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Bat-And Tumurtogoo
Lecturer, Department of
Engineering, Mongolian
National Defense University,
Ulaanbaatar, Mongolia

Erdenebat Batpurev
Lecturer, Department of
General Military, Mongolian
National Defense University,
Ulaanbaatar, Mongolia

Baljinnyam Gungaa
Ph.D., Professor, Vice director
of Research and Training,
Mongolian National Defense
University, Ulaanbaatar,
Mongolia

The current progress and future prospects of digital transformation in Mongolia's public service

Bat-And Tumurtogoo, Erdenebat Batpurev and Baljinnyam Gungaa

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Abstract
Since 2002, Mongolia has pursued the development of e-governance and the digital transformation of public service delivery. The introduction and advancement of the 'E-Mongolia' digital public service platform have brought significant changes to the way's citizens access government services, as well as to the quality and accessibility of those services. At present, more than 80 percent of Mongolia's adult population are internet users or registered digital service users. Both the frequency of use and the number of users continue to increase, and digital services are becoming increasingly integrated into everyday life. The time and cost spent by citizens to obtain public services have decreased, and the digitalization of official documents has improved the accessibility of e-government services. However, disparities in broadband network coverage, internet connectivity, digital and information technology infrastructure, as well as variations in citizens' educational levels, continue to affect the accessibility of public services in certain provinces, districts, and local communities. Therefore, accelerating the digital transformation of public services necessitates the development of infrastructure across multiple domains, including e-government services, electronic governance, digital trust and security, and cloud technologies.

Keywords: Public services, e-governance, e-governance services, public policy, digital transformation.

Introduction

In the contemporary era, the spatial and temporal dimensions of human existence have been fundamentally transformed, giving rise to an entirely new cyber environment. Developments such as artificial intelligence, 5G, internet of things (IoT), big data, smart phones, and social networks have emerged, collectively laying the foundation for digital transformation. Since the late twentieth century, a new phase of public administration reform-known as the phase of New Public Service has emerged. This period, characterized by the use of information and communication technologies to guide public policy and administrative activities, improve the quality and accessibility of public services, and automate certain governmental functions, has come to be recognized as the phase of e-governance. The questions of what citizens need to do to have the government fulfill their needs, and which actions and measures are effective in making government operations faster, more efficient, and cost-effective, have driven the digital transformation of public services. A key factor influencing changes in governmental operations is the relationship between citizens and the government.

The Constitution of Mongolia (1992) declares that establishing a humane and democratic society is a fundamental objective, and that upholding justice, equality, human rights, and freedoms constitutes "The fundamental principles of the functioning of the Mongolian state" [1]. Effective implementation of this fundamental principle of state administration requires that all tiers of government institutions and their respective units function efficiently, creatively integrate contemporary approaches to public sector productivity, and attain competitiveness at both global and regional levels. Moreover, it is imperative to strengthen the civil service by cultivating a workforce that is lean, innovative, and professionally proficient. In response to this requirement, the State Great Khural of Mongolia has adopted and is implementing the "New Recovery Policy" [6] (2021) as a medium-term targeted program. The policy aims to strengthen Mongolia's economic independence and self-reliance, mitigate the adverse economic impacts of the COVID-19 pandemic, and promptly address development-constraining factors.

Corresponding Author:
Baljinnyam Gungaa
Ph.D., Professor, Vice director
of Research and Training,
Mongolian National Defense
University, Ulaanbaatar,
Mongolia

Furthermore, it seeks to establish the foundational conditions necessary for the effective implementation of Mongolia's long-term development strategy, "Vision 2050," while enhancing economic performance, infrastructure, and public sector productivity.

Within the framework of this program, the policy "Digitalization of Public Services to Reduce Bureaucracy," which constitutes one of the six strategic directions of the "Revitalization of Public Sector Productivity" [6] is being effectively implemented. In this context, the development of the "E-Mongolia" blockchain-based e-Governance system plays a crucial role in enhancing public service delivery, streamlining administrative processes, and minimizing bureaucratic inefficiencies. The Government of Mongolia's 2024-2028 Action Plan foresees the implementation of "E-Governance and Public Sector Reengineering," including the development of the "Smart E-Mongolia" system [8], which is equipped with artificial intelligence capabilities to process and respond to all public service requests. This initiative is of critical importance for enhancing public sector productivity, accelerating national development, improving citizens' quality of life, and increasing the transparency of government operations.

In recent years, Mongolia has implemented numerous reforms aimed at digitalizing public administration and expanding e-services, among which the "E-Mongolia" initiative plays a pivotal role. It contributes significantly to improving the quality and accessibility of public services, enhancing transparency, saving citizens' time and resources, and ensuring the timely and consistent delivery of services in digital form. In this context, it has become increasingly necessary to ensure the security of citizen and organizational data, effectively manage risks associated with e-services, continuously develop the digital competencies of public officials and citizens, and safeguard cybersecurity.

The current state of digital transformation in public services in Mongolia

At present, numerous countries worldwide are undergoing a rapid transition from the industrial phase to the technological era, advancing towards a knowledge-based economy. Public administration reforms are increasingly directed at leveraging information and communication technologies to enhance interactions among government institutions and key stakeholders, including citizens, the private sector, social organizations, and non-governmental organizations, thereby facilitating the development and provision of e-government services. Governments and business organizations across countries are undertaking digital transformation in their operations and services. The integration of emerging technologies-including cloud computing, the internet of things, artificial intelligence, blockchain, big data, space technologies, robotics, 3D printing, genetic engineering, and technologies that bridge the physical, biological, and digital realms-is increasingly shaping innovation and development across all sectors globally.

Mongolia has actively integrated information technology into its governance to improve the efficiency of state institutions and to digitalize public service delivery. This initiative was formalized through the "E-Mongolia National Program," approved by Government Resolution No. 216 in 2005. Since then, the integration of ICT in governance has been consistently emphasized in key national policy documents, including Mongolia's Millennium Development Goals, the Comprehensive National Development Policy based on the Millennium Development Goals (2008), the National Security Concept (2010), the National Sustainable Development Concept (2016), the long-term development strategy "Vision 2050" (2020), and the New Revival Policy (2021), as well as in successive Government Action Programs. According to the "National Security Concept" approved by the State Great Khural of Mongolia in Resolution No. 48 of 2010, it is stated that:

- By developing e-Government, public administration and services will be citizen-oriented, effective, prompt, and cost-efficient. [2]

- In order to ensure the integrity of state information, accurate, reliable, timely, and necessary information will be centralized in the state information repository, creating conditions for authorized entities to jointly use and exchange it. [2]

- Support will be provided for the development of information channels and infrastructure that deliver information to society in an accessible, rapid, and prompt manner, ensuring their reliable operation [2].

"The government's 2020-2024 action program" establishes the strategic objective of advancing nationally competitive science, technology, and innovation as a key driver of economic growth. In line with this vision, the program also promotes the concept of a 'Digital Nation, [9]' emphasizing the integration of digital technologies across public and private sectors to enhance productivity, innovation capacity, and global competitiveness.

Table 1: Objectives and expected outcomes of the "Digital Nation" medium-term program

Objective	Expected Outcome
Objective 1: Digital Infrastructure	Ensure the readiness of foundational infrastructure to meet the growing demands and requirements of information and communication technologies (ICT).
Objective 2: Develop e-Governance	Promote the development of efficient, transparent, and responsive e-governance by integrating information and communication technologies (ICT) and innovation across all sectors of society and the economy, thereby enhancing productivity and effectiveness.
Objective 3: Strengthen Cybersecurity	Establish a national cybersecurity framework in the digital environment by adopting modern technologies, enhancing knowledge and awareness of information security among the public and private sectors, and ensuring the integrity, confidentiality, and controlled accessibility of information.
Objective 4: Enhance Digital Literacy	Enhance digital literacy across the population, reduce the digital divide, and foster a society of creative citizens capable of driving innovation in all socio-economic sectors by leveraging advancements in information and communication technologies (ICT).
Objective 5: Promote Innovation in Production	Develop systems based on advanced technologies such as information technology, big data, artificial intelligence, the Internet of Things, cloud computing, and blockchain, and promote the digital economy by supporting electronics manufacturing, research and development, technology transfer, innovation, and production, thereby enhancing competitiveness.
Objective 6: Catalyst for National Development	Integrate information and communication technology (ICT) products and services across all socio-economic sectors to enhance competitiveness, productivity, and efficiency.

By Ministerial Order A/24 dated May 18, 2022, the Minister of Digital Development and Communications of Mongolia approved the "Digital Nation" initiative, a medium-term targeted program scheduled for implementation until 2027. The program is designed to establish a knowledge and intelligence-based digital nation by integrating advanced information and communication technologies across all sectors of Mongolia's economy. Its overarching aim is to leverage technological advancement as a catalyst for national development. To achieve this, the program outlines several strategic objectives [9].

Through these objectives, the "Digital Nation" program seeks to systematically transform Mongolia into a digitally empowered, knowledge-based society. The medium-term target program of the 'Digital Nation' encompasses 123 activities under the six objectives mentioned above [9]. Its distinctive feature lies in promoting international cooperation and including specific proposals and initiatives aimed at enhancing collaboration with global and regional sectoral organizations.

E-Governance can be understood as the optimization of a country's internal and external relations and administrative functions by ensuring transparency and openness of government operations to citizens, enhancing public participation in policy-making, delivering public services efficiently, accessibly, and without unnecessary obstacles, and leveraging advanced information and communication technologies in the collaborative interactions among citizens, businesses, and government institutions, with electronic services serving as the fundamental platform [17].

E-Governance involves the integration of advancements in information technology into government operations to establish a new form of governance. Internationally, it leverages technological progress to overcome structural, geographical, and operational barriers, thereby improving service quality, enhancing accessibility and transparency, and increasing governmental efficiency [13]. E-Governance projects have been shown to improve the quality of public services, generate financial savings, and enhance the effectiveness of government policies and their implementation. E-Governance and electronic governance have been defined as follows:

E-Governance is defined as a reform of governance that utilizes information and communication technologies to enhance governmental efficiency and to foster collaboration among the state, citizens, businesses, and organizations (United Nations). In general, e-Governance refers to the use of information and communication technologies to manage public policy, internal resources of government institutions, administrative decisions, and operations. The development of these technologies is applied to enhance the quality of public services and governance. In 2015, the United Nations General Assembly adopted Resolution A/RES/70/1, which endorsed the long-term global development agenda "Transforming our World: the 2030 Agenda for Sustainable Development." Since then, digital transformation has come to play a critical role in the advancement of information and communication technologies as well as in the development of innovative, technology-driven e-governance. Consequently, digital governance has emerged as a key trend shaping the development trajectories of countries worldwide.

Furthermore, the United Nations conducts a biennial global survey on e-government development covering 193 countries. Through this assessment, the UN publishes the E-Government Development Index, which comprises the E-Service Index, the Telecommunication Infrastructure Index, the Human Capital Index, and the E-Participation Index, thereby providing a comprehensive evaluation of countries' progress in digital governance. The Citizen E-Participation Index reflects the extent to which advancements in information technology are utilized to facilitate citizens' involvement in public policy and decision-making processes, as well as to assess the overall level of collaboration between the government and its citizens.

Mongolia implemented the "E-Mongolia" National Program from 2005 to 2012, the "National Program for Establishing a Unified Registration System" from 2008 to 2012, and the "E-Government National Program" from 2012 to 2016. In addition, by Government Resolution No. 259 of 2018, the lists of "Government services to be connected to the State Electronic Information Exchange System" and "Government services to be provided electronically through the State Electronic Information Exchange System" were approved.

In 2019, the government approved the "National E-governance program" to be implemented over a four-year period in two phases. The primary objective of this program is "to enhance the productivity and efficiency of government institutions; to foster democratic, transparent, streamlined, and accountable governance; and to support training and innovation in public-sector operations, thereby advancing the development of e-governance. Based on these legal documents, Mongolia launched the "E-Mongolia" initiative on 2 October 2020 with the aim of delivering all public services electronically and advancing national e-governance. The implementation of this project has consolidated government services into a single digital platform, thereby reducing time and costs, minimizing excessive human intermediaries, and streamlining administrative procedures. As a result, significant progress and improvements in the provision of public services have been achieved.

The Ministry of digital development and communications of Mongolia is mandated to support the country's digital transformation, implement innovation policies, and foster the development of the communications sector. Its core mission encompasses advancing Mongolia's digital development, promoting growth within the telecommunications and information technology industries, and ensuring national cybersecurity. To advance e-governance, the "E-Mongolia Academy" [10] was established pursuant to Government Resolution No. 283 (2021) of Mongolia. Its mandate is to support the government's digital transformation; conduct research on the digitalization of public services and government operations; develop and ensure the stable functioning of information technology products and services; and provide training and consulting services in the field of information technology. The unified digital services platform E-Mongolia was initially introduced to the public on 2 October 2020, providing 181 electronic services from 23 government agencies. Since then, the system has expanded substantially and, as of today, offers 1,218 types of services delivered by 88 agencies, thereby making public services more accessible, faster, and more convenient for citizens. Furthermore, as of January 2025, an additional 20,015 new users registered on the platform, bringing the total number of registered users to

1,971,369 [13] (E-Mongolia, 2025).

As of January 2025, 780,431 citizens, accounting for 40% of all registered users, actively accessed government services through the e-Mongolia platform. During this period, a total of 3,063,567 services were successfully delivered [11]. The adoption of the e-Mongolia system has led to an estimated indirect cost savings of approximately 1.35 trillion MNT. Specifically, in January 2025 alone, the system generated cost reductions totaling 61.1 billion MNT. These findings highlight the potential of digital government platforms to enhance service delivery efficiency and reduce economic burdens on citizens [11]. Traditionally, citizens have spent approximately 2 hours and 30 minutes to access government services. However, through the use of the E-Mongolia system, it has become possible to obtain these services electronically in just three minutes. Today, E-Mongolia has successfully developed into the most widely used mobile application in Mongolia, integrating the largest number of government services and serving as a comprehensive, nationwide platform for digital public service delivery.

According to the United Nations E-Government Survey, which is published biennially, in 2024 the country ranked 46th out of 193 countries globally and 13th in Asia. This achievement reflects the successful digital transformation of public services and recognition at the international level. Furthermore, the ongoing phased implementation of artificial intelligence-based recommendation systems, automated responders, and advanced data analytics solutions represents a significant step forward in the development of e-governance. The E-Mongolia system has ushered in a new phase of public service by providing citizen-centric digital solutions. Its greatest achievement lies in making government services accessible, transparent, and efficient for all citizens, effectively integrating them into the daily routines of society.

By the end of 2024, the E-Mongolia system had successfully delivered 70 million services, resulting in an estimated total savings of 1.4 trillion Mongolian tugrug for citizens. As of the first quarter of 2025, the system has 1,999,267 registered users, accounting for 87.2% of Mongolia's population aged 18 and above [11].

Table 2: Citizens actively using the E-Mongolia system/As of January 2025

Total users	Age group and gender			Distribution of users by age group	The total number of services provided
	Age	Female	Male		
1,971,369	18-24	128441	132794	261,235	3,063,567
	25-34	230182	233439	463,621	
	35-44	260626	257655	518,281	
	45-54	194192	178753	372,945	
	55+	211150	172035	383,185	

Source: E-Mongolia (2025.01.15)

Based on these data, citizens aged 35-44 appear to be the most active users. These figures clearly illustrate how the government's policy on implementing digital public services is influencing the everyday lives of citizens.

As of the first half of 2025, the total number of users registered on E-Mongolia, the centralized digital public service platform of Mongolia, reached 2 million, representing approximately 88 percent of the country's adult population. Through this platform, more than 79 million public services have been delivered electronically, demonstrating a high level of digitalization within the public service sector and providing empirical evidence of increased efficiency and accessibility in e-governance [12]. The continued expansion and development of the E-Mongolia system have significantly improved the availability and inclusiveness of public services, integrating seamlessly into citizens' everyday activities and contributing to measurable positive impacts on the national economy.

The United Nations updates its E-government development index (EGDI) every two years. For Mongolia, the country ranked 92nd among 193 UN member states in 2018 and 2020, improved to 74th in 2022, and advanced a further 28 positions to reach 46th place in 2024 [19][1]. The EGDI reflects the overall state of e-government development across UN member countries. It incorporates indicators related to digital development patterns, ICT infrastructure, and levels of education, thereby capturing a country's capacity to leverage information technology to enhance accessibility, public participation, and citizen-centered service delivery.

Table 3: Changes in Mongolia's government e-service index (2020-2024)

Government E-Service Index of Mongolia (2020-2024)					
Year	2020	2021	2022	2023	2024
E-Service Index	0.5294		0.6263		0.8222

Source: https://ema.gov.mn/archives/4901

Based on the above table, Mongolia's Online Service Index increased sharply from its value in 2000 to 0.8222 in 2024 [19] (EMA, 2025). This indicator reflects the development of the country's telecommunication infrastructure, the number of government e-services, citizens' digital skills, human resource development, public participation in digital platforms, the legal and regulatory environment, as well as the country's long-term policy framework, digital development policies and strategies, and the degree of transparency and openness.

Prospects for the digital transformation of public services in Mongolia

As of September 2025, citizens in Mongolia have accessed 1,278 services from 87 governmental institutions through a unified digital portal, with an average of over 100,000 users engaging with online public services daily. Cumulatively, more than 85 million electronic services have been delivered, generating savings of approximately 1.7 trillion MNT for citizens [16]. This represents a significant transformation in government-citizen interactions. Building upon these achievements, the government officially introduced E-Mongolia 5.0, a new-generation platform designed to address citizens' evolving expectations and needs. This upgraded version signifies a substantial

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[1]   https://ema.gov.mn/archives/4901-Монгол Улс "Цахим засаглалын хөгжлийн индекс"-ээр 28 байр урагшиллаа

advancement in citizen-centered public service delivery, incorporating innovative solutions to elevate the quality, accessibility, and efficiency of government services. "E-Mongolia 5.0" represents the next significant milestone in Mongolia's digital transformation, designed to enhance public trust in government and make state services more accessible and citizen-centric. Key features of this initiative include:-

- Intelligent and seamless access solutions, enabling users to interact with government services efficiently.
- AI-driven "citizen guidance" menus, which provide personalized navigation through various governmental processes.
- Comprehensive payment and settlement services, integrating multiple transactional functionalities into a single platform.
- Redesigned, user-friendly interface, ensuring clearer, more intuitive interactions for all users.
- Multilingual access to references and official documents, increasing inclusivity and convenience for diverse populations.
- Digitalization of essential public services, focusing on new types of citizen-centered offerings that respond to immediate societal needs.

By combining these features, E-Mongolia 5.0 ushers in a new era of governance, enhancing transparency, accessibility, and efficiency in the delivery of public services while fostering stronger citizen engagement.

The government has initiated the development of policies and the implementation of targeted programs and projects aimed at enhancing the digital participation of specific vulnerable groups, including the elderly, persons with disabilities, children, women, herders, and unemployed youth. To address the digital divide between urban and rural areas, it is imperative to strengthen digital infrastructure and to enhance initiatives that promote e-governance and digital literacy, thereby ensuring more equitable access to digital opportunities across all segments of society.

The Government of Mongolia considers human development to be a foundational pillar of effective governance. In this context, it underscores the importance of strengthening collaborative partnerships among civil society, the private sector, and governmental institutions. This strategic orientation is articulated in its long-term development policy framework, "Vision 2050" (2020), which aims to promote sustainable and inclusive national development. The active engagement of Non-Governmental Organizations (NGOs) contributes to enhancing government transparency, openness, and accountability, while also bringing public services closer to citizens and increasing their accessibility. Furthermore, NGOs play a critical role in providing services in areas where governmental reach is limited, raising public awareness and knowledge, and supporting social change [14]. The advancement of e-governance in Mongolia is anticipated to reduce the costs associated with public service delivery, enhance the quality of services, conserve the time of both citizens and government officials, improve the operational efficiency of state institutions, and strengthen the country's international competitiveness [15]. Through the implementation of policies aimed at fostering digital governance, Mongolia is increasingly compelled to develop government digital services that leverage big data, cloud computing, and

artificial intelligence, alongside e-government services underpinned by block chain technology.

In order to establish a coordinated and integrated approach to e-government services across key socio-economic sectors such as education, healthcare, agriculture, banking and finance, mining, energy, social protection, transportation, and the environment-and to address the current situation in which advanced technologies and services are implemented in each sector with significant overlapping investments, there is a growing need in Mongolia to develop a unified information and communication technology policy, planning, and management framework. This necessitates the establishment of legal and regulatory mechanisms by governmental authorities responsible for digital development and communications to ensure inter-sectoral coordination.

In September 2025, Mongolia launched the "E-Mongolia 5.0" system, marking the first integration of artificial intelligence (AI) into the provision of public services [16]. This initiative established the necessary infrastructure for citizens to access government services digitally via the "E-Mongolia" platform. Concurrently, the government ratified the "Digital First" policy, which prioritizes digitalization as the primary modality for all governmental operations, decision-making, and service delivery. The overarching objective of this policy is to enhance operational efficiency and accessibility, targeting the provision of up to 90% of public services through digital channels. Empirical studies suggest that the implementation of AI in public procurement processes can increase organizational productivity by 10-20%. For instance, Erdenet Mining Corporation has successfully digitalized its procurement operations and incorporated AI algorithms, resulting in a dramatic reduction in tender processing time-from an average of 28 days to just 4 minutes. These developments underscore the potential of AI to significantly improve both efficiency and transparency in governmental and quasi-governmental service delivery.

Over the past several years, the E-Mongolia platform has facilitated access to government services for over 2 million registered users, with a cumulative total of 87 million service interactions. An analysis of time and cost savings associated with digital service delivery estimates a total economic benefit of approximately MNT 1.7 trillion, underscoring the platform's significant contribution to efficiency gains for citizens. Notably, current usage data indicate that four out of every five adult Mongolians actively engage with the E-Mongolia system, reflecting rapid national progress toward digital transformation. The effective implementation of Mongolia's e-government development strategy and roadmap constitutes a critical milestone in achieving the "Digital Mongolia" objective articulated in the "Vision-2050" long-term development framework. By leveraging technology to streamline administrative processes and enhance service accessibility, this initiative promotes the establishment of a citizen-centered, effective, and high-impact digital governance model. Furthermore, such advancements demonstrate the potential for substantial socio-economic benefits, including increased public sector efficiency, transparency, and citizen satisfaction.

The World Bank has developed a framework for advancing e-governance, emphasizing that the development of a digital government should be guided by several key dimensions.

These include leadership and political commitment, user-centered service design, public administration reform and organizational change, citizens' digital literacy and responsible digital behavior, the readiness of technological infrastructure, both hard and soft infrastructure, provision of digital services, data privacy and cybersecurity, legal and regulatory frameworks, sustainable policy-making, and environmentally friendly digital solutions. Guided by these principles, Mongolia has been actively implementing the digital transformation of its political and public service systems [5]. The country is working to enhance administrative efficiency, ensure accessible and secure digital services, improve citizens' digital competencies, and develop a sustainable, resilient, and inclusive digital government ecosystem.

Table 4: Forms and development directions of E-government services in Mongolia [3]

Types of e-government services [17]		2020-2030, Outcome-focused e-governance	2031-2040, The implementation of effective e-governance	2041-2050, Citizen-centric e-governance
		This phase involves the establishment and institutionalization of a comprehensive policy and legal framework that supports effective e-governance while ensuring the security and integrity of information systems	A period characterized by the integration of information and communication technology (ICT) and innovation across all sectors of the economy and society, aimed at enhancing productivity and efficiency	The phase of Human Development-Oriented E-Governance
G2C	Government to Citizens	• To create and institutionalize a robust legal environment conducive to the advancement of e-governance • To create, implement, and advance a comprehensive integrated electronic information system and its supporting infrastructure. • To ensure the delivery of government services in a streamlined and timely manner, independent of temporal and spatial constraints • Enhanced information exchange among government agencies and between the government, civil society, and business entities contributes to the reduction of administrative costs and the improvement of service efficiency and effectiveness • To establish mechanisms for obtaining citizens' and public input electronically within governmental decision-making processes, aiming to enhance transparency and accountability in information dissemination	• Formulating and enhancing policies and legal frameworks to advance e-governance, ensuring alignment with internationally recognized standards. • Facilitating the complete integration of a unified electronic information system into economic interactions and transactions • Minimizing the time required for citizens to access and utilize public services. • Facilitating the complete transition of information exchange among citizens, governmental institutions, and business organizations to cloud computing platforms, with the objective of enhancing transparency and accountability within public administration frameworks.	• Establishing policies and a favorable legal framework to promote human development-oriented e-governance. • Developing the infrastructure of integrated electronic information systems in accordance with international standards. • Fostering citizen-centered and smart governance • Enhancing information exchange and competitiveness among citizens, government, and businesses. • Developing e-governance technologies to international standards for a transparent and efficient society
C2G	Citizen to Government			
G2G	Government to Government			
G2E	Government to Employees			
G2B	Government to Business			

Conclusion

Over the past decade, technological advancements have significantly transformed the quality and accessibility of public services across nations. Mongolia has similarly prioritized the digitalization of governance and public service delivery, successfully implementing national-level platforms such as E-Mongolia, which exemplify the country's commitment to e-governance and the modernization of state services. Mongolia has been advancing the digital transformation of its public services at a rapid pace, progressively aligning with international best practices. Despite these achievements, persistent challenges-including the digital divide, gaps in the regulatory framework, and cybersecurity concerns-continue to pose significant obstacles. Addressing these issues remains critical, and there is a pressing need for strategic planning to guide the future trajectory of digital governance, ensuring both inclusivity and resilience in the country's e-governance initiatives.

Furthermore, efforts are being made to strengthen the digital infrastructure across multiple domains-including e-government services, digital governance, cybersecurity, and cloud technologies-to facilitate the delivery of public services to remote and underserved regions. While efforts are being made to effectively implement policies governing AI and Big Data, and to support initiatives such as the development of a national AI strategy, Big Data centers, and comprehensive data repositories, the continuous enhancement of digital literacy among citizens and public sector employees remains a critical factor in advancing the digital transformation of public services. Despite the current developmental stage and economic conditions of Mongolia, ongoing global advancements and innovations in the information and ICT sector are driving transformative changes in social interactions and providing new opportunities for engagement in the digital economy. These developments are fostering a novel paradigm of interaction between the government, citizens, and enterprises,

enhancing transparency in public service delivery, minimizing bureaucratic inefficiencies and corruption, and generating substantial socio-economic benefits. Consequently, the integration of ICT into governance not only facilitates efficient administration but also promotes inclusive and participatory mechanisms that are critical for sustainable national development. Analysis of national programs and policy documents indicates that the failure to achieve the intended outcomes is directly associated with the socio-economic and political conditions prevailing at the time, leadership capacity, a shared understanding among stakeholders, levels of investment, the legal and institutional capacity of government agencies implementing e-governance, citizen engagement, and digital literacy.

Between 2020 and 2025, over 84,000 citizens participated in digital literacy training programs, which not only enhanced their digital competencies but also provided opportunities to acquire new knowledge and skills beyond the mere use of digital services. These findings indicate the necessity for governmental institutions, in collaboration with civil society organizations, non-governmental organizations, and the private sector, to develop continuous training mechanisms that support the ongoing enhancement of digital literacy among adults.

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