэлгийн хэрэгслийн хяналт, зохицуулалтын газар	61.7%	78.0%	67.3%	39.8%
17	National Agency for Meteorology and Environmental Monitoring	61.1%	82.0%	61.6%	39.8%
18	General authority for education	59.5%	78.0%	63.0%	37.5%
19	Civil Aviation Authority of Mongolia	59.4%	82.0%	57.2%	39.1%
20	Minerals Resources and Petroleum Authority	59.1%	82.0%	55.3%	39.8%
21	Culture and Arts Committee	58.2%	78.0%	55.2%	41.4%
22	General Agency for Development of Persons with Disabilities Physical culture and Sports Authority	57.9%	82.0%	44.8%	46.9%
23	Customs General Administration	57.1%	82.0%	52.5%	36.7%
24	Physical culture and Sports Authority	56.7%	80.0%	49.4%	40.6%
25	Department of Social Insurance	56.1%	78.0%	51.2%	39.1%
26	General Authority of Veterinary Services	43.5%	78.0%	52.5%	
Implementing organization index		**62.5%**	**79.8%**	**65.8%**	**41.9%**
Average index of Mongolia		**63.1%**	**78.8%**	**66.2%**	**44.2%**

Good | >80 | Satisfactory | 65-79 | Moderate | 50-64 | Unsatisfactory | 35-49 | Poor | <35

Digital Transparency index of local government organizations

#	Organizations	Digital transparency index	Enabling environment	Organizational capacity	Digital disclosure
1	Uvurkhangai aimag	74.6%	78.0%	86.6%	59.2%
2	Govisumber aimag	65.5%	78.0%	77.9%	40.6%
3	Umnugovi aimag	64.9%	78.0%	63.2%	53.4%
4	Uvs aimag	64.4%	78.0%	76.0%	39.1%
5	Tuv aimag	64.3%	78.0%	80.6%	34.4%
6	Darkhan-Uul aimag	64.3%	78.0%	72.6%	42.2%
7	Bayankhongor aimag	63.9%	78.0%	71.4%	42.2%
8	Office of the mayor of Ulaanbaatar	63.4%	82.0%	73.0%	35.2%
9	Bulgan aimag	63.0%	78.0%	59.3%	51.6%
10	Khuvsgul aimag	62.2%	78.0%	71.1%	37.5%
11	Orkhon aimag	61.5%	78.0%	54.9%	51.6%
12	Bayan-Ulgii aimag	61.4%	78.0%	68.6%	37.5%
13	Khentii aimag	59.6%	78.0%	61.7%	39.1%
14	Sukhbaatar aimag	59.5%	78.0%	63.0%	37.5%
15	Dornogovi aimag	59.5%	78.0%	59.0%	41.4%
16	Dundgovi aimag	58.2%	78.0%	55.3%	41.4%
17	Zavkhan aimag	58.0%	78.0%	56.1%	39.8%
18	Khovd aimag	57.6%	78.0%	53.3%	41.4%
19	Arkhangai aimag	57.2%	78.0%	93.5%	
20	Selenge aimag	57.0%	78.0%	51.7%	41.4%
21	Dornod aimag	55.8%	78.0%	52.7%	36.7%
22	Govi-Altai aimag	54.9%	78.0%	45.2%	41.4%
Local government index		**61.4%**	**78.5%**	**75.2%**	**43.3%**
Average index of Mongolia		**63.1%**	**78.8%**	**66.2%**	**44.2%**

Digital Transparency index of administrative divisions and districts

#	Organizations	Digital transparency index	Enabling environment	Organizational capacity	Digital disclosure
1	Baganuur district	67.1%	78.0%	81.0%	42.2%
2	Khan-Uul district	66.8%	78.0%	78.7%	43.8%
3	Chingeltei district	66.2%	78.0%	83.1%	37.5%
4	Songinokhairkhan district	65.4%	78.0%	73.8%	44.5%
5	Bayangol district	64.4%	78.0%	73.1%	42.2%
6	Bayanzurkh district	63.7%	78.0%	62.3%	50.8%
7	Nalaikh district	60.3%	78.0%	47.5%	55.5%
8	Sukhbaatar district	59.6%	78.0%	61.0%	39.8%
9	Bagakhangai district	51.2%	78.0%	75.5%	
Administrative division index		**62.7%**	**78.0%**	**70.7%**	**39.6%**
Average index of Mongolia		**63.1%**	**78.8%**	**66.2%**	**44.2%**

Good | >80 | Satisfactory | 65-79 | Moderate | 50-64 | Unsatisfactory | 35-49 | Poor | <35

Digital Transparency index of parliamentary bodies

#	Organizations	Digital transparency index	Enabling environment	Organizational capacity	Digital disclosure
1	Bank of Mongolia	70.7%	78.0%	71.5%	62.7%
2	Financial Regulatory Commission	66.7%	78.0%	59.2%	62.8%
3	National Committee on Gender	66.6%	78.0%	78.2%	43.8%
4	National Audit Office	66.4%	78.0%	82.1%	39.1%
5	Authority Against Corruption	66.4%	78.0%	75.0%	46.1%
6	PARLIAMENT OF MONGOLIA	65.2%	78.0%	76.3%	41.4%
7	General Election Commission	63.7%	78.0%	62.3%	50.8%
8	National Statistical Office	63.1%	78.0%	62.2%	49.2%
9	National Human Rights Commission	59.7%	78.0%	60.3%	40.6%
10	Government Service Council	56.8%	78.0%	53.3%	39.1%
Parliamentary organization index		**64.5%**	**78.0%**	**68.1%**	**47.6%**
Average index of Mongolia		**63.1%**	**78.8%**	**66.2%**	**44.2%**

ANNEX 3. Index results of all organizations

Good | >80 | Satisfactory | 65-79 | Moderate | 50-64 | Unsatisfactory | 35-49 | Poor | <35

#	Organizations	2022 index	2021 index	Diffenrent
1	Ministry of Construction and Urban Development	76.8%	68.4%	8.4%
2	Ministry of Finance	75.3%	72.4%	2.9%
3	Ministry of Food, Agriculture, Light Industry	74.7%	71.3%	3.4%
4	Uvurkhangai aimag	74.6%	76.6%	-2.0%
5	Administration of Land Affairs, Geodesy and Cartography	72.6%	69.8%	2.8%
6	Ministry of Digital Development and communications	71.0%	-	
7	Bank of Mongolia	70.7%	68.0%	2.7%
8	General Agency for Labor Welfare Service	70.1%	63.5%	6.6%
8	General Department of Taxation	70.1%	65.4%	4.7%
9	Government procurement agency	69.5%	61.6%	7.9%
9	Ministry of Foreign Affairs	69.5%	53.8%	15.7%
10	Ministry Mining and Heavy Industry	69.0%	65.8%	3.2%
11	General Archival Authority	67.1%	64.5%	2.6%
11	Family, Youth, and Child Development Agency	67.1%	59.6%	7.5%
11	Baganuur district	67.1%	67.0%	0.1%
12	General Executive Organization of Court Decision	67.0%	70.3%	-3.3%
13	Khan-Uul district	66.8%	74.7%	-7.9%
14	Financial Regulatory Commission	66.7%	65.7%	1.0%
15	National Committee on Gender	66.6%	64.8%	1.8%
16	Cabinet Secretariat of Government Mongolia	66.5%	61.6%	4.9%
17	National Audit Office	66.4%	58.5%	7.9%
17	Authority Against Corruption	66.4%	67.0%	-0.6%
18	Chingeltei district	66.2%	51.0%	15.2%
19	Ministry of Labor and Social Protections	66.1%	61.5%	4.6%
20	Government Agency for Policy Coordination and Social Property	65.9%	53.5%	12.4%
20	Ministry of Environment and Tourism	65.9%	63.8%	2.1%
21	Water Agency	65.8%	68.6%	-2.8%
22	Ministry of Energy	65.7%	57.5%	8.2%
22	Intellectual Property Office	65.7%	59.4%	6.3%
23	General Police Department	65.6%	69.2%	-3.6%
24	Govisumber aimag	65.5%	61.8%	3.7%
25	Songinokhairkhan district	65.4%	63.9%	1.5%
26	PARLIAMENT OF MONGOLIA*	65.2%	-	
26	Ministry of Defense	65.2%	62.5%	2.7%
27	Umnugovi aimag	64.9%	72.0%	-7.1%
28	Bayangol district	64.4%	62.5%	1.9%
28	Uvs aimag	64.4%	59.1%	5.3%
29	Tuv aimag	64.3%	48.9%	15.4%
29	Darkhan-Uul aimag	64.3%	67.3%	-3.0%
29	Authority for Fair Competition and Consumer Protection of Mongolia	64.3%	59.6%	4.7%
30	National Emergency Management Agency	64.1%	68.8%	-4.7%
30	Ministry of Defense	64.1%	65.1%	-1.0%
31	Bayankhongor aimag	63.9%	53.1%	10.8%
32	Bayanzurkh district	63.7%	68.5%	-4.8%

#	Organizations	2022 index	2021 index	Diffenrent
32	General Election Commission	63.7%	64.7%	-1.0%
33	General Authority for Specialized Inspections	63.5%	59.7%	3.8%
34	Office of the mayor of Ulaanbaatar	63.4%	49.7%	13.7%
35	Authority for Health Insurance	63.3%	50.9%	12.4%
36	National Statistical Office	63.1%	59.3%	3.8%
36	Ministry of Culture	63.1%	58.5%	4.6%
36	Agency for Standardization and Metrology	63.1%	59.2%	3.9%
36	Mongolia Immigration Agency	63.1%	50.7%	12.4%
37	SME Agency	63.0%	54.9%	8.1%
37	Bulgan aimag	63.0%	68.0%	-5.0%
38	General Authority for State Registration	62.8%	45.0%	17.8%
39	Khuvsgul aimag	62.2%	66.0%	-3.8%
40	Ministry of Health	62.0%	61.3%	0.7%
41	National Geological Agency	61.9%	54.9%	7.0%
42	Medicine and Medical Devices Regulatory Authority*	61.7%	-	
43	Orkhon aimag	61.5%	66.1%	-4.6%
43	Mongolian Armed Forces	61.5%	53.5%	8.0%
44	Bayan-Ulgii aimag	61.4%	57.9%	3.5%
45	National Agency for Meteorology and Environmental Monitoring	61.1%	50.7%	10.4%
46	Nalaikh district	60.3%	65.4%	-5.1%
47	Ministry of Justice and Internal Relations	60.2%	60.6%	-0.4%
48	National Human Rights Commission	59.7%	45.5%	14.2%
49	Sukhbaatar district	59.6%	42.5%	17.1%
49	Khentii aimag	59.6%	60.2%	-0.6%
50	General Intelligence Agency	59.5%	50.9%	8.6%
50	General authority for education *	59.5%	-	
50	Sukhbaatar aimag	59.5%	47.9%	11.6%
50	Dornogovi aimag	59.5%	50.1%	9.4%
51	Civil Aviation Authority of Mongolia	59.4%	63.9%	-4.5%
52	Ministry of Education, Culture and Science	59.3%	60.0%	-0.7%
53	Minerals Resources and Petroleum Authority	59.1%	55.8%	3.3%
54	Ministry of Economy and development*	58.3%	-	
55	Dundgovi aimag	58.2%	50.1%	8.1%
55	Culture and Arts Committee	58.2%	52.4%	5.8%
56	Zavkhan aimag	58.0%	56.3%	1.7%
57	General Agency for Development of Persons with Disabilities Physical culture and Sports Authority	57.9%	60.3%	-2.4%
58	Khovd aimag	57.6%	60.3%	-2.7%
59	Arkhangai aimag	57.2%	52.5%	4.7%
60	Customs General Administration	57.1%	53.7%	3.4%
61	Selenge aimag	57.0%	48.9%	8.1%
62	Government Service Council	56.8%	59.6%	-2.8%
63	Physical culture and Sports Authority	56.7%	59.8%	-3.1%
64	Department of Social Insurance	56.1%	56.9%	-0.8%
65	Dornod aimag	55.8%	52.9%	2.9%
66	Govi-Altai aimag	54.9%	57.2%	-2.3%
67	General Authority for Border Protection	54.7%	52.1%	2.6%
68	Bagakhangai district	51.2%	45.6%	5.6%
69	State Special Security Department	49.1%	54.5%	-5.4%
70	General Authority of Veterinary Services	43.5%	49.0%	-5.5%

** Newly established and organizations that were not covered in the previous year*