



**United  
Nations**

Department of  
Economic and  
Social Affairs



**MINISTRY OF DIGITAL DEVELOPMENT,  
INNOVATION AND COMMUNICATIONS**

# Capacity Development Workshop on **National Data Governance Framework and Digital Government in Mongolia**

3-4 December 2024

Ulaanbaatar, Mongolia

Concept Note

## 1. Background

The boundaries between the physical, digital, and biological realms are becoming increasingly blurred due to the rise of digital technology. This transformative force is rapidly reshaping the way individuals lead their lives, conduct work, and engage in communication. Nowhere is this more evident than in the public sector, where traditional distinctions between government and e-government have become increasingly obsolete, encompassing policies, institutions, strategies, and tools.

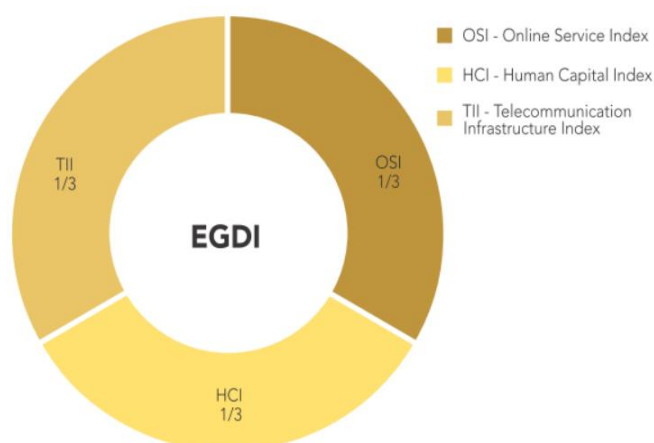
Although almost every country is undergoing the process of digitalization, the degree of development achieved varies. While institutions across all levels are dedicated to modernization and digital transformation, the approaches and outcomes differ significantly. Not every country can attain equivalent sustainable development gains through e-government initiatives, leading to uneven benefits for communities and vulnerable segments of the population.

The COVID-19 pandemic has exacerbated existing e-government divides, both between and within countries, manifesting at the regional, national, and local levels. The COVID-19 pandemic also revealed the vitality of digital government and digital solutions to address isolation and keep people informed and engaged. Given that there are both immense opportunities and inherent risks on what digital transformation can bring about, the need to address emerging requirements, risks and challenges for digital public policies and to ensure inclusive multistakeholder engagement has become more critical, especially for countries with special needs, including the least developed countries (LDCs), small island developing States (SIDS), the landlocked developing countries (LLDC), and countries with transition economics.

The world is also moving closer to becoming a truly digital society. At the global level, the quantity of data is expected to increase more than fivefold from 33 zettabytes in 2018 to 175 zettabytes in 2025, with 49 per cent stored in the public cloud. But at the same, the various digital divides between and within developed and developing countries continue to widen, which is inhibiting developing countries from contributing to and benefiting from integration into the global economy. Governments are among the largest producers and consumers of data in many countries, and they also play a critical role in data regulation. Much of the operational activity in government is now data-driven, making it difficult, if not impossible, to function effectively without data. However, many developing countries lack the institutional capacity to fully implement data management frameworks and data strategy, impeding them to fully reap the benefits of data governance.

As a flagship research and capacity development tool of the United Nations Department of Economic and Social Affairs (UN DESA), the UN E-Government Survey evaluates how digital government can facilitate integrated policies and services across 193 UN Member States. The Survey supports countries' efforts to provide effective, accountable and inclusive digital services to all, bridge the digital divide and leave no one behind. The Survey measures e-government

effectiveness in the delivery of public services, providing a snapshot of relative measurement of e-government development of all Member States.

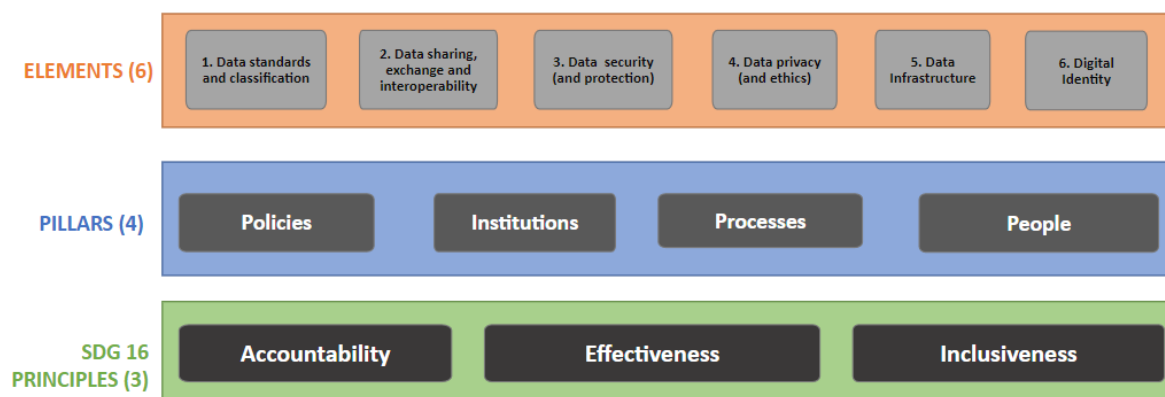


Methodologically, the EGDI is the weighted average of normalized scores on the three most important dimensions of e-government, namely: (i) the scope and quality of online services quantified as the Online Service Index (OSI); (ii) the status of the development of telecommunication infrastructure or the Telecommunication Infrastructure Index (TII); and (iii) the inherent human capital or the Human Capital Index (HCI). Each of these indices is a composite measure that can be extracted and analyzed independently.

In addition, UN DESA has also conceived the project supported by the UN Peace and Development Fund, entitled “Developing institutional capacities for digital data management and cooperation to advance progress toward the Sustainable Development Goals”, to support developing countries to assess key data management and governance challenges and strengthen government officials’ and stakeholders’ knowledge of sound and secure data management. This project seeks to address existing challenges and gaps in digital data management and cooperation, focusing on enhancing the institutional capacities of countries to utilize, manage and govern data in a comprehensive, objective and evidence-based manner, through regional and global cooperation.

Under the research framework established by UN DESA, data governance is supported by the three principles of Sustainable Goal 16 (accountability, effectiveness and inclusiveness) and examined through the lens of the four pillars (policy, institutions, people, and process) and six elements (see following illustration). This allows for a comprehensive and holistic examination of the various procedural components which together enable effective, accountable, and inclusive data governance.

## UN DESA' s National Data Governance Framework



UN DESA | Division for Public Institutions and Digital Government

### Development in Mongolia

Mongolia's public administration has aimed to develop a digital government since 2005 by implementing its first e-Mongolia National Program. During this time, establishing a core fibre optic network, technical infrastructure, a government database, delivering mobile licences, encouraging Wi-Fi coverage expansion, increasing state investments in the information communications technology sector, drafting key legal documents, and creating relevant institutions have required considerable effort. As a result, this has successfully improved the countries' e-government development index, which increased from 0.3962 in 2005 to 0.8457 very high EGDI values in 2024 (UN DESA, 2005, 2024). For instance, among the landlocked countries with very high EGDI values, Mongolia has experienced the most significant improvement in EGDI ranking, moving up 28 positions. Similarly, Mongolia is among the five leading landlocked countries with very high OSI values as indicated in the 2024 UN E-Government Survey.

In recent times, emerging technologies such as AI, IoT, and Big Data showcase an enormous number of challenges, technological disruption, and an increased digital divide worldwide. Like other countries, Mongolia faces a number of data governance challenges including the lack of a unified framework that integrates policies, standards, classifications, and guidelines. Inadequate data quality, characterised by problems with accuracy, completeness, consistency, and timeliness, further hampers decision-making and policy implementation. Additionally, a digital divide persists, where disparities in access to digital technologies and data literacy create unequal opportunities for participation in the digital economy.

Limited infrastructure, particularly in rural areas, constrains the capacity for effective data governance. This challenge is exacerbated by a shortage of skilled personnel with expertise in data governance, hindering the development of robust policies and practices. Moreover, existing legal frameworks struggle to keep pace with the evolving complexities of data governance, especially concerning emerging technologies. Mongolia, therefore, requires a proper data governance framework as a foundation for responsibly utilising emerging technologies, protecting its citizens from potential threats, and delivering better services to society.

In view of the above, UN DESA in collaboration with the Ministry of Digital Development, Innovation and Communications, the National Statistics Office, and the National Academy of Governance - Mongolia, will be hosting a workshop with representatives from governments, private, public sector, civil societies, academia and other key stakeholders, on the subject of digital data governance and digital government.

The Workshop will provide a timely opportunity to engage government officials and other stakeholders, focusing on digital government, data and data governance with the objective of strengthening the capacity of public sector employees in the concerned governmental organizations with regard to understanding of how to improve the performance of digital government and strategize related initiatives.

## **2. Objectives of the Workshop**

The objectives of the National Consultation Workshop are:

- Build capacities in understanding and implementing UN DESA's e-government development framework, guided by the UN E-Government Development Index (EGDI).
- Explore the existing opportunity and gap assessments for proposed focus areas, emerging from dialogue and interaction among workshop participants, including the proposed UN DESA national data governance framework of 4 pillars and 6 elements.

### **Four (4) pillars:**

- Policy: existing policy and regulatory framework
- Institutions: existing institutional framework
- People: existing data ecosystem and mapping of stakeholders
- Processes: existing data processes

### **Six (6) elements:**

- Data standards and classification
- Data sharing, exchange and interoperability, including open government data
- Data security (in relation to overall national cybersecurity)
- Data privacy (and ethics)

- National data infrastructure (e.g., datacenter, cloud, data services, etc.)
- Linking data governance to digital identity (or a lack thereof)
- Identify the next course of action in strategic planning and implementation for setting up a national data governance framework.
- Engage stakeholders from different agencies and other non-government stakeholders to participate in the official dialogue and knowledge exchange on proposing a national data governance framework for Mongolia.

### 3. Thematic Areas

#### A. The primary thematic areas of the EGDI (Day 1)

- The EGDI framework
- The three components of EGDI (OSI, TII and HCI)
- The five categories of OSI (Institution framework (IF); data/content provision (DP); service provision (SP); e-participation (EPI); technology (TEC)
- Other complementary indices: (i) Open Government Development Index (OGDI); (ii) Local Online Service Index (LOSI)

#### B. The primary thematic areas of the National Data Governance (Day 2)

Four (4) pillars of National Data Governance Framework:

- Policy: existing policy and regulatory framework
- Institutions: existing institutional framework
- People: existing data ecosystem and mapping of stakeholders
- Processes: existing data processes

Six (6) elements of National Data Governance Framework

- Data standards and classification
- Data sharing, exchange and interoperability, including open government data
- Data security (and data protection)
- Data privacy (and ethics)
- National data infrastructure (including e.g., datacenter, cloud, data services, etc.)
- Linking data governance to digital identity)

### 4. Expected Outcomes

The following are the expected outcomes of the Workshop:

- To build institutional and individual capacities in understanding and implementing UN DESA's e-government development framework
- To build institutional and individual capacities, with participants to get insight on issues of national data governance (for government data)
- To build a shared understanding on issues of the national data governance in the public sector
- To identify the strengths and weakness of the existing national data governance
- To identify the next course of actions and potential interventions with a proposed timeline

The outputs of each of the sessions and a follow-up action plan will be captured in the summary report. A policy brief may be issued by UN DESA in consultation with the Ministry of Digital Development, Innovation and Communications of Mongolia.

## 5. Date and Venue

Date/time: **December 3-4, 9:00 AM – 5: 00 PM**

Venue: Blue Sky Hotel, Ulaanbaatar, Mongolia

## 6. Participants

It is expected that the participants for the workshop to include:

- Senior government officials
- Non-governmental experts from the private sector, civil society, think tanks, academia
- Experts from other countries
- Staff representatives from UN Resident Coordinators' Office and other related UN agencies
- Regional and Sub-Regional Partners (ESCAP, ITU, ASEAN)
- Experts and staff members from UN DESA and the Government of Mongolia

Ministries and Agencies to be invited:

<b>№</b>	<b>Name of Institution</b>
1	National Security Council of Mongolia
2	Bank of Mongolia
3	Cabinet Secretariat of the Government of Mongolia
4	Ministry of Mining and Heavy Industry
5	Ministry of Environment and Tourism
6	Ministry of Defence
7	Ministry of Education and Science
8	Ministry of Foreign Affairs
9	Ministry of Family, Labour and Social Protection
10	Ministry of Road and Transport
11	Ministry of Finance
12	Ministry of Culture
13	Ministry of Construction and Urban Development
14	Ministry of Justice and Internal Affairs
15	Ministry of Food, Agriculture and Light Industry
16	Ministry of Digital Development, Innovation and Communications
17	Ministry of Economy and Development
18	Ministry of Health
19	Ministry of Energy
20	General Authority for Archives
21	Mineral Resources and Petroleum Authority
22	General Authority for Education
23	Customs General Administration
24	Immigration Agency
25	Agency for Land Administration and Management, Geodesy and Cartography
26	Small Medium Enterprises Development Foundation
27	Civil Aviation Authority
28	Information Security Department
29	State Social Insurance General Office
30	Intellectual Property Office
31	General Department of Taxation
32	Civil Service Council
33	General Authority for State Registration
34	National Statistics Office



35	General Agency for Labour Welfare Services
36	National Police Agency
37	National Agency Meteorology and the Environmental Monitoring
38	National Forensic Agency
39	General Authority for Health Insurance
40	Regulatory Agency of Government Digital Services
41	Office of Cyber Security Council
42	National Data Center
43	e-Mongolia Academy
44	Center for Educational Information Technology
45	Center for Financial Information Technology
46	Center for National Road Transport
47	Department of Digital Development and Information Technology of the UB City
48	National Academy of Governance
49	Mongolian National University, School of IT and Electronics
50	Mongolian National University of Science and Technology, School of Information & Telecommunication Technology
51	Golomt Bank
52	Trade and Development Bank
53	Mobicom Corporation
54	Unitel Group
55	Skytel Group
56	G-Mobile LLC
57	Mongolian National Software Association
58	Empowering Data Value NGO

## 7. Languages

The Workshop will be conducted in both English and Mongolian.

## 8. Surveys and evaluation

Pre-workshop surveys and post-workshop evaluations will be circulated. A follow-up questionnaire could be sent out to participants after the Workshop.

## 9. Organizers and Facilitators

The Workshop is jointly organized by the Division of Public Institution and Digital Government (DPIDG) of UN DESA, the Ministry of Digital Development, Innovation and Communications, the National Statistics Office, and the National Academy of Governance - Mongolia

For any questions, please contact:

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**Government of Mongolia:**

No.	Ministry/Department	Name of Focal Person	Official Position	Contact
1	Ministry of Digital Development, Innovation, and Communications	Ms. Nomin Munkhjargal	Data Officer	<a href="mailto:nomin@mddic.gov.mn">nomin@mddic.gov.mn</a>