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OPEN SOCIETY FORUM

Open Society Forum (Mongolia) 2014-2017 Strategy



1. Summary

Over the period of 2014 -2017 the Open Society Forum (the Forum) intends to focus on five areas.

Making transparency and accountability work: leading a relentless campaign focusing on filling the gaps in and the actual implementation of laws, policies, systems and practices which ensure transparency and accountability.

Political financing: ensuring the major elements of reforms –including maintaining existing momentum for effective new laws, comprehensive and transparent recommendations, independent capacity to monitor compliance with laws (or to keep advocating for good laws) - is in place.

Justice sector reform: putting in place the elements necessary to ensure that ongoing legal reforms translate into specific changes in practices, that they are independently monitored and assessed, and that failures and violations are identified and publicized.

Youth violence prevention: ensuring that Mongolian policy makers and opinion leaders develop a deeper understanding of youth violence and violence prevention, and implement policies and programs which provide effective response to the emerging situation, and on ensuring that the problem of violence and strategies for prevention are widely and proactively debated.

Inclusive education: strengthening the capacity of advocates for inclusive education to push for the necessary changes which will make it a public policy priority in Mongolia.

In laying out the first two priorities, the Forum is responding to the most critical present pressures on Mongolian open society – notably the influx of significant mining sector revenues and its potential to either promote relatively rapid consolidation of democracy and open society norms *or* to enormously increase corruption in the economy, in government and in politics and to exacerbate social inequality.

The third priority, justice sector reform, is part of the Forum's concern that reforms be institutionalized and that the capacity of independent bodies to monitor implementation and potential failings be consolidated. The final two priorities reflect the Forum's commitment to address issues which have to-date been neglected but which affect the rights, dignity and quality of life for individuals.

Inclusive education is an emerging field in a priority area for the Forum and is included in 3. *Faith to Fields*; our main objective is seeing the initial actors emerge and begin shaping the field themselves. Political financing reform, transparency and accountability, justice sector reform and violence prevention are priorities for which the Forum seeks to achieve a specific shift in public understanding and expectations and these are presented as 4. *Foundation Initiatives*. However, even for these priorities building capacity of critical civil society partners will be important.

The Forum has not proposed particular shared frameworks, but would like to join the two frameworks currently being discussed: *Creating Rights-Respecting Justice Systems* and *Elections*. It will continue to maintain close ties with its counterpart in Nepal, will continue to be one of the major drivers of the Asian Democracy Network and will continue to cooperate with USAID on a program to increase Mongolia's competitiveness. Revenue Watch Institute and International Budget Partnership will continue being our key partners in government budget and revenue management policy and advocacy work.

The Forum already operates with a very small staff. Some reassignment of responsibilities is anticipated.

2. Foundation History and Context

The Mongolian Foundation for Open Society (MFOS) was launched in 1996. In response to evolving open society priorities, and following a suggestion from George Soros, the foundation was transformed in 2004 from a broadly focused grant-making institution to a “forum” whose main purpose is to ensure that critical decisions about the country’s future are made on the basis of open debate. In this light, the Open Society Forum (hereafter, the Forum) structured itself to:

- Identify critical issues in areas of democracy, governance, human rights and socio-economic policy (e.g. government budgets, natural resources management, electoral process, justice system);
- Commission, perform and deliver analyses and policy recommendations to government and make these intelligible to citizens, and provide a venue for regular public debate;
- Bring the wider OSF network’s analytical and programmatic capacities to bear on the issue and develop local capacity to analyze and develop recommendations;
- Provide support for civil society actors to engage in policy processes, monitor government activities, and conduct strategic litigation; and,
- Mobilize civil society and act on human rights’ crisis situations.

The Forum today is partly an open society-oriented think-tank, with established expertise in the fields of governance, public finance and human rights, and partly an advocacy-oriented NGO focused on defending important open society values. We also maintain a grantmaking capacity to assist our collaborators in partnering with us on important initiatives.

Since their inception, the Foundation and now the Forum have enjoyed a prominent position among civil society and donor organizations active in the country. Board members have become Members of Parliament and Ministers, employees have moved on to important public sector positions. The government regularly approaches the Forum for advice or assistance and invites it to serve on task forces and national committees. The Forum is regularly consulted by and included in major multilateral and bilateral donor initiatives and efforts at reform. Our most notable successes in influencing large scale development in the country include instituting public participation and access to information, refining extractive industry policies, leveraging initiation of judicial reform, improving electoral processes, and standing up for human rights at the time of post-election crisis in 2008.

Mongolia presents a unique set of political, economic and social challenges and opportunities for open society. Most notably, it sits north of the largest “closed” society in the world, China, and south of an unpredictable and potentially regressing Russia; trying to manage political pressures from both and the country’s economic dependence on them has been a constant national concern. Mongolia’s success in creating a stable democracy, managing its economy wisely and balancing geopolitical pressures can present a very interesting model for reformers in the region, though it may also pose a threat to entrenched interests. The Forum is acutely aware of what Mongolian political, business and civil society leaders seek in terms of analyses, options and recommendations for how to proceed in charting a course of progress. The Forum is a reliable independent partner to these sectors, in large part because of its ability to leverage the intellectual resources of the wider Open Society Foundations network.

Mongolia currently faces a new set of critical challenges. The unprecedented funds available to the state, primarily from the mining sector, can potentially lead to significantly reduced poverty, improved social infrastructure, increased living standards and a stable democracy with greater social justice. Or it could instead fuel an enormous rise in corruption, much widened social disparity, significantly greater influence from foreign investors and markets with weak corporate values, and greater social instability. At this time the Forum is shifting its strategy from ensuring that public policies are debated openly and analyzed effectively to focusing on the institutionalization of practices necessary to ensure the country consolidates

democratic and open society values and practices, in particular by ensuring civil society actors are able to perform independent monitoring and analysis. As Dr. Amartya Sen notes, democracy's success depends on the vigor of its practice.

3. Fealty to Fields and Places

In 2004 the foundation in Mongolia was restructured, following OSI New York's recommendations, to move away from grantmaking and focus primarily on advancing public understanding in critical areas. Therefore, most of the Forum's efforts has been focused on developing capacity to pursue its own initiatives (section 4), though in all of them an important priority is building the capacities of partner organizations, and so strengthening the field. There is one area in which we are primarily concerned with strengthening an emerging field rather than with achieving a specific task.

3.1. Inclusive Education

The Mongolian education system tends to overlook students who need special arrangements, such as supplementary tutoring or disability-specific support. The absence of adequate academic and social support marginalizes students in need of such services, and often leads to them dropping out. Rural children with disabilities are often completely left out of schooling, while children in urban areas are segregated into special school systems. However, parental demand for better access to education and social inclusion is increasing and support exists from individual politicians, creating opportunities to change policies and practices. Equally importantly, public funds will be growing significantly in the next few years, adequate to bringing about real reform in the sector, provided key advocates are in place and ready to lobby persistently and intelligently for specific changes.

In the next few years, the Forum will significantly strengthen the capacity of advocates for inclusive education to push for the necessary changes which will make it a public policy priority in Mongolia. Our main strategic partner in this field are *Mongolian Education Alliance*-known for its extensive networks of teacher trainers, curriculum development specialists and partner schools, and the *Association of Parents of Disabled Children*, a right-based advocacy group which runs advocacy and information campaigns for quality education and health care system for children with disabilities and provides child development services to families.

The Mongolian Education Alliance was created in 2004 as a spin-off of MFOS's Education programs. It has a great deal of experience in teacher training, curriculum development, community and parental involvement, and maintains a large network of rural and urban partner schools and teacher trainers. Their funding has come from local fundraising, donor-funded projects (including from UNICEF, Save the Children and World Vision), the Ministry for service provision, and project-based and institutional grants from ESP-OSF.

The Association of Parents with Disabled Children was created in 2000 and has been maintained since then by parents of children with disabilities. The Association consists of a head office located in Ulaanbaatar, and branch offices in 17 rural provinces. Their funders include UNICEF, OSF, the Embassy of the USA, Save the Children UK, Anti-Violence Center, Mongolian Women's Association and private sector companies.

Despite their great expertise and commitment, both NGOs are somewhat new to the field of Inclusive Education and both apply a narrow concept of Inclusive Education limited by Disability Education. In addition, there are other actors who are mainly concerned with the better access to school for children with disabilities – mostly parents groups (such as Down Syndrome Association) or teachers of special schools and disability rights groups (such as Deaf Association). Forum's support and capacity building in this

field in 2014-2017 will help to open up policy and public discussion of Inclusive Education as a means of bringing social justice and equity to marginalized social groups and widen the current disability-focused narrow understanding of Inclusive Education to help bring other marginalized social groups into the discussion. One specific outcome we want to foster is the creation of a strong Coalition for Inclusive Education which will include parental groups, rights-based advocacy groups and community groups as well as reform-minded teachers and schools. As this is an emerging field in Mongolia, Forum will play a visible role in the first two years' activities as a trainer and facilitator. Starting Year 3, Forum's capacity building effort will decrease as emergence of a stronger field is expected.

As a result of this collaboration, we expect to have a better legal environment for implementing inclusive education with targeted, needs-based support mechanisms at school level and overall positive societal attitude towards and support for inclusive schools.

4. Foundation Concepts and Initiatives

4.1 Making Transparency and Accountability Work

To date a great deal has been accomplished in creating the basic conditions for government and private (primarily mining sector) transparency and accountability. Recent achievements include adopting the Right to Information Law, introducing budget transparency requirement and principles of its implementation in the new Budget Law, a Regulation on Ensuring Budget and Financial Transparency, asset and conflict of interest disclosure requirements for government officials, promoting public engagement in decision-making, joining the Extractive Industries Transparency Initiative, and introducing fiscal rules for managing mineral revenues.

The Forum has played a leading role in all of these accomplishments, and has built a significant in-house capacity to research and monitor, and bring together stakeholders from various sectors to discuss and agree on the next steps. Both the government and private sector seem to have gradually accepted the principles of transparency, accountability public oversight and corporate social responsibility.

However, the battle is not yet won. The legislative gaps and weak enforcement of laws, policies and rules regulating transparency and accountability mechanisms pose challenges to making them firmly established and performing their intended functions. For example, the laws regulating the functioning of an asset and conflict of interest disclosure system do not put sufficient emphasis on the need to verify the accuracy of declarations, which significantly undermines the effectiveness of the system to prevent corrupt practices.

On the other hand, the civil society engagement and capacity to critically review and monitor the performance of accountability and transparency mechanisms is not yet fully established. For example, NGOs remain mostly un-involved in monitoring asset and conflict of interest disclosures by public officials, thus failing to provide the additional layer of scrutiny, important to making the system work. Furthermore, the civil society lacks sufficient capacity to analyze and monitor complex budgets or mineral contracts, or actively participate in and demand the proper functioning of mechanisms requiring public participation in decision-making, such as, for example, public hearings by parliamentary committees.

Most critically, the expected massive influx of revenues from extractive industries and the manifold possibilities this presents for corruption and self-dealing will put enormous strains on the system; a critical window of opportunity exists *now*, while significant public revenues are expected – and public expectations are high as to how they will benefit the country – but before their influx has entrenched corrupt patterns.

Over the next four years, and particularly in the coming year, the Forum intends to lead a relentless campaign focusing on filling the gaps in and the actual implementation of laws, policies, systems and practices which ensure transparency and accountability.

Outcomes:

- Legal requirements regulating transparency and accountability mechanisms will be improved and best practices for implementation of these requirements will be promoted. The Forum will produce detailed analyses on the current performance of accountability and transparency mechanisms, identifying in-law and in-practice weaknesses and advocating for their rectification. Alongside the Forum's own analyses and recommendations, which will be widely shared and discussed with relevant stakeholders to harness their support for the proposed changes, we will support civil society actors in making their contributions to improving specific accountability mechanisms through issuing targeted grants. The efforts in the area of improved legal regulation of transparency and accountability mechanisms and related practices will focus on management of government budgets and public enterprises, asset and conflict of interest disclosures, citizens' right to information, and participation in policy development and decision-making.
- Strong and independent civil society capacity to monitor the functioning of transparency and accountability mechanisms will be established. In addition to building its own capacity to analyze and monitor the performance of transparency and accountability mechanisms, the Forum will organize trainings for NGOs on the basis of a needs assessment, and issue grants to civil society organizations to monitor specific transparency and accountability mechanisms, such as asset and conflict of interest disclosures, legal provisions stipulating citizens' right to information, and public participation requirements. Additionally, we expect that at least several NGOs will have built capacity to monitor budgets, contracts, and revenues in important regions and industries.
- Public awareness about transparency and accountability mechanisms will be enhanced. To complement efforts at improving legal regulations and practices as well as strengthening the capacity of civil society organizations, the Forum will work to increase knowledge of the general public about transparency and accountability mechanisms and the importance of citizen involvement in making these mechanisms work. This will be achieved by publicizing the mechanisms themselves and opportunities for citizen engagement through delivering the message via public service announcements and appearances on TV, publications in print media, and working with partner organizations to disseminate the information by other means, such as designing citizen-friendly brochures, using social media websites, etc. A special effort will be given to promoting Open Government Partnership and using it as a mechanism for public education and engagement.

Tools and Major Partners: The Forum plans to use a mix of monitoring, advocacy, strategic litigation and capacity building approaches. We will be making targeted grants to partners and make funding available for technical assistance and analyses. The closest civil society actors in carrying out these efforts are likely to be the *Citizens' Budget Oversight network*, the *Publish-What-You-Pay coalition*, selected NGOs, including Women for Social Progress, Globe International, Transparency Foundation, Mongolian Human Rights and Development Center Mongolian, Nature Protection Civil Movement Coalition, and the United Movement of Mongolian Rivers and Lakes. Other potentially important partners are elected local citizens' councils and other oversight entities such as audit and anticorruption agencies.

The Forum plans to continue its collaboration with OSF foundations in other mineral-resource rich countries, with Revenue Watch Institute, the International Budget Partnership and others, especially in terms of identifying best practices, capacity building for civil society actors, commissioning shared policy research and designing advocacy campaigns. The Forum will coordinate its efforts, and aggressively seek co-funding and funding coordination from donors such as the World Bank and bilateral donor agencies.

Opponents/Risk: Transparency and accountability efforts may face opposition from some circles within government and the corporate world in that our work can lead to increased costs and capacity requirements, and require an overhaul of government and corporate secrecy and confidentiality practices.

The main risks we face are two. The capacity of civil society organizations to track, analyze and interpret complex contracts and revenue management processes may be difficult to sustain – it is not yet clear how talented independent analysts can be retained when the growing private sector can offer better benefits. However, we believe the importance of the subject, opportunities for professional growth, and interest of international organizations to fund such activities can generate sufficient incentives for such analysts to work in non-government sector. Secondly, since the Forum itself will be providing the higher level analysis, or contracting for it, we may appear to be directly taking on actors with opposing interests, and this may result in political attacks on our work. The Forum will rely on its independence, transparency and professional integrity to mitigate this risk.

Measures of Success. Our work in this area will be assessed in the first place against the achievement of the objectives that we have set out. In addition, the Forum will track Mongolia's progress in transparency and accountability rankings, commission a formal evaluation of the success of transparency and accountability mechanisms in leading to specific policy actions, and document success stories to share with the public during the implementation of our strategy.

4.2 Political financing

Transparent political party and election financing is the key challenge for sustaining democracy and rule of law in Mongolia. The current legal environment and practices of political party financing restricts political participation (equal opportunity to stand and compete in elections), and leads to capture of major political parties – and consequent capture of the state – by business elites which, in Mongolia's case, leads to corruption at all levels of government. Mongolia is already ranked near the bottom of the Global Integrity Report rating for political financing transparency, and the influx of extractive industries' and related revenues will most likely further increase the influence of money in politics.

Globally, a great deal of expertise is available on political party and electoral financing, though the field is not well developed in Mongolia. Most importantly, the major political parties in Mongolia agree that reform is necessary and have already submitted the first draft of a new law and Parliament has established a working group for further deliberation. *A critical opportunity, as well as a critical need, exists now, with reformers in place and before the next elections are underway, to: 1) ensure that momentum for effective new laws is maintained; 2) that the analysis which goes into formulating new laws is comprehensive and transparent; and 3) that independent capacity to monitor compliance with laws (or to keep advocating for good laws) is in place.*

The following specific *outcomes* will be achieved:

- Public awareness about issues surrounding political financing will be enhanced. The Forum will work to significantly increase awareness among citizens of the corrupting role of money in politics and ways of minimizing it through a series of innovative and provocative media campaigns. Public discussions will be aired on the "Open Parliament" program of the national television on draft laws related to political financing.
- Legal framework regulating political financing will be improved. A clear set of recommendations and implementation steps, supported by important local actors and backed by international expertise will be developed to shape the final political financing laws and regulations.
- Independent capacity to monitor compliance with laws will be established. A civil society coalition will be in place to keep up pressure for the passage of adequate laws, monitor progress, and, if laws are adopted, to monitor its implementation.

Measure of success will include:

- Evidence of a significant increase in public awareness of the need to regulate the influence of money on elections;
- Recommendations, draft laws and related materials are judged to be appropriate and are widely familiar to key actors; campaigns for adopting these will be judged to have been maximally effective under circumstances prevailing; and,
- A civil society coalition in place with multiple sources of funding, even if OSF is the largest initial funder

Tools and Major Partners. Our previous experience of monitoring election campaigns resulted in improved regulation of campaign spending and helped establish the Forum as an expert local voice in the field. The Forum will maintain its partnership with the coalition of election-monitoring NGOs in place since 2004, the most important members of which are the *Voter Education Center*, the *Globe International Center* and *Young Women for Social Change*. In its capacity as an independent policy-oriented institution, capable of marshalling sufficient analytical capacities, the Forum itself will provide analysis and recommendations and if needed will bring international expertise. Our package of interventions will also include funding public awareness campaigns, hosting public meetings and debates at our premise, in the provinces and in various television and radio channels, and funding various discussion platforms. We will regularly host meeting of civil society partners and reformist political actors to coordinate strategies. We hope to find co-funding support for the initiative from UNDP-Mongolia.

Opponents/ Risks: Ultimately, political parties and vested interests may stifle efforts at real reform, the same way they have in a number of well-established democracies. However, OSF does not expect to bring about absolute transparency or an ideal legal framework. We believe conditions are right to ensure that political financing in Mongolia is at least on par with modern democracies – to rise significantly in rankings such as the Global Integrity Report. Even should this round of law-making not be entirely adequate, we will have put in place the elements necessary for a longer term effort.

4.3 Justice Sector Reform

Mongolia in 2011-2012 revisited all laws governing the judiciary, with the stated aim of establishing a justice system clearly based on the rule of law, respect for human rights and due processes. Currently, a new package of laws related to criminal justice reform is under Parliamentary deliberations - once enacted they can completely reshape the justice system. The Forum played an important role in initiating these reforms. While these legislative changes are a significant step forward, they need to be effectively implemented and sustained through strengthening a culture of genuine respect for human rights. Many of the individuals who are currently driving the radical reforms are former Forum board members or fellows; a number of them have senior positions in the government and judiciary, including the new Minister of Justice, Deputy Prosecutor General, Head of the Judicial Council and First Deputy Commissioner of the Police. They continue to actively seek the Forum's assistance, and this provides us with a unique opportunity to play a significant role in consolidating the reform process. ***The Forum will focus on putting in place the elements necessary to ensure that these legal reforms translate into specific changes in practices, that they are independently monitored and assessed, and that failures and violations are identified and publicized***

Outcomes:

- At least a critical minimum number of NGOs will have developed significant monitoring and analytical capacities and will be providing effective on-going monitoring of police and courts;
- Existing Mongolian law clinics will be engaged in monitoring and reporting, in partnership with these NGOs;

- The police and courts will have adopted and institutionalized the most important practices which protect fundamental rights; and,
- The general public will be demonstrably better educated on court procedures and their rights (due process, representation, etc).

Tools and Major Partners. Mongolian NGOs have no significant experience to date in monitoring police and courts, which prevents them from becoming engaged in the reform process as critical partners. But their previous engagement in documenting and reporting human rights violations, with OSF support, has helped strengthen their capacities and also laid grounds for networking and mutual support. Much of our focus will be on grants, training and other capacity building to help them develop the requisite skills, and in the sense we are developing the field of monitoring and evaluation. The OSF network, especially the Justice Initiative, which has longstanding expertise on improving pretrial justice globally, will be the key partners in this initiative. Since Mongolia is now included as a “participating state” in the OSCE, we hope to engage them in sharing their trial monitoring expertise and methodology.

Opponents/Risks. We do not expect to encounter direct opposition; we expect the same resistance encountered in most places in attempting to change entrenched police practices. The major risk we anticipate is associated with the fact that Mongolian NGOs are generally understaffed, and overstretched, since they are always in pursuit of project-based funding. It might be difficult to rely on NGOs alone for implementing monitoring across the necessary areas, so we will also work with law clinics. We are aware that the rapid pace of the reform process means that we need to aggressively address the need for capacity building and stakeholders and public engagement processes if our efforts are not to fall short.

Measures of Success. We expect to see the following:

- NGOs and law clinics have demonstrated capacity to monitor police and court activities, are routinely doing so, and have a regular reporting system in place;
- Public awareness of rights and acceptable police and court practices is significantly higher;
- There is credible evidence that behavior of police officers and court officials has changed as a result of education, monitoring, and heightened public awareness; and,
- Human rights activists and lawyers are regularly lodging objections based on Mongolian law, when human rights abuses are suspected or documented.

4.4 Youth Violence Prevention

Public concern over increasing violence, both in domestic and public spheres, is growing, but lack of any violence-related statistics and research prevent further elaboration. As observed, many cases of violence go unreported because they are seen as essentially minor or “normal”, and only aggravated violence is dealt with through criminal justice system.

The Forum’s theory of change is based on the belief that prevention of violence through proactive, evidence-based public policies and programs should complement criminal justice approach to violence. We believe that knowledge about risk factors linked to violence and understanding of root causes of violence through research and designing interventions to address these factors/ causes can effectively reduce violence in a longer run. Out of all types of violence, we chose to focus on youth violence.

Youth violence can have a lasting effect, if not life-long impact, on both victims and perpetrators, and childhood aggression may persist through adolescence and adult life. Also, literature on youth violence shows that disadvantaged young people are more susceptible to inflict violence or fall victim of it. Mongolian society, undergoing an unprecedented economic growth after economic shock in early 1990, possesses a number of violence-related risk factors such as rapidly accumulating income disparity and

weakening of social cohesion, heavy rural-to-urban migration and growth of mostly poor and unemployment-heavy urban peripheries with high crime rates, loss of social and familial networks due to migration and availability and affordability of alcohol at the absence of cultural, academic, or interest-based afterschool or youth and adolescent programs. Absence of youth development policies and programs are especially striking given that fact that children and young people under 24 years old make up 49 percent of total Mongolian population; and adolescent and young people between ages 10-24 make up 30 percent of total population.

Combining the two observations that violence is a growing but still overlooked concern for Mongolians and that young people are the largest risk group, the Forum will focus on youth violence prevention and more specifically, on assessment of risk factors, research on causes of and strategies to prevent youth violence, school bullying and hate crimes/ nationalistically motivated violence by youth groups as demonstration of extreme intolerance.

The Forum believes that prevention of violence should become the focus of proactive public policies and programs, and not the sole responsibility of the criminal justice system alone. *Over the next 4 years, we will focus on ensuring that Mongolian policy makers and opinion leaders develop a deeper understanding of youth violence and violence prevention, and implement policies and programs which provide effective response to the emerging situation, and on ensuring that the problem of violence and strategies for prevention are widely and proactively debated. We will adopt a two-step approach of (1) creating public dialogue on violence prevention using research and evidence; and (2) assisting in policy formulation by facilitating networking, sharing and learning from each other and from elsewhere.*

The coming years present a window of opportunity for the Forum and its partners to contribute in substantial ways to the legal environment and public thinking about violence prevention. Firstly, under pressure from the women's rights NGOs, lawmakers are starting the process of reviewing the *Law against Domestic Violence*, the *Crime Prevention Law* and criminal justice procedures. This review process gives Mongolian civil society actors, including the Forum, a chance to initiate discussion and hopefully install in the laws the concept of violence prevention and a broader understanding of violence and possible responses. Secondly, the Forum has built a strong relationship with young professors of the School of Public Health, who are well-equipped with up-to-date research methodology and tools thanks to their public health training in the USA.

Outcomes:

- Much wider public awareness on the extent and root causes of violence in Mongolia, and on ways to minimize and prevent violence;
- Political, policy and expert debates on issues of violence and violence prevention will be informed by significantly deeper understanding, locally-coherent analyses and recommendations, and reference to proven solutions elsewhere;
- The number of public health professionals and youth activists engaged in the area of violence prevention will have significantly increased; and,
- An effective *violence prevention network* will be in place, providing research, practice, and analysis to communities and civil society organizations in an effort to strengthen their programming and advocacy work in violence prevention.

Tools/ Major Partners. Because, except for women's NGOs concerned with domestic violence, there are as yet few civil society leaders in this field, the Forum itself will play a key role in assembling the necessary partners and coalition members. Our long standing relationship with the *School of Public Health of the University of Medical Science* provides us with opportunities to access research and information and commission it when necessary to support policy advocacy and public education efforts. Partnership with

the *American Center for Mongolian Studies* will provide links to knowledge and expertise accumulated by North American scholars and we also expect cooperation from WHO, UNESCO, the United Nations Population Fund and OSF's Crime & Violence Prevention experts. As local knowledge grows, we will be prepared to support demonstration and pilot projects by academic and NGO partners; toward the end of the strategy period we foresee making grant funding and technical assistance available to local communities willing to implement violence prevention initiatives.

Measures of Success. Success in the area will be measured by increased public and policy-maker awareness of the root causes of violence and strategies for preventing it; by an increase in the amount and quality of information and education programs available at local and national levels; by the number of activities initiated independently from the Forum; by the existence of a strong network of institutions dedicated to minimizing violence; and eventually, by evidence that the criminal justice system is adopting better global practices for dealing with violent offenders.

Opponents/Risks. We do not expect significant opposition to the initiative. The major limitation we face is that there is as yet little local familiarity with concepts such as a public health approach to violence, so progress may initially be slow. There will be a lack of violence-related research skills and capacities and a lack of longitudinal data on violence. The gap will have to be filled or we may start initiatives based on poor assumptions or poor data. Since change will take time, there is a risk that donors and partners will drift away. We plan an aggressive four year strategy to achieve clear results, such that subsequent progress can be incremental, based on major gains achieved in 2014-2017.

5. Contributions to Shared Frameworks

The Forum has not proposed any new Shared Frameworks yet. But we are eager to cooperate on any frameworks which directly concern our priorities, or where Mongolian participation would strengthen a network wide initiative. We have identified two possible frameworks for further consideration (currently being discussed): *Creating Rights-Respecting Justice Systems* and *Elections*. Both these frameworks are areas of the Forum's interest and expertise. We have successfully built and maintained an NGO Coalition for Free and Fair Election since 2004 through 3 major elections in addition to being active voice in policy dialogues and debates in electoral processes and procedures, many proposals having been adopted as a part of the new Election Law in 2011. Justice sector reform is our ongoing priority, which encompasses – since 2004 until now- such initiative as establishment of national legal aid system, judicial reform and now justice sector as a whole.

6. Other Significant Collaborations

Revenue Watch Institute and International Budget Partnership: The Forum has a long-standing partnership with these institutions in the areas of promoting budget transparency and effective management of extractives revenues. In particular, these two institutions have been instrumental in providing skills and knowledge in capacity building and advocacy efforts in critical areas. In coming years, we will seek their support in our capacity building efforts aimed at helping citizens to participate in fiscal policy and revenue management.

Alliance for Social Dialogue (Nepal): The Forum has been collaborating with the Alliance for Social Dialogue, a Nepalese NGO supported by the OSF since 2005. We exchange information and share strategies and help each other overcome current weaknesses. For example, the Nepalese policy research community has a strong social science background but limited advocacy experience, while the Forum's policy fellows come from NGO background and have extensive experience in advocacy for policy change but have to date very limited analytical capacity. In 2014-2017, we will aim to further strengthen this

exchange with ASD by organizing joint public policy conferences, exchanging and supporting collaborative research of and experience sharing between policy fellows.

Asian Democracy Network (regional): The Forum has been a part of the core group that is initiating the Asian Democracy Network, which "...should address both the challenges of democratic governance in the region, as well as the political and human rights problems faced by activists in Asian countries that are still authoritarian". The Korean Foundation for Democracy is hosting the ADN during the initial years, and the Mongolian government is willing to provide support to Mongolian NGOs for their active participation. The Forum has actively participated in the consultation and design activities as a member of the Organization Committee, put in place for the launch of the network in October 2013. Unless OSF determines otherwise, we will continue to take an active role in shaping the network. No major financial obligations will be involved, except perhaps two trips within Asia each year, and the effort engages between 5-10% of one staff member's time.

Business Plus Initiative, USAID (Mongolia): USAID has approached the Forum to collaborate over the next five years on the next phase of the *Business Plus Initiative* (BPI). USAID is supporting the Government of Mongolia's strategy to: i) improve implementation of business enabling policies; ii) strengthen private sector capacity and competitiveness; and, iii) increase the financial sector capacity and enabling environment. The Forum will support BPI with technical assistance in policy research and analysis, facilitating consensus building among government agencies in policy implementation, building public outreach capacity of government bodies and encouraging civil society participation.

7. Internal Organizational Plans

The Forum will organize its work in three programmatic areas: Transparency and Accountability; Justice Sector Reform; and Social Policy Issues.

No major changes are anticipated with respect to staff numbers, but we envision some re-organization and redistribution of roles and responsibilities. In the area of *Transparency and Accountability*, we are considering separating analytical functions from managerial responsibilities, creating an analytical unit on revenue management and budget analysis. To be able to respond to emerging policy issues in a timely manner and given Mongolia's a fast-changing policy environment, we cannot rely on outside expertise anymore due to limited availability of matching skills but also for rapidly increasing costs of consultancy. The two current staff members would assume responsibilities as analysts, and we would hire a research assistant to assist them. In the area of *Justice Sector Reform*, we are planning to hire one more program person in addition to an existing program staff as a result of expanding program area to new fields of the justice sector reform such as the police and the courts.

With respect to specific skills and internal capacities to be developed, we will look for opportunities to strengthen our analytical capacity in the field of public finance, revenue management and public policy analysis. Additionally, as a part of institutional development in a changing world of information dissemination, we will need to develop our policy communication skills and strategies including information packaging and the use of social media.

OPTIONAL 2014 WORK PLAN TEMPLATE					
2014 WORK PLAN FOR Open Society Forum (Mongolia)					
Fealty to Field or Place					
	Fields or Places	Primary Beneficiary	Amount	Supporting Staff	Significant deviations in case of High or Low budget approval
Inclusive education	Field #1: Equal Access to Quality Primary & Secondary Education	Mongolian Education Alliance NGO Association of Parents with Disabled Children NGO Coalition for Inclusive Education	Grant to Inclusive Education Coalition 3 policy analysis and monitoring workshops	A. Gerelmaa B. Uuriintuya	Under the Low Budget Scenario we will reduce the volume of resource materials to be translated and reduce the number of training workshops by grantee organizations, and under the High Budget Scenario we will increase a number workshops for parents and NGOs, especially in rural areas (a part of the grant to partner NGOs)

Open Society Forum Concepts

Goals	2014 Milestones	Activities	Supporting Staff & Main Collaborators	Sig. deviations in case of H or L budget approval
Transparency & Accountability Work	<ul style="list-style-type: none"> A budget transparency and accountability standards are advocated A public enterprise management practices assessment is completed Specific standards for transparency are developed for selected areas Mongolia successfully implements the first round of Open Government Partnership Selected accountability mechanisms are analyzed & monitored by civil society Series of publications & brochures for the general public on transparency & accountability mechanisms is issued 	<ul style="list-style-type: none"> Assess budget transparency at national and subnational level Advocate the application of budget transparency standards Organize dialogues on energy sector governance issues Capacity building of NGOs to monitor transparency and accountability of budget and procurement Analyze the existing asset & conflict of interest disclosure system Support the development of the National Anti-Corruption Strategy Develop standards of environmental information transparency by issuing a grant to a coalition of civil society organizations Issue 2 grants to selected NGOs to monitor the current performance of asset & conflict of interest disclosure system Map out the governance of selected state owned enterprises and organize workshop on best practices and produce policy brief Advocate for inclusion of mining contracts transparency in EITI Launch the assessment of revenue management system and Produce an extractives transparency guidebook Monitor the implementation of the OGP Action Plan by the Government of Mongolia and Organize a civil society forum support PWYP Mongolia to actively participate in EITI process in Mongolia 	<ul style="list-style-type: none"> Key partner on budget transparency efforts will be Citizens' Budget Oversight Network. Key partners on energy transparency efforts will be Transparency Foundation NGO and Energy Regulatory Commission. Main partners in efforts to improve the asset & conflict of interest disclosure system will be the Independent Authority Against Corruption, selected NGOs, staff member B.Tsolmon Partners in developing environmental information transparency standards will be the Mongolian Nature Protection Civil Movement Coalition, Transparency Foundation, Mongolian Human Rights and Development, United Movement of Mongolian Rivers and Lakes, the World Resources Institute, the OSF Human Rights Initiative, staff member Tsolmon 	<ul style="list-style-type: none"> High budget: Additional advocacy and additional grants monitor transparency and accountability of budget and procurement. Low budget: Less advocacy and less grants monitor transparency and accountability of budget and procurement

Own Concept or Initiative	Political financing reform	Series of innovative and proactive media campaigns & public discussions to raise public awareness about political financing issues is conducted	<ul style="list-style-type: none"> ▪ The first annual report on transparency of political financing is issued ▪ Draft law on political financing & proposed amendments to other relevant legal acts is on the agenda of the fall session of the Parliament 	<ul style="list-style-type: none"> ▪ Commission a series of public discussions on the draft political financing legislation & issue a grant to produce & broadcast innovative messages to raise public awareness about money & politics. ▪ Analyze different aspects of existing political financing regime in Mongolia, best practices of other countries & develop recommendations on political financing reform ▪ Issue a grant to 3 NGOs to monitor the implementation of existing political financing regulations ▪ Contract a team of experts to draft the political financing law & amendments to other relevant legislations ▪ Commission at least 3 independent reviews of the draft legislation ▪ Initiate a public hearing of a relevant Standing Committee of the Parliament on the draft law 	<ul style="list-style-type: none"> ▪ In publicizing the draft law & raising public awareness about money in politics, OSF will work with the "Open Parliament" program of the National Public Service Broadcasting & a selected media group ▪ The analysis of the draft laws on political financing, political parties and other related legislation & policy options will be led by the Executive Director, staff members B. Tsolmon & A. Gerelmaa; Selected experts will cooperate on drafting the law and reviewing the proposed legislation ▪ Grants will be issued to the Voter Education Center, Philanthropy Center, and Young Women for Change NGOs. 	Low budget: Commission 1 review of the draft law
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<p>Justice sector reform.</p> <p>will be translated into specific changes in practice and monitoring capacities of NGOs will be strengthened and the general public will be noticeably better educated on court procedures and their rights.</p>	<ul style="list-style-type: none"> ▪ At least 5 NGOs and 3 law clinics will have enhanced capacity to conduct monitoring in court. ▪ Civil society monitoring methodologies in police will be developed. ▪ Internal regulations of courts and police will be reviewed and developed in compliance with newly adopted legislations and international human rights standards. ▪ Strategic plan will be developed for effective implementation of new laws. ▪ Public education campaign will start. 	<p>Reviews in internal regulations and relevant legislations will be conducted by independent experts, Expert team and OSF will develop step by step training curriculum, and conduct 3 stage trainings for 20 NGOs and 10 law clinics (10 of them from rural area), provide pilot monitoring grants for monitoring teams, Issue 8 project grants (monitoring and policy research), 2 TV documentaries on monitoring results, conduct stakeholder meetings, technical assistance to Working Groups for drafting internal regulations and strategic plan to implement new laws, develop public education campaign strategy by professional institution, training for journalists, publications, write script of TV series on court procedures and rights of citizens, play 3 staged readings.</p>	<p>Cooperate with and hire experts from institutions with police and court monitoring experiences, such as OSCE, ODIHR, APT, National Human Rights Commission of Mongolia, Ministry of Justice, Judicial Council, Secretariat of the Courts, General Police Office, NGOs, law clinics, Grant to Glob International NGO and MNB, cooperate with media and journalists, Governance Managers of OSF</p>	<p>High budget:</p> <p>Conduct a desktop review in best practices of police and courts on protecting fundamental rights by independent expert.</p> <p>Low budget: Issue 6 grants, 1 TV documentary, final stage of training on monitoring will be organized in 2015. Play only 1 staged reading.</p>
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<p>Youth violence prevention aims to foster informed discussion of and debate on youth violence and its prevention by supplying research-based evidence and recommendations, and mobilizing stakeholder collaboration</p>	<p>Better understanding of youth violence and its causes and risk factors are demonstrated by the public and the policy communities and their informed discussion of causes of youth violence and prevention strategies.</p>	<ul style="list-style-type: none"> ▪ At least 3 case studies on root causes of youth violence and school bullying in target communities using established research design and methodologies; ▪ Public events to disseminate research findings' stakeholder meetings for consolidating advocacy efforts; ▪ Identification and training of spokespersons to increase public interest/attention to issues of youth violence and causes of youth violence 	<p>Research partners: School of Public Health, Social Work departments of at least two national universities; youth NGOs; Anti-Violence Center</p> <p>Advocacy partners: NGOs (including current partner <i>Child to Child</i> youth NGO, Association of School Social Workers, Inclusive Education Network); LGBT center, Anti-Violence center; (juvenile justice officers)</p>	<p>High budget: Youth Forum on violence prevention (to feature research findings, program and strategies with proven effectiveness; to increase visibility of stakeholders and spokespersons);</p> <p>Low budget: Fewer cases are selected for analysis resulting in smaller representation geographic and community-level diversity; smaller grant to NGO</p>
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