



Independent Research Institute of Mongolia

Organizational Profile

For CAREC Award for promoting Gender Equality 2023

A MESSAGE FROM OUR PRESIDENT AND CEO



Ambassador Extraordinary and
Plenipotentiary IRIM President **Bekhbat
Khasbazar**

IRIM's journey, which began in 2008, has evolved continuously for the past 15 years, creating today's IRIM upholding the professional standards that define what IRIM is all about.

Today, we aim to become a center of knowledge based on Mongolia's experience that provides world-class, independent research and consulting services'. We strive to increase research impact to bring about substantial changes in the society.

IRIM's focus areas are Governance, Education, Social Protection, Gender and Sustainability. We continued working on **research, evaluation and advocacy** in these areas; with: bi-lateral and multi-lateral development partners, INGOs, government organizations and CSOs.



Executive Director
Tsalmegsaikhan Lkhagva

Today, we have **26 full-time staff**, advised by a roster of 50 senior consultants. We conducted more than 300 research and consultancy projects with over 100 partners, we visited over 330 soums in 21 aimags and meeting with around 190,000 people to hear their opinions and experience.

Highlight some of the important **achievements and impacts in the past 15 years:**

We believe that **social cohesion and trust are key** to ensure longstanding cooperation and sustainable development both at national and community level.

IRIM adheres to the principle of '**leaving no one behind**' in all its research and activities, and aims to prioritize the interests of social groups whose participation and representation in decision-making are at risk of being ignored.

In 2016, we initiated the Social Wellbeing Survey in Mongolia; a general social survey using large samples. The survey focuses on how - over time - people's **trust** in each other develops, how they **cooperate** with each other, and how they perceive their **quality of life**. This survey is only national and **independent** survey focused on social outcomes.

IRIM is **contributing to development policy planning capacity** and practice. The results of our research and evaluation determine the perception, attitude and expectations of the population about the policies and legal acts implemented by the government and the programs and projects implemented by international organizations. **In promoting good governance**, since 2010, IRIM developed the Digital Transparency Index (DTI) as a standardized method to compare digital transparency of the government.

Promoting the democracy, IRIM became a member of the **Asia Democracy Research Network** in October 2020. Collaborating with the network, IRIM organized **International conference on Democracy** in 2018 in duo with Swiss World Foundation Society. We edited and published the conference papers as **a book in two languages**, Mongolian and English, under the name of "Democratic Struggles in Challenging Times: Insights from Mongolia and around the World" in 2022.

Continues to demonstrate leadership in **creating a national evaluation system and achieving the Sustainable Development Goals**. Since the launch of the "National Evaluation Framework" initiative in 2015, IRIM has been elected as a member of the board of directors of the Asia Pacific Evaluation Association, contributing to strengthening the evaluation system and capacity in Mongolia and the region.

Strengthening the capacity of all parties involved, participated and worked together (were active and stable parties). About 300 projects completed in the past have created an opportunity to continuously document any changes that have occurred in Mongolia over the past 15 years and create evidence to represent them.

Representing Mongolia in regional and international arenas. Join professional and industry networks and associations at the global and regional level and work actively, represent Mongolia. Despite the global pandemic and border closures, we have continued our regional cooperation initiatives, actively engaging in digital mode with Civil Society Network called 'Innovation for Change' with five **Central Asian countries and Mongolia**, and successfully implementing 'Virtual Marathon' and 'Action-based research' projects that aim to improve the regional integration in civic space.

ABOUT US



An ISO-certified, human rights and gender-sensitive colleagues

IRIM provides services in research, monitoring and evaluation, project management, and training; working mainly with public sector clients, international organizations, and donors. Through its work, IRIM strives to achieve real outcomes in addressing and solving some of the most pressing development issues.

Promoting gender equality through operations and research projects has always been at the core of IRIM's principles as a representative of civil society organizations, and the private sector. As a result, IRIM developed the **Prevention of Sexual Exploitation, Abuse, and Harassment (PSEAH) Policy** tailored to the needs and characteristics of a research organization, to mainstream gender equality into an organization's culture and all levels of management

Since its establishment, IRIM has been committed to providing results-based and client-centered project management solutions. Within these commitments, the **ISO 9001:2015** International Quality Management System has been implemented throughout the organization's operations.

IRIM also continues to expand its activities internationally, by providing research and consultancy **in Southeast and Central Asian countries.**



IRIM'S MISSION

To be the leading center of knowledge in Mongolia on development-related issues and to provide world-class independent research outcomes.

QUALITY POLICY STATEMENT

IRIM is committed to providing independent research products and services with the highest possible level of quality; that meets international standards and customer satisfaction at all times and using continually improving processes.

SERVICES WE PROVIDE

EXPERIENCE:

RESEARCH: IRIM has research experience in a wide range of sectors, where professional and scientific approaches are applied. We are dedicated to developing innovative quantitative and qualitative research methods and methodologies, and continuously introducing advanced data collection and processing techniques in the study of social issues. About 50% of all our projects are research related, and we aim to reach diverse groups of society and bring their voices to the attention

of projects, programs, and government decision-makers. Throughout the process, we are committed to maintaining professionalism by considering research ethics, confidentiality, and diversity.

MONITORING AND EVALUATION: Monitoring and evaluation (M&E) are one of our most significant and important services, accounting for more than 30% of all implemented projects. Unlike others, IRIM's M&E projects are implemented from an independent and external perspective, entirely evidence-based, and seek to provide reliable and professional assessments. Within this framework, IRIM has become an active member of more than ten professional evaluation associations and networks. It continuously seeks to improve the M&E capabilities of its teams and experts, through collaboration and networking.

PROJECT MANAGEMENT: In addition to professional research and evaluation, we offer consulting services for organizations, projects, and policy-level activities; accounting for 10% of our service. From empowering individuals and organizations through consulting services, we reach out to the policy level of international development programs and government decision-makers. Evidence-based delivery of consulting services is important for more effective decision-making and policy implementation. More than just delivering bespoke services, we also engage in corporate social responsibility (CSR) activities to empower non-governmental organizations (NGOs) and support vulnerable groups.

TRAINING: Based on our activities, knowledge, and experience, we provide training services aimed at supporting and improving the operations of customers and client organizations. Training and capacity-building projects account for more than 10% of our services. We customize our training programs and concepts to each client's needs and goals, so we can consistently deliver high levels of training outcomes, returns, and participant satisfaction. Based on our accumulated knowledge and

141 projects

- Policy research
- Opinion polls
- Socio-economic studies
- Thematic research, Knowledge, attitude, &

- practice (KAP) surveys
- Action-based research

105 projects

- Monitoring
- Impact assessment
- Real-time monitoring
- Rapid assessment

36 projects

- Campaign & advocacy
- Workshops facilitation
- Content & Communication

23 projects

- Research & Evaluation methodology
- Quantitative and Qualitative analysis & analysis software use
- M&E trainin

- Project writing and development

IRIM IN NUMBERS



TOTAL
292
PROJECTS

2008 APRIL - 2023 APRIL



214,635
Respondents

103
Client

159
Partners

GEOGRAPHICAL EXPERIENCE

Number of implemented projects

CENTRAL ASIA

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

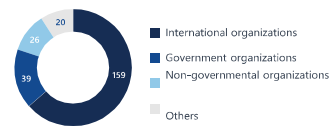
MONGOLIA

46 Arkhangai	65 Umnugobi
40 Bayan-Ulgii	53 Uvurkhantai
55 Bayankhongor	49 Uvs
31 Bulgan	38 Sukhbaatar
49 Gobi-Altai	53 Selenge
30 Gobi-sumber	47 Tuv
55 Darkhan-Uul	67 Khovd
52 Dornod	57 Khuvsgul
45 Dornogobi	47 Khentii
39 Zavkhan	203 Ulaanbaatar
49 Orkhon	

SOUTH-EAST ASIA

- 1 Erliyan City in China
- 1 Timor-Leste
- 1 Bangladesh
- 1 Sri-Lanka

PARTNER ORGANIZATIONS



International organizations



Government organizations



Academic organizations



IRIM MEMBERSHIP

ANSA-EAP
Since 2010, IRIM has been working as a member of the Affiliated Network for Social Accountability in East Asia and the Pacific (Foundation).

International Sociological Association
Since 2010, IRIM has been an official member of the International Association of Sociologists (ISA) from Mongolia and strictly adheres to the Code of Ethics approved by the organization.

MEN APEA
IRIM initiated the Mongolian Evaluation Network; which integrates government and non-governmental organizations' representatives, international experts, and consultants. In collaboration with other members, IRIM is committed to practicing international evaluation standards in Mongolia.

APEA
In August 2016, IRIM became the first Mongolian organization to officially join the Asia-Pacific Evaluation Association (APEA). In 2017, IRIM was elected as a member of the association's board of directors.

SENSHU UNIVERSITY
In 2016, IRIM initiated (and continues to implement) the annual Social Well-being Survey in Mongolia. Within this context, IRIM joined the International Consortium of Subjective Well-being of Asia, in October 2017.

NATIONAL COMMITTEE ON GENDER EQUALITY
IRIM became a freelance member of the National Committee on Gender Equality, in 2017. Representing CSOs and the private sector, IRIM is making efforts to ensure gender equality in the social science sector, and mainstream gender equality in government policies.

INNOVATION FOR CHANGE INITIATIVE
IRIM became a member of the Central Asian Countries' Innovation for Change Initiative in 2017. Since September 2018, IRIM has been working as a board member of the network. At present, IRIM is working with network members to protect the rights of the CSOs and create ways to overcome the challenges they face.

Give2Asia
In 2019, IRIM became a member of the Give2Asia international donation network. The network is a USA-centered, non-profit organization, running operations in 23 Asian countries. Give2Asia raises funds to support community projects and programs, aimed at addressing issues facing developing countries in Asia. By joining this network, we initiate and implement projects aimed at protecting the rights of disabled people in Mongolia and increasing their participation.

CAREC
Mongolia is one of the 11 member countries of the Central Asia Regional Economic Cooperation (CAREC) Institute, and the IRIM became a member itself in 2022. The institute promotes development through cooperation, leading to accelerated economic growth and poverty reduction.

WOMEN CEOs of IRIM & MEN COUNTERPARTS



BOLD Ts.

One of IRIM's founders and Executive Director from 2009 to 2010. Currently a member of the board of directors and a professor at the National University of Mongolia's Department of Sociology and Social Work.

OUR MAIN OBJECTIVE WAS TO BE RECOGNIZED AND ACCEPTED IN THE INDUSTRY

I was forced to take over as CEO of IRIM eight months after its establishment. It was a significant challenge for a company with only three researchers, and no prior experience or track record of completed work. People in the area, as well as some coworkers, teased, mocked, and openly ignored us. We started with a small rented room of barely 12 square meters.

We dared to show that many specialists were trained and graduated as sociologists, that they could work in their profession and do their favorite jobs. We aimed to create an opportunity to conduct our favorite research in fields of interest; independent of politics, and financially independent. For that, we are still working hard to achieve our goals.

Initially, it was necessary to inspire the confidence of graduates, strengthen the ranks of researchers to cooperate with us and create a structure for long-term understanding and stable work. As a result, we made the starting point. To increase the number of researchers, we needed to expand our accommodation capacity and be able to cover costs. As a newly formed organization, we all of the problems of growth faced us.

Getting recognized and accepted in the industry was the main challenge. For this, it was necessary to create an experience and a history of stable two or three years of work in the organization. At that time, we decided to strengthen the Institute as an organization that worked fairly within the framework of the laws and regulations in Mongolia, prepared financial reports, paid taxes, and so on.

We developed project proposals that met the needs of international organizations, worked hard to get them approved, and proved to them that it is safe to believe us. Now, we want to compete with international consulting organizations, strengthen our capacity to carry out large-scale projects in Mongolia and build an excellent team of researchers, experts, and consultants.

We have made it our mission to create knowledge with a team of the best experts, create a knowledge center, propose policy solutions based on the results of independent research, and influence development to the best of our ability, and we are still working towards this goal.'



ARIUNTUNGALAG M.

Started her working career at IRIM as a Researcher in 2008, and between 2010 to 2011, worked as an Executive Director. Now, she is working as an Asia Pacific Regional Grant Acquisition Advisor at World Vision International.

A WELL-INFORMED PERSON WILL LEAD THE MEETING

From 2010 to 2011, IRIM had 12 to 13 employees. At that time, the organization had our organization's introduction, logo, and organizational experience to a certain extent. As an Executive Director, I focused on external relations and worked to professionalize the Institute. This led to many significant works, such as obtaining official membership of the International Association of Sociologists, participating in the Australian Volunteers program, implementing a project to promote social responsibility in the Mongolian context, and creating the digital transparency index of governmental organizations.

Our focus as an institute has been to prepare for challenging ourselves, with big projects, such as those with the Asian Development Bank and Millennium Challenge Account Mongolia. These long-term projects have given us a wide range of experiences. However, with many projects on board, there can be times when not all information is well-known or studied. I remember what Mr. Bold

said to me at that time when I went to a meeting: "A well-informed person leads the meeting." Bold and Tamir were excellent mentors to me, even though they did not formally teach me what to do.

From the beginning, I admired IRIM's principle of being professional, and this has never been lost in any circumstance. Civil society organizations were not professional enough at that time; when compared to today. IRIM was able to add new insights to this space by enabling policy influence based on data, evidence, and facts. I wanted others to associate independence with the name of IRIM. I am proud that we have maintained our professional, evidence-based, and independent status; from the beginning to today. Even the organizations we collaborated with, and future partner organizations, know and will expect that we conduct research of excellent quality. I inherited and passed on this precious item, and while working, I have attempted to make it a brand'.



TSELMEGSAIKHAN L.

Started her working career at IRIM as a Researcher in 2009 and worked as Executive Director of IRIM in 2011-2012.

AS A SMALL ORGANIZATION, IT WAS IMPORTANT TO GATHER EXPERIENCE IN 'BIG' PROJECTS WITH HIGH CLIENT REQUIREMENTS AND A LARGE SCOPE OF OPERATIONS

After graduating from the Department of Sociology at National University of Mongolia in 2009, I started my career at IRIM, which had just been established at that time, together with five of my classmates. Looking back at the first years at the IRIM, we created the collaborative atmosphere and culture of the new organization together. After only 2 years of working in the organization, the IRIM's board asked me to work as an Executive director, which was very challenging task at time and I eventually accepted the job in September 2011. At that time, IRIM had only been established for 3 years, because it was its early stage of the establishment, had very few permanent staff, and was strengthening its capacity from project to project. Now I reflect that I focused on two things as leading the organization. First, attention was paid to the formalization of the organization's activities. First, the so-called instructions for keeping official records were developed, and according to them, decrees, orders, regulations, contracts, the composition of incoming and outgoing correspondence, and keeping were introduced and organized. In addition, I initiated planning and information flow mechanisms that have remained institutionalized in our organization until now, such as the "IRIM Executive Director Monday letter" and the "Annual General Meeting" which is organized in each January.

Second, as a small organization, it was important to IRIM to implement projects with high client requirements, large scope and budget for strengthening organizational capacity. Therefore, our founders worked very closely

with the executive team to develop project proposals at that time. Thanks to close hard work, in the fall of 2011, IRIM was selected to implement the bigger project commissioned by the Asian Development Bank and the Ministry of Social Security and Labor, to visit 33,000 households individually in 3 provinces and create livelihood database. It was very important to successfully implement the project. Because quality itself was the organization's only marketing. In order to implement the project, we mobilized a team with 20 researchers with two vans from Ulaanbaatar to Sukhbaatar, Dornogovi, and Govsumber provinces in January 2012, when winter started and returned back in July 2012, just before Naadam after completing the project. We had main office in Ulaanbaatar and another mobile office in the countryside, province to province. Through this project, we have learned many important skills such as the managing large-scale data collection that requires intense traveling in the countryside, the ability to work with rural communities and local government authorities, the creation of a database, and quality control. Another noteworthy thing is that the IRIM-ers that worked on this project were all under the age of 25 at that time, mostly graduates of 2009, 2010, and 2011. Even though we were young and had limited work experience, we had a good team mentality, focused on the quality of work, and tried to find creative solutions to the problems and challenges we encountered. These positive attitudes and growth mindset are still IRIM's outstanding strengths and quality.



DOLGION A.

Started her working career at IRIM as a Researcher and Project Manager in 2009. From 2012 to 2017, she worked as Executive Director, and since 2018, she has been working as a Consultant and Board Member (responsible for international relations).

AIMED TO FOSTER A CULTURE OF WORKING OUR BEST; REMEMBERING THE MEANING BEHIND EACH PIECE OF WORK, NO MATTER HOW BIG OR SMALL

From November 2012, I worked as Executive Director of IRIM for a total of five years. When I took the position of Executive Director, the organization was generally small, and in terms of human resources, we had only six full-time employees, and others as contract employees. At that time, we were recognized in our field to some extent; but we only did short-term research projects, that were mostly in the Mongolian language. Nonetheless, our preparations to reach the further stage in terms of governance were already underway.

For me, I focused on three essential things for the sustainable growth and development of the organization. As follows:

Quality. We established a quality control system at IRIM. It began with improving our main operation, which was collecting information and analyzing quality control. Our goal was to specialize in our main topics and raise awareness of the importance of research to people because the research did not have an essential role in the market position. Every project was implemented with high responsibility and quality, since our research and evaluation concentrated on pressing and demanding issues of society, and large projects and programs were planned based on our results. We aimed to foster a culture of working to the fullest and remembering the meaning behind each piece of work, no matter how large or small the work was.

Foreign relations. Since our main goal was to become a development knowledge center, we focused on joining international professional associations, cooperating with international organizations (and, domestic CSOs), and various government organizations; and working

and cooperating with experienced and skilled experts and consultants in the field.

Strengthening our internal governance. As our organization expanded from a small to a medium-sized organization, we worked with the board of directors to strengthen and renew all aspects of our organization; such as human resources, finance, operations, quality control, project development, and health and safety standards. One of the key fundamentals of being an independent research institute is having sustainable finance; thus, we focused on strengthening this, and began the process of introducing the quality management system "ISO9001:2015". To ensure our core value, which is independence, we regularly conduct two research activities: the Digital Transparency Index of Governmental Organizations and the Well-being study of Mongolian Society.

Overall, we differentiate from other research institutes by specializing in social and development research, being independent of any political party or organization, and having good internal governance and democracy. IRIM was evaluated as the highest-rated research institute among governmental and non-governmental research institutes - according to an external evaluation with a wide range of indicators - in 2015.

Mongolia's democratic condition has recently deteriorated, and as a result, citizens' voices and positions are less reflected in policy decisions. In such circumstances, we are committed to furthering our mission of amplifying citizen voices through research and external evaluation'.



BATSUGAR Ts.

Started his working career at IRIM in 2011 as a Researcher and Project Manager. From 2018 to 2019, he worked as an Executive Director, and since 2022, he has been working as a consultant for Project Development.

IMPACT IS OUR CORE VALUE

From 2015 to 2017, IRIM's activities, services, and human resources became sustained, and the number of contract consultants and researchers greatly increased. Following this, it was necessary to strengthen our institution, rules, quality controls, and standards; to the next advanced level. Since 2016, in connection with the introduction of ISO standards, project development, and policies have been intensified. These were years when we were growing and sustaining at the institutional level. There were many changes in our institution during this time, such as participating more in international projects; individually and collaboratively. When I was working as Executive Director from 2018 to 2019, we faced the need to stabilize these changes in our institution; but this was during a time of economic recession year. Our main task was to maintain, continue, and strengthen our expansion of activities.

The goals, direction, and results to be attained were relatively apparent for a business that had developed its strategy over five years; and we effectively allocated our resources. Our long-term strategy reflects our in-house discussions on becoming a market or field leader in Mongolia, expanding IRIM's operations internationally, and introducing Mongolia's experts to the global stage. To establish a bridge for Mongolian experts to go overseas, it was critical to increase personnel experience, knowledge, and abilities, get foreign expertise and information, and witness their career growth broadly (but on an individual level). This, in turn, established trust for both IRIM and the experts.

When I was working as Executive Director, our foreign relations expanded. We started to collaborate with research institutes and think tanks from Eastern Asia, and Southeast and Central Asia. In this regard, I believe that we opened many opportunities for our colleagues to learn from international experience and participate in job training. A large number of our employees have participated in training and international discussions and events. Also, the interest of international experts and master's and doctoral students - to practice volunteer work in our organization - has increased significantly. As I remember, there were four or five international experts, interns, and volunteers working in our institution in 2019. As we improved our foreign relations, more and more international foreign organizations were starting to cooperate with our institution. In the context of international relations, IRIM began expanding its capacity to work with partners on international initiatives. For instance, since then, the groundwork for four or five projects in Central Asian countries has been put in place; working there both virtually and physically.

The peculiarity of our organization is that our motto is independence, quality, and impact so that other organizations have a quality policy and can operate independently of any political and economic party. But the impact is our core value. In that sense, I think that IRIM is a team that strives to make a change in the issue, not something that just passes by providing research and consulting services.'



TSELMEGSAIKHAN L.

Started her working career at IRIM as a researcher in 2009 and worked as Executive Director of IRIM in 2011-2012 and Executive Director of MIRIM in 2013-2014.

She has been working as Executive Director of IRIM for since 2020.

MY COLLEAGUES HAVE OVERCAME THE PANDEMIC WITH LESS LOSS THROUGH STRONG TRUST AND CLOSE COOPERATION

Thanks to my working experience at IRIM, I had a chance to study in a Master of Development Studies at the University of Melbourne, Australia in 2016-2018. From 2020, I was appointed as CEO, the honorable and challenging role, at IRIM again. By 2020, our organization was already recognized in the industry, had good reputation, and had strengthened its strong governance and institutionalization. In the sense of the beginning of a new decade, 2020 started very optimistically, but very soon, we all faced COVID-19 pandemic, an unexpected challenge. It was not easy at that time, the situation was changing rapidly day by day, contracts were canceled, planned works were postponed indefinitely, unexpected bans were imposed, and the most difficult thing was to adapt to the changing social psychology. We used to have regular diagnostic monthly meeting to assess and respond to the situation. Now I reflect that our colleagues can overcome the pandemic period with little difficulty and without reducing the scale of our organization's activities because of strong sense of trust and close cooperation. The main changes of the 2020-2023 years at IRIM can be summed up in three points.

First, IRIM successfully made to digital transformation. Learning to work completely remotely and transitioning to a new digital working environment were a major organizational change management. There were a lot of fun days and lesson learnt, such as learning how to properly turn on and off the camera and mute and

unmute microphone to an online meeting that had never existed before. Also, this digital shift in working culture has provided opportunities for learning and improving work-life balance.

Second, pandemic urged us to seek and test new ways of collecting and analyzing information in a timely and quality manner, reduce bias when using these remote methods by overcoming connectivity challenges and engaging communities and minimize disruptions. With the introduction of the latest comprehensive call center software, we were able to ensure the safety of the people we serve and of our staff and continue valuable information to inform COVID-19 response projects and recovery measures. When future pandemic, natural disaster, and emergency situations unfold, we are better prepared to experiment new ways to collect data and evidence, regardless of space or time constraints.

Third, the issue of the rights of vulnerable groups was acute in the context of the closure of schools and kindergartens and the quarantine. In this context, IRIM has developed research capacity in study of social deviance and criminology through conducting research on particular topics such as child abuse, children and human trafficking, gender based violence among persons with disabilities and human right violations among assistant herders. Now, the research topic is more focusing on the direction of climate change, efficient use of resources, and green economy responding the need of understand the consequences of the pandemic.



YANJINPAGMA N.

Has been working at IRIM since 2009 as a Researcher, Senior Researcher, Project Manager, and Board of Directors Member.

(Representative of 2008-2012)

VARIOUS ACTIVITIES DIRECTED TO THE EMPLOYEES WERE INITIATED TO STRENGTHEN THE ORGANIZATION'S INTERNAL CAPACITY, AND THE EMPLOYEES STARTED TO ALIGN THEIR GOALS WITH THE ORGANIZATION'S VISION.

In our last year, the 2009 graduating class of Sociology at the NUM implemented the project "Research Student" and created a film project called "Utopia," illustrating the obstacles encountered while undertaking research and the social life of the period. The film project's management team comprised four people: Tsalmeg (L. Tselmegsaikhan), Dolgion (A. Dolgion), Erdenee (B. Erdene), and myself. In this context, my class examined then-currently-running initiatives like "Lunch for school children" and "40,000 housing units," and we presented our findings to the relevant parties in the National University of Mongolia (NUM)'s round hall. At this point, my understanding of the significance and complete picture of research expanded. When we graduated, professor Ch. Tamir offered our film project team a job at IRIM, and we began our first employment. Soon after starting at IRIM, the National Committee on Gender announced a project on "Gender Sensitivity of the Media," which was directly related to my bachelor's thesis, "The Impact of the Media on the Election of Women at the Decision-Making Level." It was a fantastic opportunity to apply my research findings to a real-life situation. After being inspired by this effort, I discovered the possibilities for specializing as a researcher and influencing society via research.

Working at IRIM allowed learning from one another in terms of organizational culture. For example, when we started working, senior graduates - like Tsogoo (G. Tsogtbaatar), Tungaa (M. Ariuntungalag), Erdenee (E. Erdenebaatar), and Zorigoo (Z. Zorigtbaatar) - guided us rationally and honestly. I believe this served as the foundation for IRIM's current collective culture. Working with the most outstanding international and domestic experts allowed me to develop and grow as a researcher. During the first five years, our organization concentrated on building its vision, structure, and internal competencies. Various activities aimed at employees, such as summer training for researchers, employee satisfaction surveys, the organization's anniversary event, and so on, were initiated to strengthen the organization's internal capacity. These activities provided information on how to align one's aspirations with the organization's vision. As a result, the organization and the employees united their understanding in the idea that "Both the organization and the employee may grow by matching the employee's future ambitions with the organization's vision," which led to the development of a core team.

Working in research and consulting services for 15 years has allowed me to become more specialized in my profession. My career has progressed from field researcher to a senior researcher and board of directors member. In addition, in 2013, I co-founded MIRIM Consultant LLC, a subsidiary of IRIM, a business, market research, and innovation consulting firm where I am now employed.



ELBEREL T.

Has worked continuously at IRIM since 2012 as a Researcher, Project Manager, Senior Researcher, and Consultant.

(Representative of 2013-2017)

WORKING AS A RESEARCHER AND EVALUATOR, LEADS NATURALLY TO CONTINUOUS LEARNING AND DEVELOPMENT OF OUR KNOWLEDGE AND SKILLS

In 2011, after I completed my internship at IRIM, I switched my career from a social worker to a researcher. Since then, I have been working at IRIM for the last 12 years. I started my professional career by working as a research assistant on a public health project with the Asian Development Bank. While professor Tamir was supervising my bachelor's thesis, I expected that IRIM would be a more academic research institute. But, after I worked on projects, I felt it was more practical.

Looking back, my career development can be divided into three main stages. During the first two years, I challenged myself by changing my field of direction and entering a new sector, and I had to adapt to it. During years four to six, I became more mature and gained a better understanding of my work. I was able to collaborate with my team effectively, and we worked on many projects together. In the third stage - my sixth year - I went to study for my master's degree (in policy studies) at Georgia State University's Andrew Young School of Policy Studies (through the Fulbright Scholarship from the US government).

The experience and knowledge I gained from working at IRIM were great support for me to study with a scholarship. After graduating, I continued my career at IRIM, which has made my professional life inextricably linked to the Institute.

With regards to the personal level - when expressing an opinion on something - we have developed a culture of speaking based on evidence and facts, rather than a subjective approach due to our professional features.

Because the nature of our job allows us to investigate new issues and collaborate with new people, we are always learning, innovating, and progressing. By embarking on new research and evaluation projects, we are becoming more aware of other fields. The culture of learning from one another and supporting one another feels natural. During the second five years of my work at IRIM, great emphasis was placed on international human resource preparedness. In this regard, we have consistently prepared for international scholarships and programs as a team. These were the years when we focused on and contributed to, making our human resources (as individuals and as an organization) internationally acceptable.



JARGALMAA G.

Has worked at IRIM since 2016 as a Researcher, Coordinator, Project Manager, and Secretary of the Board. Now, she is working as Operations Director.

INSTITUTIONALITY OF THE ORGANIZATION, AND POSITIVE COLLEAGUES WITH SIMILAR VALUES, MAKE IRIM MY DESIRED WORKPLACE

While studying social work at the NUM, I was given the opportunity to do an internship at IRIM, and I became acquainted with the organization. Following

the completion of my bachelor's thesis on "Inclusive education for children with disabilities," a project in this direction was launched at IRIM, and I began my work as an assistant researcher in the project (after being introduced by professor Ch. Tamir). At the time, I was delighted that I had the opportunity to use what I had learned at university.

When I first started working, I remember being introduced to the researchers' career path in "New Researcher Training," which covered a researcher's long-term career prospects; beginning with the assistant researcher, researcher, and coordinator and proceeding to the level of field expert and consultant. It also clearly explained the prospects for contribution and support that the organization can provide to the professional path. Looking back, we are exactly on the route that was

explained to us.

When I first joined, our organization's ISO implementation had just begun; it was in the document processing phase, employee responsibilities were being defined, and regulations were being drafted. Having recently graduated from university, the topics discussed by

Mrs. Minjirmaa and Mr. Sukhee - such as input, output, requirements, and audits - looked very far away to me. Now that we have ISO certification, and have applied the

standard, adopting the quality management system to become the culture in the organization's activities would require much effort, attention, and leadership. The ISO principle of continuous improvement appears to be highly compatible with our organization's culture.

Our fundamental human resources are quite young in comparison to other firms. As a result of everyone sharing the same ideals and a desire to grow, progress, and specialize, our organization's internal climate and team culture is incredibly welcoming. Outside of work, it is great to have such a team and learn a lot from young individuals my age. For instance, Eegii (Erdenetsetseg), who is presently studying in Australia, has a fast, energetic, and entertaining personality; Tina (Tuvshintugs) is hardworking, meticulous, and thorough; and Nara (Narantuya) always cares about her coworkers. Generations of IRIM-ers have shaped the organization's current institutional and cultural development. When reports' deadlines approach, we must work all night.

When we come up with necessary projects at the meeting, we all sit together and discuss; if we find useful information for someone else's project, we share it; and when the pressure is on, it is wonderful to work with nice supporters, colleagues, and young people with a positive attitude.

The organization's institutional, as well as the positive colleagues with the same values, make IRIM my ideal workplace.

ACHIEVING ZERO TOLERANCE FOR WORKPLACE VIOLENCE AND SEXUAL HARASSMENT



Since 2017, IRIM has been a member of the National Committee on Gender Equality. In 2022, IRIM developed and introduced the *'Policy to prevent and protect against sexual exploitation, abuse and harassment in the workplace'*. Implementing this policy, allows organizations to take steps forward, fulfilling their responsibilities as employers to prevent sexual harassment in the workplace. This is within the frameworks of national and international laws, and creating a workplace culture where human rights and professional ethics are respected, and potential human rights violations are prevented.

IRIM IS ACTIVE MEMBER OF CENTRAL ASIAN REGIONAL ECONOMIC COOPERATION (CAREC) INSTITUTE DEVELOPMENT THINK TANK FORUM

IRIM joined the Central Asia Regional Economic Cooperation (CAREC) in 2022. IRIM actively participated in the Sixth and Seventh Think Tank Development Forum - organized annually by the CAREC Institute - 2022 in Baku, Azerbaijan and 2023 in Urumqi, PRC. IRIM's Executive Director (Tseltmegsaikhan L.) participated in the forums as one of the representatives of Mongolia.

[Policy document](#)



Project #1. The Corporate Social Responsibility and Women's rights in Mongolian companies by Mongolian Women's Fund (2023-ongoing)

Overview of the project:

To determine how the corporate social responsibility policies and strategies of these leading national companies contribute to gender equality and support of women's rights in society. It is planned to conduct an analysis based on primary and secondary data, such as including representatives of the TOP-100 national enterprises in the research, and to analyze the social responsibility reports of the companies, and interviews with management-level employees.

Year:

2023

Partner:

MONES



Project #2. Gender-based violence rapid assessment during Dzud, World Vision (2023)

Overview of the project:

World Vision Mongolia is implementing the Mongolia Dzud Emergency Response (MONDER) project in 38 soums of 7 aimags (Bayan-Ulgii, Uvs, Khovd, Gobi-Altai, Zavkhan, Khuvsgul, and Khentii). Within the framework of the MONDER project, the IRIM is working to carry out the "Gender-based violence rapid assessment during dzud" with the aim of assessing the situation of gender-based violence during the Dzud. The main objective of the assessment is to conduct an assessment among selected households to analyze protection issues and needs among selected households and determine potential protection issues among affected families including minority groups such as Kazakh, Tuva, and others other during dzud with geographical, cultural, and traditional differences.

Year:

2023

Partner:

USAID, WORLD VISION



Project #2. Evaluation of the implementation of the geology, mining, petroleum, and heavy industry sector gender-responsive policy (2019-2026) action plan (2022-2023)

Overview of the project:

The MMHI is implementing the Geology, Mining, Petroleum, and Heavy Industry Sector Gender Responsive Policy in two phases (2019-2022, and 2023-2026), and the first phase is completed in 2022. The policy is being implemented in collaboration with the NCGE, sector agencies, investors, donors, local organizations, non-governmental organizations and the industry. The NCGE commented that the MMHI has shown leadership and strived to adopt and implement the gender responsive policy in the sector.

Year:

2023-2023

Partner:

MERIT, MMHI,



Project #3. Accelerating gender equality in east asia for an inclusive and green recovery ADB-CE

Overview of the project:

The MMHI is implementing the Geology, Mining, Petroleum, and Heavy Industry Sector Gender Responsive Policy in two phases (2019-2022, and 2023-2026), and the first phase is completed in 2022. The policy is being implemented in collaboration with the NCGE, sector agencies, investors, donors, local organizations, non-governmental organizations and the industry. The NCGE commented that the MMHI has shown leadership and strived to adopt and implement the gender responsive policy in the sector.

Year:

2023-2023

Partner:

ADB



Project #4. Protecting girls from violence and exploitation in Mongolia" project baseline survey (2021-2022)

Overview of the project:

Save the Children Japan (SCJ) is implementing the Protecting Girls from Violence and Exploitation in Mongolia project from 2021 to 2024, and the project is funded by the United Nations Trust Fund (UNTF). Within the scope of this project, the Independent Research Institute of Mongolia (IRIM) implemented a baseline evaluation of the Protecting Girls from Violence and Exploitation project, to identify basic indicators and assess the current situation.

Year:

2021-2022

Partner:

Save The Children



Project #5. Online survey and in-depth interviews on online violence against women by IRI (2021-2022):

Overview of the project:

The main purpose of the survey was to gather insights into the various ways in which online violence against women manifests, women's responses to online violence, and its effects on women's ability and willingness to participate in civic spaces and within politics. Under the objective of conducting an online survey and in-depth interviews, IRIM implemented quantitative data collection from 400 women and qualitative data collection from 10 experts and survivors of online violence who lives in Mongolia and aged 18 or more

Year:

2021-2022

Partner:

IRI, IOM



Project #6. Endline study of Women's Business Center (WBC) by TAF (2018-2019) (2021)

Overview of the project:

The 2021 Endline Study examined the socio-economic indicators of the WBC project, and assessed the status of, and changes in, businesses. It also assessed the effects of project activities on businesses, beneficiaries' satisfaction, the capacities of women entrepreneurs, and the sustainability of the Project.

Year:

2021

Partner:

Solutek system" Inc, The Asian Foundation

THE END-LINE SURVEY FOR THE "WOMEN'S BUSINESS CENTER" PROJECT



Project #7. Baseline assessment into the causes, dynamics, vulnerability and resilience levels to trafficking in Mongolia (2020-2021)

Overview of the project:

Between March 2020 and December 2020, Independent Research Institute of Mongolia (IRIM) conducted research on emerging trends of human trafficking causes, dynamics, as well as on the vulnerability and resilience levels. Producing policy and programme recommendations for the Mongolia's government and NGOs, is one of the main purpose of this assessment.

Year:

2020-2021

Partner:

IOM



Project #8. COVID-19 Impact Assessment on Micro and Small-scale Women Business Enterprises in Mongolia by TAF (2020-2021)

Overview of the project:

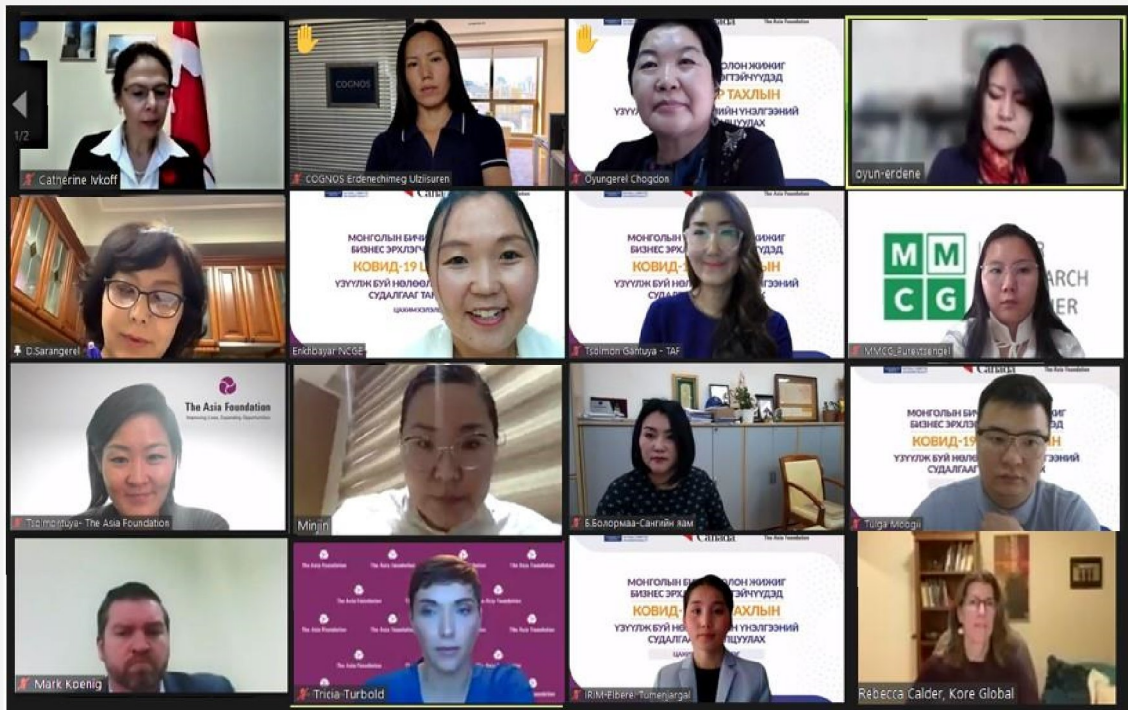
The objective of the research was to assess the impact of the COVID-19 pandemic on women entrepreneurs. More particularly, those who own micro and small-scale businesses in the following sectors: retail, manufacturing (including handicrafts, textiles, etc.), services, and agriculture (in rural areas). The research explored the nature of women's businesses,

Year:

2020-2021

Partner:

The Asian Foundation



Project #9. Qualitative research on domestic violence among the people with disabilities by ADB (2020)

Overview of the project:

Aimed to understand the causes and circumstances of domestic violence in Mongolia, rather than to quantify.

Year:

2020

Partner:

Ministry of Justice and Home Affairs,
Asian Development Bank



Project #10. Gender and Under-represented Service Accessibility Assessment by TAF (2019)

Overview of the project:

Aimed to conduct the gender assessment of public services accessibility among vulnerable groups in Ulaanbaatar city. The assessment used an analytical framework that comprises six main assessment criteria developed based on the result of desk review: (i) Availability; (ii) Social accessibility (knowledge); (iii) Social accessibility (attitudes); (iv) Physical accessibility; (v) Accountability; and (vi) Gender-Responsive Budgeting (GRB).

Year:

2019

Partner:

The Asian Foundation



Project #11. Gender Assessment for The Environmental Sector by GIZ (2017)

Overview of the project:

The objective of the assignment were to: (i) to inform the decision makers in Mongolia on how to improve the design and implementation of the Gender Strategy Action Plan (the Strategy) in environment sector and recommend necessary strategies; and (ii) to provide an overview of the current situation of gender equality in the environmental sector with special focus on the forestry sector to serve as evidence base for promoting equitable participation of men and women in environmental decision making and benefits.

Year:

2017

Partner:

Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), the Ministry of Environment and Tourism

ANALYSIS OF THE GENDER EQUALITY SITUATION IN ENVIRONMENTAL SECTOR (IN THE CASE OF FORESTRY SECTOR)



БАЙГАЛЬ ОРЧИН,
АЯЛАЛ ЖУУЛЧЛАЛЫН ЯАМ



giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



Project #12. Mainstreaming, Acceleration and Policy Support (MAPS) for SDGs: Gender Baseline Analysis against SDGs in Mongolia (2016)

Overview of the project:

The objective of the study is: 1) to provide qualitative analysis with the baseline data under SDG 5 indicators as well as with the sex-disaggregated baseline data under SDG 1, 8, 11, 13 and 16 using the existing SDG data assessment framework; 2) thoroughly reviewing and stocktaking the identified data sources as well as recommending more specific methodologies for data collection of selected SDG indicators which are still in data gaps. The study contributed to not only national SDG readiness and national target setting but also gender-responsive policymaking and national planning.

Year:

2016

Partner:

United Nations Development Programme (UNDP)

"MAINSTREAMING, ACCELERATION AND POLICY SUPPORT (MAPS) FOR SDGS: GENDER BASELINE ANALYSIS AGAINST SDGS IN MONGOLIA"



Project #13. SME and women-owned SME market research survey (2014)

Overview of the project:

The aim of the SME and women-owned SME market research survey was to provide insights into gender implications on provisioning SME banking services in Mongolia by capturing the qualitative and quantitative data on both male and female-owned SMEs.

Year:

2014

Partner:

International Finance Corporation, Frankfurt School of Finance and Management



SMALL AND MEDIUM SIZED ENTERPRISE (SME) MARKET RESEARCH



Project #14. Attitudes toward gender equality: An experimental survey in multiple national settings (2013)

Overview of the project:

The findings are highly relevant to public policy and the work of donor and non-governmental organizations. The goals of this survey were also in line with the strategic goals of SDC (2013-2016) of which are underpinned by the concept of mainstreaming gender equality in all SDC interventions.

Year:

2013

Partner:

Swiss Agency for Development and Cooperation

Attitudes toward gender equality: An experimental survey in multiple national settings (2013)



Project #15. "Sexual and reproductive health issues among 15-24 aged youth" qualitative study (2013)

Overview of the project:

The primary purpose of this scope of work was to develop a comprehensive qualitative evidence base in support of UNFPA's 5th Country Programme aim of developing Strategic Behavior Change Communication (SBCC) initiatives to help address the sexual and reproductive health-related needs of Mongolian youth.

Year:

2013

Partner:

UNFPA



Project #16. Gender sensitive journalism phase 1: The impact of mass media on women's participation in politics and decision-making (2009)

Overview of the project:

The aim of the project is to build capacity of journalists and mass media organizations in Mongolia to promote gender equality in Mongolia.

Year:

2009

Partner:

UNFPA, National Committee on Gender Equality



Project #17. International migration and women in their home country: A case study (2008)

Overview of the project:

National Network of Mongolian Women's NGOs, MONFEMNET, has engaged IRIM on several research projects studying women's participation in political process, women's rights and social welfare issues. 2008

Year:

Partner:

MONFEMNET & Swiss Agency for Development and Cooperation



Project #18. "Social security policy pressures on women" case study (2008)

Overview of the project:

Another important goal of this survey was to evaluate the implementation progress of children's and women's social development policy, its benefits, and transaction costs based on qualitative survey results.

Year:

2008

Partner:

Swiss agency for Development and Cooperation and MONFEMNET NGO



Project #19. “Women’s opportunity to participate in decision-making,” voters’ accessibility survey by Embassy of the USA in Mongolia and “MONFEMNET” NGO (2008)

Overview of the project:

A sociopolitical accessibility survey was conducted among voters in order to collect baseline data required to develop the public relations strategy to promote women’s participation in politics. The objective of this survey was to determine the public’s opinion on women’s role at the government’s decision-making level, social and psychological factors influencing that opinion, recommended image for female politicians to minimize negativity from the voters, and general policy directions to effectively communicate with the public.

Year:

2008

Partner:

MONFEMNET & Swiss Agency for Development and Cooperation



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