

United Nations Development Programme
Country: Mongolia



PROJECT DOCUMENT

Project Title: 2010 Dzud Early Recovery Programme

UNDAF Outcome(s): Outcome 3.2 Risks and consequences of disasters minimized; Outcome 1: Pro-poor good quality socio-economic services available to vulnerable population in disadvantaged regions and areas

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: Crisis Prevention and Recovery: Restoring the foundations for local development

UNDP Strategic Plan Secondary Outcome: Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including the MDGs

Expected CP Outcome(s): Outcome 3 2: Risks and consequences of natural disasters minimized.

Outcome 1.1: Opportunities to decent work and fair incomes increased for vulnerable groups

Expected CPAP Output(s) Outcome 1.1. Capacity of government and disadvantaged groups enhanced to mitigate social and economic vulnerabilities.

Executing Entity/Implementing Partner: UNDP

Responsible Partners: National Emergency Management Agency (NEMA)

Brief Description

The Mongolian government has officially declared 19 of the country's 21 provinces to be in "Dzud", with 12 of them at the disaster stage. The Dzud is a complex weather phenomena unique to Mongolia, largely caused by natural elements when a severe summer drought is followed by a winter with abnormally low temperatures and deep snow lasting for a longer than normal period. The Dzud currently under way in Mongolia has resulted so far in the loss of over 8.1 million livestock, representing more than 18% of the national herd. In a country, where one third of the population is engaged in livestock husbandry, such a large scale loss of livestock means a complete loss of livelihoods for tens of thousands of herders.

The government and the international community have been providing significant emergency response. As part of the UN's support, UNDP, through this Early Recovery Support Programme, will assist the overall recovery efforts of the Government of Mongolia, in the areas of:

- 1) Income of herders is increased while they are better prepared for future disasters and health risks are reduced.
- 2) Creation of alternative livelihood opportunities to affected herders in order to enable them to transition to economic activities less vulnerable to natural disasters and climate change ; and,
- 3) Strengthening of Early Recovery Planning at national and local levels to develop a coordinated approach to early recovery and lay the groundwork for more effective Dzud response.

Programme Period:	2007-2011
Atlas Award ID:	00059396
Project ID:	00074253
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End Date:	September 2011
Management Arrangements	DEX
PAC Meeting Date:	9 April 2010

Total resources required	8,050,000
Total allocated resources:	2,386,100
o CERF .	1,500,000
o SDC	36,100
o UNDP	850,000
Funding gap:	5,663,900

Agreed by Deputy Prime Minister of Mongolia:

Mr. M.Enkhbold

Date/Month/Year

Agreed by UNDP Resident Representative a.i:

Mr. Akbar Usmani

Date/Month/Year

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ACRONYMS

AEMD	Aimag Emergency Management Division
AWP	Annual Workplan
BCPR	Bureau for Crises Prevention and Recovery (UNDP)
CBO	Community Based Organization
CERF	Central Emergency Relief Fund
DMP	Disaster Management Plan
DPF	Disaster Preparedness Fund
DPM	Deputy Prime Minister
DRR	Disaster Risk Reduction
DRRPC	Disaster Risk Reduction Partnership Council
FAO	Food and Agricultural Organization
FT	Fast Track
ILO	International Labour Organization
MDGs	Millennium Development Goals
MNCCI	Mongolian National Chamber of Commerce and Industry
MOH	Ministry of Health
MOF	Ministry of Finance
MOFALI	Ministry of Food, Agriculture and Light Industry
MOSWL	Ministry of Social Welfare and Labour
NFA	National Framework of Action 2006-2015
NEMA	National Emergency Management Agency
NGO	Non-Governmental Organization
PB	Project Board
PIU	Project Implementation Unit
SAR	Search and Rescue
SDC	Swiss Development Cooperation
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment and Coordination
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
WB	United States Agency for International Development
WHO	World Health Organisation

I. SITUATION ANALYSIS

Mongolia is a land of severe weather and climatic conditions.¹ Long and harsh winters, and severe summer droughts occur on a regular, nearly cyclical basis. The DZUD, a weather phenomenon unique to Mongolia, is when a severe summer drought usually marked by an acute shortfall in hay and fodder production is followed by a harsh winter with blizzard like conditions lasting for a sustained period of time. Such were the conditions that prevailed during the period of 1999-2002 and which were repeated during the winter of 2009-2010. The dry and short summer of 2009 resulted in a substantial shortfall in fodder and hay production. This was followed by rainfall at the beginning of November 2009, which turned into a thick sheet of ice over pasturelands, resulting in the onset of large scale starvation and freezing to death of livestock. The situation deteriorated further in January and February 2010, when heavy and continuous snowfall under blizzard conditions resulted in a sharp fall in daily temperatures. Temperatures dropped to -40°C across most of Mongolia, with a blanket of snow reaching depths of 20-40cm covering 60% of the country. According to the National Emergency Management Agency (NEMA), 119 soums (36% of the total)I in 17 aimags were severely affected by the Dzud. Sixty-six soums in 12 aimags were declared to be in disaster emergency situation, and 68 soums in 11 aimags were declared to be in the Dzud situation (NEMA, February 2nd, 2010).

Map of *Dzud*-Affected Areas of Mongolia



The magnitude of the crisis is reflected most dramatically in the toll it has taken on the livestock sector. The Dzud resulted in the loss of over 8.1 million livestock (as of 01 May 2010), equivalent to 18.4% of the national herd of 44 million livestock². To this must be added the high rate of female

¹ The average annual precipitation is 251 mm, ranging from 400 mm in the north to less than 100 mm in the southern Gobi region. The mean monthly temperature is below 0°C over the entire country between November and March. Late spring and early autumn (even late summer) frosts reduce the vegetation period to 80-100 days in the north and 120-140 days in the south. Summer precipitation occurs between June and August, representing 80-90 percent of the total annual rainfall. Other climatic factors affecting agricultural production include low soil moisture and air humidity in spring and early summer, and strong winds in spring, resulting in high evaporation and soil erosion. (Source: Aquastat) The melting of the snow, once the temperatures rise, can result in flash floods

² Ministry of Food, Agriculture and Light Industry 26 April 2010

miscarriages among the remaining herds³. The table below shows the number of livestock lost in the 12 aimags officially declared to be in the disaster stage. The aimags are predominantly located in the Centre, South and Western Regions. In comparison, the three successive Dzuds that hit Mongolia during the period 1999-2002 resulted in a combined loss of 12 million livestock, an average of about 4.0 million per year, with the peak of 4.8 million reached in 2001, the worst Dzud-year on record from 1984 up to that point. Notably, this is still 33% lower than the number of livestock lost during the current Dzud. The impact on GDP growth has been equally dramatic. 2009 GDP growth fell by 1.6 %, down from the average of 8.8% for the previous three years (WB Economic update for January 2010). (8.9% in 2008, 10.2% in 2007, and 7.3% in 2006). During the 1999-2002 Dzuds, GDP growth fell to 1.1% in 2000 and 1.0% in 2001 before recovering slightly to 3.6% in 2002 thanks primarily in the last instance to a strong rise in the price of copper, one of Mongolia's main export commodities..

No.	Name of heavily affected aimag	Livestock losses*, thousands
1	Uvurkhangai	1,427.1
2	Zavkhan	900.3
3	Dundgobi	764.6
4	Arkhangai	801.4
5	Gobi-Altai	614.0
6	Khovd	435.9
7	Khuvsgul	558.3
8	Omnogobi	426.2
9	Uvs	473.1
10	Tov	444.1
11	Bayankhongor	331.8
12	Bayan-Ulgii	136.6
	TOTAL	8,142.3

* as of 1 May 2010

Clearly, in a country, where one third of the population is nomadic and dependent on livestock, the Dzud is liable to have a very adverse impact on national social and economic welfare. The massive loss of livestock means the collapse of the primary if not the sole source of income and livelihoods for a large portion of the population. For many Mongolian herders and their families, it has meant cash shortages, food shortages, etc. Many have become circumscribed to selling the skins/hides of their dead animals as the only remaining source of livelihood.

Of particular concern among the herder population have been those living in some of the remote areas. 220,000 people or more than 50% of the people directly affected by the Dzud are located in remote difficult to access areas. Over 12,500 people (or 3,300 households) are in areas that have been completely inaccessible due to blocked routes. An estimated 38% of this population consist of children, elderly people, disabled people and pregnant women. These people lack access to heating supplies and to medical services and treatment facilities. Public services are also running out of heating supplies and local authorities have had to resort to shutting down parts of their facilities in order to save and stretch their heating supplies.

Another group of key concern are the small subsistence-level herders (less than 250 animals) in the worst affected *soums*. They are estimated to number about 32,500 in the 14 worst affected aimags. By all accounts, they have been economically devastated. The rapid Dzud assessment carried out in early March by the Early Recovery Cluster (led by UNDP) found an alarming lack of cash among these herders. 17% of households reported experiencing a shortage of food for daily consumption (hunger) due to a lack of cash to buy food, while 83 percent reported a lack of cash to engage in any new business for income generation. Also, 61 percent of the survey participants reported having a

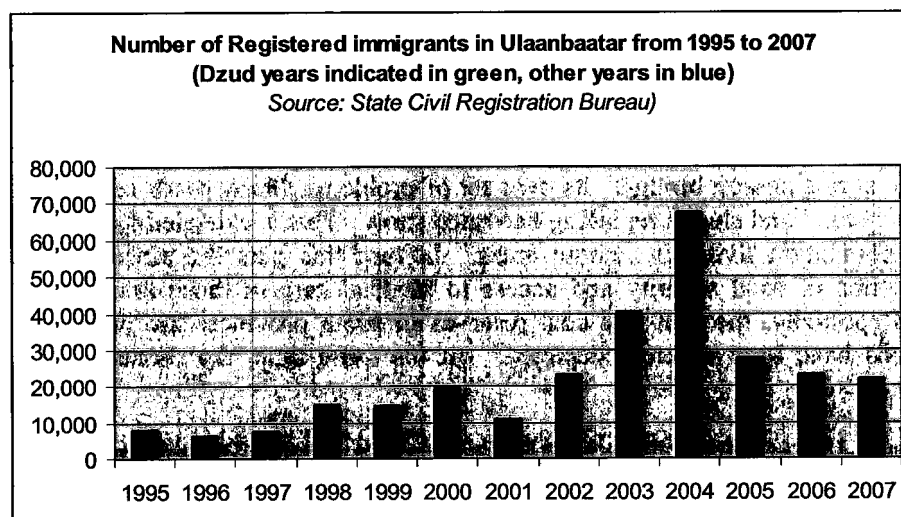
³ 2.7 to 3.0 million female livestock miscarried during the 1999-2002 Dzud.

bank loan requiring repayment in the near future. These herders have become near totally dependent on government support (pensions and state allowances). Yet, according to the survey, only 30% of the respondents received any assistance from the government, since the onset of the Dzud.

As may be expected, the rapid assessment also found that women have been impacted disproportionately by the Dzud. Apart from the reduced income earning opportunities that the majority of the people face, women face the additional burden of an increased workload. 57.4 percent of the female respondents reported difficulty in accessing drinking water due to blocked paths to wells, and/or wells covered by snow or ice. Women also reported fewer opportunities to start new businesses compared to men, leaving fewer possibilities to make up for livestock losses. For instance, the average distance to a market for a man is 190 km while on average a rural woman has to cover 217 km to reach a market. In addition, the assessment confirmed the persistent prevalence of the conventional thinking that men have to play a more important role in household affairs and in the community at large: 55 percent of the respondents think that men should have ownership rights over economic assets, including livestock, and the same percentage believe that men are the key decision makers on future perspectives of the household.

A particularly vulnerable group are female-headed households (WHH). According to the most recent Living Standard Measurement Survey conducted, WHH are the group most prone to poverty in Mongolia. 24.6 percent of very poor households and 18.3 percent of all poor households are female-headed households, although female-headed households make up only around 12-13 percent of the total.

From a human development perspective, it can safely be assumed that the Dzud has caused significant setbacks in terms of poverty reduction and progress toward achieving the MDGs, especially MDG1. Indeed, poverty reduction has been a challenge in Mongolia even during times of good economic performance. The poverty level remained largely unchanged between 2004 and 2008 (36.1% in 2004 to 35.5 % in 2007-2008) despite an average economic growth rate of 9% per annum for the period. Disparities between urban and rural areas are growing. While the poverty rate in urban areas dropped from 30.3% to 26.9% (2003-8), the rate in rural areas climbed from 43.4% to 46.6%. With livestock losses that are 50% higher than the average of the previous Dzuds, the current Dzud is likely to have an even greater impact on the national poverty level, and inter-alia on the inequality between urban and rural living standards. Many small herders will fall below the poverty line and judging from past experiences many will flee the rural countryside for the larger urban centres. Young herders are particularly prone to such migration. Indeed, while no mass rural to urban migration has been detected so far, the UB City Council expects that 20,000 people will arrive in the city in the coming year. Past experiences confirm this prediction. The population of UB increased by 10% after the Dzud of 1999 – 2002, with the majority of the in-migrants moving not directly after the Dzud but 2-3 years later.



As fuller access is restored throughout the country and more in-depth assessments are conducted, the full scope and scale of the crisis still need to be determined. The response revealed some important shortcomings to reach herders in remote areas. Many people in isolated areas were cut off due to a lack of specialised equipment to reach areas covered in deep snow. NEMA's aimag and regional units faced a shortage of basic communication and orientation devices, instruments and other equipment such as mobile radio stations with minimum coverage of 100-150 km radius areas, hand-held GPSs, vehicles with high passing capacities and/or with snow sliding or water crossing features, as well as tractors and/or machinery to open up roads blocked by snow, especially, in mountain passes.

The shortage of equipment led in many cases to crucial delays in launching and or conducting effective search and rescue operations for lost herders and children during snow storms. Old vehicles broke down or failed to start, communication devices: satellite phones, radio stations, and other tools like GPS were in short supply or not in good working condition. When the mountain passes were blocked by snow, local NEMA offices did not have the machinery to quickly open the blocked roads, forcing them at times to resort to transport by helicopter, which is limited in carrying capacity and very costly. The result was that many herder families became cut off from the central areas where they would have had access to basic food supplies and health services. Pregnant women and the elderly were particularly affected.

Clearly, NEMA's equipment shortage needs to be addressed as a matter of urgent priority, if the human suffering witnessed this winter is not to be repeated. The 1999-2002 disasters amply demonstrated the recurrent nature of the Dzud phenomenon and its unpredictability. A Dzud can happen two or three years in a row. In fact, Dzuds have been occurring with increasing frequency over the years. There were 15 occurrences of Dzuds in the 18th century, 31 in the 19th century and 43 in the 20th century. More importantly, from a humanitarian perspective, the recent Dzud showed clearly that the most vulnerable segments of society tend to be the worst impacted by the Dzud.

An assessment carried out by UNDP in July 2009 already pointed out that NEMA does not have the adequate equipment to respond to disasters such as Dzud, and mentioned it only has 35% of the required materials. This repeated the finding of an earlier Assessment Mission conducted by UN-OCHA in July 2004, which stated that "It is essential that more modern and up-to-date equipment is provided if the fire and rescue teams are to be able to carry out their important task in an efficient and effective manner"⁴. According to the long-term procurement plan for 2010-2020, currently being prepared under a UNDP/NEMA project⁵, NEMA requires equipment worth a minimum of MNT 200.0 billion. The state budget allocated MNT 0.4 billion for 2009 and MNT 0.9 billion for 2010 for basic equipment for NEMA. A provisional list of necessary equipment is provided in Annex 11. It is not likely that the Government of Mongolia will be able to increase its budget in the short run to absorb these additional purchases.

NEMA also faces serious human resource constraints. It is severely understaffed in terms of both general and specialized medical personnel. It has no specialists for the treatment of post-traumatic stress disorder such as psychological treatment of mental depression/shocks for affected herders, and it has few trained rescuers who can provide first medical aid to victims.

Meanwhile, the spring season brought its own set of problems. Many roads remain blocked with a mixture of mushy mud and sludge replacing hardened snow. This is extended further the difficulty in accessing the population living in remote areas. In turn this puts the already precarious living conditions in terms of food security and access to medical care in those areas, at risk of further deterioration. Reportedly, the fuel and coal reserves in some provinces are nearly exhausted, and heating materials have been severely depleted.⁶ At the same time, the carcasses of dead animals

⁴ Recommendation 24, UNDAC-OCHA Mission to Mongolia: Assessment of Natural Disaster Response Capacity. June 27 – July 9, 2004.

⁵ "Strengthening the disaster Mitigation and Management in Mongolia"

⁶ Source: NEMA update, February 9, 2010

which were preserved by the ice and snow started decaying with all the attendant public and environmental health risks. The decaying carcasses increased the risk of transmission of infectious diseases from animals to herders, especially where the animals are kept close to the inhabited areas. The decaying carcasses attract flies, cockroaches and dogs, which become vectors for spreading diseases such as diarrhoea and other gastro-intestinal ailments. The carcasses of dead animals also pose environmental health risks. They emit bad odours and can contaminate the water supply and the soil. It is essential therefore that the dead animals are disposed off (buried) properly and expeditiously.

II. RESPONSE BY THE GOVERNMENT AND THE INTERNATIONAL COMMUNITY

Led by NEMA, the Government and the international community have mounted a vigorous, though under-resourced response to the Dzud. The State Emergency Commission conducted a Dzud assessment from 10 to 25 January 2010, covering the 12 most affected aimags, enabling the government to declare a state of Dzud emergency in the said aimags and to mount an appeal for international support totaling over USD 5 million for immediate relief. This led to the provision of hay and fodder worth USD 1.2 million, and the deployment of teams to deliver medical and social services. Immediate support covering fodder, emergency food supplies, medicines and clothes came from Russia and China, while other donors and international organizations provided assistance in the form of direct financial support, re-allocation of committed funding, or new projects.⁷ For its part, the UN set in motion its humanitarian crisis response system including its Humanitarian coordination mechanisms under the leadership of the UN Resident Coordinator. In early March 2010, the UN agencies received funding from the Central Emergency Response Fund (CERF) amounting to USD 3.7 million to finance humanitarian and life saving activities. UNDP received USD 1,500,000 for a Cash for Work component. UNDP had already allocated USD 300,000 from its core resources to this component. UNDP also provides support to NEMA and the RC office by strengthening coordination and data management. A total amount of USD 100,000 has been provided by UNDP's Bureau for Crisis Prevention and Recovery.

UN coordination support and International Response.

As mandated by the Inter-Agency Standing Committee (IASC), the Office of the United Nations Resident Coordinator has been coordinating the international support provided to the Government response to the DZUD. The following four Clusters have been formed:

1. **Survival, Health and Nutrition** (lead: UNICEF)
2. **Education** (lead: UNICEF)
3. **Agriculture** (lead: FAO)
4. **Early Recovery** (lead: UNDP)

The office of the United Nations Resident Coordinator has been providing overall coordination of the humanitarian response and direct support in the areas of information collection and management with the primary objective of providing timely information.

Each of the four clusters conducted assessments of the situation in coordination and/or collaboration with the Government. The Agriculture cluster undertook a needs assessment mission from February 26 to 28, 2010 to Uvurkhangai. The Survival, Health and Nutrition Cluster carried out a rapid needs

⁷ For a detailed overview of the responses to date, please refer to the consolidated donor matrix in Annex I

assessment mission to Khovd and Bayan-Ulgii aimags from February 27 - March 8, 2010. The Early Recovery Cluster dispatched an assessment mission to Tuv and Dundgobi aimags from March 3-8, 2010. A fourth cluster on Education was established to address the emerging needs in that particular sector.

The Early Recovery (ER) Cluster chaired by UNDP supported the government in the coordination of Dzud assistance in the field of early recovery. The ER cluster meetings provide a forum for: information sharing on Dzud status and urgent needs, the mapping of aid flow to affected areas and joint planning with donors to determine and address the need-gaps, aid delivery, preparations for international appeals etc. More importantly, the ER Cluster meetings have helped prevent duplication of efforts and ensure complementarities of interventions. The following table shows the role and responsibilities of the major ER partners to be involved in the implementation of the current project.

UNDP's active leadership of the ER Cluster continues a long standing partnership it has developed with the Government of Mongolia in the area Disaster Risk Management (DRM). The partnership began in 2002, following recommendations of a joint UN Disaster Assessment conducted in 2001, at the height of the 1999-2002 Dzud. The initial project, now in its third phase, has been funded by the Government of Luxembourg and UNDP. NEMA's very existence is an outcome of this project. The project helped established NEMA's legal and policy environment, its cadre of trained personnel, its affiliated network of community based DRM organisations and its current pool of equipment: - vehicles, office equipment and basic communication tools including: telephones, satellite phones, radio stations, etc. These capacities enabled NEMA to lead and contribute directly to the efforts mounted to save lives in the current Dzud.

One of the major accomplishments of the first phase of the project was the formulation of Mongolia's Law on Disaster protection, its approval, and the creation of the National Emergency Management Agency (NEMA). NEMA was formed with the merging of three existing organizations: Civil defence, State Reserve, and State Fire Fighting department.

The second phase enabled the completion of the development of the National Framework on Disaster Risk Reduction (NFA) and National Action Plan based on the Hyogo Framework of Action. The second phase also supported implementation of the "Law on Disaster Protection" through training and capacity building of NEMA and its 30 local branches. It piloted Community-based Disaster Management systems and established Disaster Risk Reduction (DRR) Partnership Councils in eight soums located in four aimags, and some 30 herder groups were established to serve as primary CBO for DRR. These CBOs participated in the preparation of the "National Program on Public Awareness for Disaster Prevention" and the improvement of the disaster communication and information system.

The main objective of the ongoing third phase of the project is to support implementation of the National Framework on Disaster Risk Reduction (NFA) - the longer-term national strategy for disaster risk management and climate change risk management. Over the past two years, the project has assisted NEMA in the formulation of major policy and planning documents. These include updating the "National Programme on Strengthening the Disaster Protection Capacity in Mongolia", which incorporated the key objectives of the MDG-based National Development Strategy approved in 2008 as well as developing the National Strategy for Climate Risk Management and its Action Plan. Phase III has also supported acquisition of material and the development of a Resource Mobilization Strategy and a National Education Programme on DRR. Over 400 NEMA personnel and local government officers were trained in basic knowledge and understanding of climate change risk management. The project also carried out a small pilot public awareness program on DRR through Education TV. The program targeted young herders and rural residents with the aim of raising awareness and enhancing their capacity for coping with seasonal and climatic variability using traditional knowledge and customs which are fast getting lost in modern Mongolia. The pilot was expanded into four more soums and 2 urban khoroos, enabling the formation of over 40 Community Based herder groups with training in community disaster resilience and self-preparedness.

Stakeholder Roles and Responsibilities in Early Recovery Cluster

Government:	
NEMA	Leads disaster response nationally and locally, and participates in ER Cluster. Is the main counterpart of UNDP in DRR and the primary client and beneficiary of this ER support program
Local government (Aimag and Soum)	Local government (Aimag and Soum), has primary responsibility for the disaster preparedness, emergency response and early recovery activities in Mongolia. LG takes the lead during the preparedness and relief phases of any disaster, while local NEMA has active role in actual emergency response phase undertaking search and rescue operations. Local government will be an important partner during the implementation of Cash-for-Work activities.
Ministry of Food, Agriculture and Light Industries (MoFALI)	Oversees the monitoring of livestock losses during Dzud. Is leading institution for addressing man-made aspects of Dzud and longer term reduction of vulnerability of herding communities to Dzud and drought. Member of ERC with more involvement in alternative livelihood component of the ERS program. MoFALI is the main implementing partner for the disaster prevention activities with herder communities.
Ministry of Finance (MoF)	Allocates government budget for ER activities like carcasses removal, and budgetary support for local government units not directly involved in ER Cluster, coordinates budget planning and monitoring with other government ministries and agencies including MoFALI, MSWL, and NEMA
Ministry of Social Welfare/Labour (MSWL)	Coordinates employment facilitation through training activities. Provides social protection services managing various allowances. Supports livelihood rehabilitation activities. Participates in ER Cluster on alternative livelihood component.
Communities: Local herder groups in selected severely affected soums in the target aimags	Ultimate beneficiaries of the programme to reduce their own vulnerabilities to disasters, and increase resilience through participation in cash for work and alternative livelihood activities
Non-government Organizations (NGOs):	
Mercy Corps	Partner in Early Recovery Cluster, undertakes small scale carcass removal in aimags like Umnugobi, coordinates its work with UNDP particularly on carcass removal, provides comments on the draft ERS program document as part of LPAC
ADRA	Partner in ER Cluster
Private Sector:	
Mongolian National Chamber of Commerce and Industry (MNCCI)	Partner in the Alternative Livelihood activities of ER support programme. One of the sales promotion channels of the project supported products at the aimag and national levels
Khan Bank	Implementation partner in the CfW of ER support programme. Participate in the CfW as a main distribution channel of the cash payment to the herders.
Other Agencies and Institutions:	
UNDP	ER Cluster lead in Early Recovery, implementing agency for ER support program jointly with NEMA and target aimag/soum Government. Linkages will be established with ongoing projects working in related fields, such as the Disaster Management Phase III project, the Sustainable Land Management Project and the Enterprise Mongolia Project-Phase II.
SDC	Coordinates Dzud and land/pasture management activities in its target aimag/ soums mostly in Western region of Mongolia. Also

	undertakes cash for work activities in its target areas, and closely consulted on approaches for CfW implementation. The post-Dzud evaluation will be implemented jointly with SDC.
FAO	Leads UN Agriculture cluster, and activities related to livelihoods will be carried out in close coordination with the CfW program.
ILO	Partner in ER Cluster, close counterpart of Ministry of Social Welfare and Labour, engaged in alternative livelihood activities. Participated in the joint rapid needs assessment.
UN-HABITAT	Partner in Early Recovery Cluster focusing on resettlement issues of herders who completely lost their livelihood and migrated to towns.

III. EARLY RECOVERY SUPPORT PROGRAMME STRATEGY

III.1. Programme Outcomes

The objective of UNDP's Early Recovery Support Programme is to support the overall Dzud recovery efforts of the Government of Mongolia, contributing to the following outcomes:

- 1) Income of herders is increased while they are better prepared for future disasters and health risks are reduced.
- 2) Creation of alternative livelihood opportunities to affected herders; and,
- 3) Strengthening of Early Recovery Planning at national and local levels to develop a coordinated approach to early recovery and lay the groundwork for more effective Dzud response.

NEMA has asked UNDP to take the lead in these areas of interventions. The man-made aspects of the Dzud are not covered under this Early Recovery Support Programme. They are covered under other longer-term UNDP/GoM projects.⁸

8

OCHA 1999 – 2002 Dzud review

Disaster Type in Mongolia	Natural Components of the Disaster	Man-made Components of the disasters
"Dzud"	<ul style="list-style-type: none"> - Summer drought - Winter severe weather 	<ul style="list-style-type: none"> - Lack of sustainable pasture management - Lack of adequate numbers and operation of pasture water points and wells - Lack of adequate supplies of stock piled animal food including hay and fodder - Lack of winter protection for animals - Too many animals

By and large, the man-made causes stem from the changes associated with the transition from a command economy to a free market economy.

The Ministry of Food, Agriculture and Light Industry, in cooperation with donor organizations including UNDP have made substantial efforts to address these problems. A new law on pasture land was drafted for issuing property rights to pasture users and a new unit responsible for pasture land management was created at the ministry. The goal is to attract investment for improvement of land productivity. Ecological friendliness and community-based pasture management also have been promoted through various donor projects, soum level land use planning now includes pasture land use and, herders are being encouraged to engage in non-livestock, less risky alternative income generating activities, etc.

Outcome 1: Income of herders is increased while they are better prepared for future disasters and health risks are reduced.

As noted in the introduction, the thousands of herders who lost most or all of their livestock are facing serious difficulties to meet their basic daily needs, including food, clothing, medicines, heating, etc. Equally serious has been the psychological impact of the massive loss of livestock. Many herders are in dire psychological conditions, many are deeply depressed, reportedly to the point of contemplating suicide. There are widespread reports that the situation is becoming more and more desperate.

Millions of livestock carcasses, if left unattended, cause widespread diseases, extensive pollution of water sources, soil and pasture lands, especially when located near homes or close to water sources. The decaying carcasses will also attract bugs, insects and other animals, turning them into vectors for further spreading of diseases. Carcasses need to be removed during the time when snow starts to melt i.e., in early spring. Early predictions by the Hydro-Metrological Institute signal the possibility of a similar Dzud in the coming year. Unless herders are supported to improve their preparedness, further livestock losses and increased migration to urban areas are likely. Thousands of herders are without any or little livestock and they need to have additional income to bridge the gap to the next winter. Herders also need to improve their preparedness, to prevent recurring livestock losses in future Dzuds.

The Cash-for-Work component of this program will provide pecuniary incentives for the removal of the carcasses in selected affected areas as well as grants for improving disaster prevention/preparedness for the coming winter. The removal of the carcasses does not only have important public health benefits, the cash earned will help the herders meet some of their urgent basic needs. The Disaster Prevention Grant Programme is essential when the winter has ended but when herders already need to start their preparations for the next autumn and winter. The preparedness activities shall include the improvement of winter camps, restoration and protection of natural water resources and wells, and strengthening of fodder and hay storage. A training component will help herders to prepare better for future Dzuds and adopt sustainable land management practises.

The CfW and DP Grants Programme will use a community centred and gender responsive approach, promoting gender equality. In the CfW activities, the herders will be formed into groups and provided with hand tools: shovels, disinfection and other required small equipment. Every effort will be made to salvage the animal hides that are still usable. The CfW will provide with rapid training as necessary and hire at least 2,500 female herders to serve as inspectors, enabling them to earn an average fee of USD 70, which would allow them to purchase four bags of flour⁹. The CfW will collaborate with local governments and local Bank branches in the certification of work and the disbursement of payments to the beneficiaries.

The CfW will target the 51 soums in the aimags of Uvurkhangai, Dundgobi and Khovd. These soums were chosen in consultation with the Government based on the gravity of the situation as of the beginning of March, and of UNDP's presence on the ground. The project will leverage the capacity of ongoing UNDP projects to expedite implementation. Beneficiaries will be those herders with small numbers of livestock, particularly those with significant losses.

The Disaster Prevention Grants Programme will supply small grants to herder groups operating at least for 2-3 years in Uvurkhangai, Dundgobi and Khovd aimags, to strengthen their ability to sustain the upcoming winter. They will be trained on improved methods to have healthy and resilient livestock, while the grants will be used to improve *khoroos* (winter stables), construct and rehabilitate storage and haymaking facilities, and rehabilitate water resources. Beneficiaries will be herders who had significant losses and preference will be given to poor herder households.

Outcome 2: Alternative livelihoods

⁹ One bag contains 25 kg flour

The alternative livelihoods component aims to create alternative means of income generation for the Dzud affected herders who have lost all or most of their animals and who are in urgent need of assistance. The main target beneficiaries of this component are 1,000 Dzud affected herders with 250 or less animals who are urgently in need of the alternative or additional means of income generation. Considering the massive scale of the dzud damage in Uvurkhangai, Dundgobi and Khovd, a total of 15 soums mainly in these Aimags will be selected as the target sites of the alternative livelihood component. A focus group needs/market assessment will be carried out in the inception stage to identify needs and capacities of the target herders to participate in alternative livelihood activities. The assessment also looks at the capacity of potential local employment/commodity markets to absorb those newly created skills and products.

Vocational training will be provided to help herders learn and engage into more disaster and climate resilient economic activities, as a complement or replacement for livestock husbandry. These may include: the manufacturing of processed livestock products and the establishment and/or running of small businesses, marketing and selling of the products. Provision of small scale equipment will help herder groups to process raw materials into value-added products. The component will take a clustering approach and support the herders to form producer groups or cooperatives. In principle, equipment will be provided to groups or cooperatives (rather than individuals) which are ready to establish their own businesses entities. Marketing and sales promotion support will link the products to the larger markets such as aimag centers and Ulaanbaatar City.

Female headed households (WHH) and young women will be given special attention, and encouraged actively to take full advantage of the facilities and support provided under this component. The active promotion of women participation responds in part to the fact that the women surveyed, unlike the men, are inadequately informed about the possibility to access alternative livelihood opportunities. The broadest possible participation of women will be sought. The objective is to provide the women with new and/or additional means of earning an income, and inter-alia to reduce their dependency on animal husbandry, thereby reducing their vulnerability to the Dzud and related disasters. The added income security is expected also to induce the beneficiaries to avoid migrating to Ulaanbaatar and other major urban centres, where limited infrastructure and employment opportunities make life even more difficult for the poor.

This component will leverage on-going UNDP Projects and/or existing public and private sector initiatives, but be managed by a separate project management team due to the scale and wide coverage of the field activities.

The alternative livelihood component will contribute to longer term rural poverty reduction. Although experience shows that it takes 2 to 3 years for such newly formed business groups to become fully self-sustaining, because of the urgency of livelihood rehabilitation before the next winter, the timely initial response to the needs is crucial.

Outcome 3: Strengthening of early recovery planning

The government, led by the National Emergency Management Agency (NEMA), has been providing the first response to the Dzud. Roads were cleared, and initial supplies of food, medicine and hay for animals reached some of the most critically affected areas. However, aimag and regional NEMA units remain constrained by a shortage of technical capacity. The current Dzud has particularly highlighted challenges to NEMA's search and rescue operations. The reliance on occasional in-kind contributions from donors or on ad hoc availability of individual items seriously constrains the operational capabilities of NEMA.

NEMA's capacity to coordinate donor funded assistance also needs support. The large amount of resources provided by various partners has stretched NEMA resource management capacities to the limit. As a result, it is unable to respond to the numerous requests from UN Agencies, NGO's and

bilateral partners in a timely manner. Proper situation analysis, information management and mapping are currently missing.

Under this component the national and local capacity will be strengthened for increased resilience, risk management, and effective response to recurrent disasters, which will lay the groundwork for long-term recovery and harness conditions for future development. It will also support the NEMA for developing a coordinated approach to early recovery response and planning.

In concrete terms, this component aims at improving current disaster coordination, communication and information management among national institutions and donor organizations. It will also enhance disaster preparedness for future Dzuds by analysing lessons drawn from the current Dzud, filling some of the technical capacity gaps, especially in the area of search and rescue, of NEMA as well as aimag and Regional disaster departments. It will also strengthen the UN's coordination capacity by providing support to the Resident Coordinator's office.

III.2. Funding Strategy

As noted earlier, to kick start humanitarian and life saving activities, the UN agencies received in early March 2010 funding from the UN's Central (CERF) amounting USD 3,700,000. UNDP received USD 1,500,000 to implement the CfW component. In addition, the UNDP has allocated USD 300,000 from its core resources to this component.

UNDP is also supporting NEMA and the RC office in the strengthening of coordination and data management with a total amount of USD 100,000 provided by the UNDP Bureau for Crisis Prevention and Recovery.

A 2010 Dzud Rapid Assessment reflecting lessons learned will be funded by the SDC with a total amount of CHF 40,000.

	Outcome	Total budget	Secured funding	Unsecured funding
1.	Income Generation, disaster prevention and carcass removal	USD 5,250,000 (CfW 2,500,000, DPGP 2,750,000)	USD 300,000 from UNDP for CfW USD 350,000 from UNDP for DPGP USD 1,500,000 from CERF for CfW	USD 700,000 for CfW USD 2,400,000 for DPGP
2.	Alternative Livelihood	USD 1,800,000*	USD 100,000 from UNDP USD 50,000 from UNDP*	USD 1,700,000
3.	Early Recovery Planning	USD 1,000,000	USD 100,000 from UNDP USD 36,100 from SDC	USD 863,900
	Total:	USD 8,050,000	USD 2,386,100	USD 5,663,900

* USD 50,000 in parallel funding from other UNDP projects, not included in this Project.

IV. PROGRAMME OUTCOMES, OUTPUTS AND ACTIVITIES

IV.1. Programme activities

The followings are descriptions of the expected outcomes, outputs and proposed activities.

Outcome 1: Income of herders is increased while they are better prepared for future disasters and health risks are reduced.

- Output 1.1: 2.0 million livestock carcasses¹⁰ removed in the territories of 51 soums in three aimags thereby reducing health risks and pollution of living environment of rural households;
- Output 1.2: Over 18,500 herders including *Otor* herders¹¹ receive cash equal to USD 70 per person as a fee for carcass burial work to clean surroundings;
- Output 1.3: 51 Soums benefit from the provision of a spray tool/pump for disinfection work in livestock burial and/or responses to disease outbreaks;
- Output 1.4: 4,500 small herder families are supported to improve their preparedness for the next winter through a Disaster Prevention Grants Programme.

Activities:

Removal of carcasses

- Create a structure/team to implement Cash for Work (CfW) program at UNDP Country Office consisting of eight members, and develop an Operational plan for CfW Program;
- Develop a detailed Communication/Advocacy Plan to raise public awareness on CfW and establish and implement an efficient communication system between the stakeholders throughout the CfW Program period;
- Develop clear instructions and procedures for CfW Program based on estimation of number of carcasses and herder in target areas, and disseminate these instructions through all means and media channels;
- Negotiate and enter into an Agreement with Khan Bank which has branches in all soums, for the disbursement of cash to beneficiaries;
- Establish effective monitoring mechanism involving the beneficiaries, other local people, local government authorities and NGOs to ensure transparency of program implementation ;
- Create database to capture detailed personal information on potential beneficiaries to enable accurate targeting of beneficiaries, and recording of numbers of buried carcasses, and payment made for work;
- Undertake and complete the carcasses removal in the target areas;
- Receive and vet field reports on actual work, and authorize the payment of fees to beneficiaries;
- Draft the final report on the implementation of the CfW Programme

Disaster Prevention Grants Programme

- Selection of beneficiaries in consultation with local government
- Define disaster prevention needs per herder group and per soum through an assessment in selected soums.
- Provide grants for the construction and rehabilitation of disaster prevention facilities, such as (improved) winter stables, protection of natural water resources and wells, and storage and hay making facilities.
- Run in parallel a training programme on disaster prevention and sustainable land management practices.
- Monitoring of field sites

¹⁰ Death toll of the livestock is expected to increase in coming spring months

¹¹ *Otor* herders are those herders who migrate with their herds to other regions in search of better pastures i.e. those originally not a registered citizen of a given soum/aimag but residing in their territory with their herds.

- Draft a final report and develop evaluation on lessons learned for future Dzuds as a contribution to the study with SDC.

Outcome 2: Creation of Alternative Livelihoods

The expected outputs and activities are as follows:

- Output 2.1: At least 1,000 individual herders received vocational, skills and/or business start-up training.
- Output 2.2: At least 50 herder groups/cooperatives established and/or identified in 15 soums in the target aimags in collaboration with the local authorities. Average 10 households per group/cooperative.
- Output 2.3: At least 80 % of the herder groups/cooperatives identified under Output 2.2 earn additional incomes through income-generating activities.
- Output 2.4: At least 50% of the herder groups/cooperatives identified under Output 2.2 registered as formal entities
- Output 2.5: Families of at least 50% of herder groups/cooperatives identified under Output 2.2 engaged in small scale vegetable production for their personal consumption

Activities:

- **Focus group needs/market assessment** will be conducted with the identified target beneficiaries to identify the needs and capacity of the herders in participating in the alternative livelihood activities.
- **Training in cooperative formation** will be provided to herders in the selected soums of the target Aimags to enable them to form herder groups /cooperatives. Where herders groups with pertinent needs are already established through on-going and or completed UNDP projects, they will receive priority.
- **Demand-driven vocational/skills training** will focus on processing skills and techniques for value-addition to traditional livestock products. Special consideration will be given to the demand/absorption capacity of local markets for new products. **Skills training on animal husbandry** will be provided also to help improve the quality of the remaining livestock. The training curriculum will be developed and the potential markets identified based on the result of the needs/market assessment.
- **Entrepreneurship training and business development/management support** for new business start-ups. Training and groups-based advisory services will be provided to the identified herder groups/cooperatives. Technical assistance and referral services will be provided in business registration.
- **Small scale equipment**, particularly for product processing, and **raw material for the initial production** will be provided to the selected herders groups/cooperatives among those identified under Output 2.2 to support their alternative livelihood activities.
- **Sales promotion and market linkage support.** In close coordination with other on-going UNDP projects and the MNCCI, the alternative livelihood component will assist the beneficiaries in establishing sales linkages with local, aimag and/or urban markets. The project will fully utilize the existing market linkage modules and network of the on-going UNDP projects and the MNCCI, such as trade fairs, on-line advertisement, and sales promotion through publications, magazines and brochures.
- **Microfinance facilitation** with the locally available microfinance programmes such as the SME Development Fund by the Government of Mongolia and Green Credit Guarantee Fund by the MNCCI. Once herder cooperatives are registered as formal business entities, they will become eligible to apply the public and private microfinance programmes. The project will identify the available microfinance programmes in the target sites and refer the most appropriate financial resources to match the beneficiaries' needs. Technical assistance will be provided to help herder cooperatives to prepare necessary documents for the loan applications.
- **Technical assistance for small scale vegetable production** for the purpose of personal consumption by the Dzud affected herder families. The concept of Farmer/Herder Field School

will be applied for on-site trainings with hands-on exercises, in collaboration with National Association of Mongolian Agricultural Cooperatives and local Agricultural Extension Centres.

Outcome 3: Strengthening Early Recovery Planning

For achieving this outcome, the following outputs will be produced:

- Output 3.1: Disaster coordination and communication among national institutions and donor organizations is improved;
- Output 3.2: Analysis of the 2010 Dzud is conducted, and lessons learned are reflected in the national policy for DRR and Recovery planning;
- Output 3.3: IT-based national database on disaster losses created and gaps in Dzud response mapped and regularly updated;
- Output 3.4: Technical capacity in search and rescue operations of the three Emergency Management Departments is strengthened.

Activities:

- Conduct a rapid assessment of current disaster coordination mechanisms to identify weaknesses and problems, and suggest more efficient options;
- Finalize 2010 Dzud Lessons Learned/Assessment Report incorporating various assessment reports and studies produced since January 2010 on the disaster, lessons learned, gap analysis and its overall impact;
- Analyze overall efficiency of response and early recovery measures to identify and record lessons learned. Develop National Recovery Plan including livelihood rehabilitation, and improvement of disaster preparedness of herders. The plan will provide a basis for resource mobilization for its implementation;
- Develop GIS-based mapping of disaster and emergency responses, and create database on disaster losses including human and economic losses;
- Undertake Rapid assessment of technical capacity of three Emergency Management Departments in Uvurkhangai, Dundgobi and Khovd aimags to identify immediate needs for improving their efficiency for search and rescue operations;
- Based on the above needs assessment provide the above mentioned Aimag EMDs with necessary equipment and tools to ensure effective response and mitigation measures during and after Dzud and other emergencies;
- Conduct necessary search and rescue training for NEMA personnel in these EMDs;

IV.2. Project Indicators, Risks and Assumptions

Project Indicators

Indicator	Target	Value
<u>Outcome 1: Income of herders is increased while they are better prepared for future disasters and health risks are reduced.</u>	#. of herders / beneficiaries from Cash for Work	18,500
	# of livestock carcasses removed	2 million
	Area to be cleaned from carcasses	128,000 km ²
	# of female herders/beneficiaries	2,500
	# of poor herders/ beneficiaries (with less than 250 livestock counted in 2009 census	10,000
	# of herders recognized /appreciated for their hard work during the Dzud	54

	# of herder households are better prepared for future Dzuds	4,500
Outcome 2: <u>Alternative income-generating opportunities of herders improved and their livelihoods rehabilitated</u>	# of herders received training for alternative livelihood	Minimum 1,000 individual herders
	# of herder groups/cooperatives established and/or identified	Minimum 50 (with 10 households /group in average)
	% of herder groups/cooperatives earning additional incomes through alternative income-generating activities	Minimum 80%
	% of herder groups/cooperatives registered as formal business entities	Minimum 50%
	% of herder families engaged in small scale vegetable production	Minimum 50%
Outcome 3: <u>Strengthened Early Recovery Planning</u>	2010 Dzud Lessons Learned/Assessment report published and distributed.	500 copies
	National Recovery Plan developed and approved	1
	# of users of NEMA website for GIS-based disaster loss and mapping	600
	% increase in technical capacity of three Aimag EMDs	50%
	# of NEMA personnel trained and with improved technical skills	450

Risks facing the project and the risk mitigation strategy

Operation needs to be put in place in a timely manner before spring defrosting starts.	High	UNDP Fast Track Procedures will be applied
Sustainability of newly established herder groups	Modest	Work very closely with herder groups already established under ongoing or closed UNDP projects
Recurring of Dzud Disaster in 2011	Modest/High	Project component 1 and 3 will focus on disaster preparedness for next year

IV.3. Project Logical Framework

Project Strategy	Objectively verifiable indicators	Baseline	Target	Sources of verification	Assumptions
Objective: to support overall recovery efforts of the Government of Mongolia including assistance to herders to recover from livelihood losses due to the 2010 Dzud, while removing all livestock carcasses in affected areas, and increasing technical capacities of local emergency organizations.	# of livestock carcasses removed	0	2 million	A2/B2 forms filled	Herders will see CfW Program as an opportunity for immediate income generation
	# of herders/beneficiaries	0	18,500	A2/B2 forms filled	Herders remain in habitat areas to participate in CfW activities
	# of herder households with improved disaster preparedness	N/A	4,500	Monitoring reports and final report	
	# of herder groups/cooperatives established and/or identified	N/A	50	Monitoring reports and final report	
	% of herder groups/cooperatives earned additional incomes through alternative income-generating activities	TBC after herder groups/cooperatives are identified	At least 80%	Interim review and regular monitoring through the local branch chambers	Local authorities are willing to collaborate / support initiatives of the herder groups/cooperatives.
% of technical capacity increase of three aimag EMDs	Shortage of 70% of necessary technical capacity ¹²	At least 50%	Field visit/ inventory of equipment	Procurement of equipment will be made timely without obstacles	
Outcome 1: Removal of livestock carcasses and improving disaster resilience of herders through CfW	# of NEMA personnel trained increasing their technical skills	60% of the current personnel is trained	At least 500	Training reports, test conducted, certificates	NEMA personnel will be made available for the training.
	# of herders/beneficiaries	0	18,500	A2/B2 forms filled	Herders will see and welcome CfW Program as an opportunity for immediate income generation
	# of livestock carcasses removed	0	2 million	A2/B2 forms filled	Local government will support the program
	Area to be cleared of carcasses	213,660 km ²	128,000 km ²	Aimag report	Female herders are willing to participate as field inspectors of burial work.
	# of female herders/beneficiaries	n/a	3000	A2/B2 forms filled	Poor households will be willing to participate actively in CfW program
# of poor herders/ beneficiaries (with less 250 livestock counted in 2009 livestock census)	n/a	10,000	A2/B2 forms filled		

¹² Peter Weiske, Report on National Disaster Management Capacity and Procurement needs of Mongolia, July 22 2009, Ulaanbaatar, Mongolia

	# of herder households with improved disaster prevention system	N/A	4,500	Monitoring reports and final report	Implementation will be able to start before next winter
Outcome 2: Alternative income-generating opportunities of herders improved and their livelihoods rehabilitated	# of individual herders received vocational, skill and/or business start-up training	0	1,000	Monitoring reports and final report	Herders are willing to participate in the alternative livelihood activities
	# of herder groups/cooperatives established and/or identified	N/A	50	Interim review and regular monitoring through the local branch chambers	Herders are willing to cooperate and collaborate with each other in IGA by forming groups/cooperatives
	% of herder groups/cooperatives earned additional incomes through alternative income-generating activities	TBC after herder groups/cooperatives are identified	At least 80%	Interim review and regular monitoring through the local branch chambers	Economic crisis does not hit the national and local economies further. Local authorities are willing to collaborate / support initiatives of the herder groups/cooperatives.
Outcome 3: Disaster coordination improved based on lessons learned and necessary technical capacity of Uvurkhangai, Dundgobi and Khovd aimags EMDs is in place for further DRR	% of herder groups/cooperatives registered as formal (business) entities	TBC after herder groups/cooperatives are identified	At least 50%	Interim review and regular monitoring through the local branch chambers Business registration records	Unwillingness and/or reluctance from herders to formalize their groups
	% of herder families engaged in small scale vegetable production	TBC after herder groups/cooperatives are identified	At least 80%	Regular monitoring through local Agricultural Extension Centres	Cold spring/summer Drought
	# of 2010 Dzud Lessons Learned/Assessment report published and distributed.	4-5 various assessment reports, and studies but no incorporated report,	At least 500 copies	Printed and distributed copies	There is wide range of stakeholders interested having consolidated Disaster Assessment report at national level.
	National Recovery Plan developed and approved	No plan		Approved plan	The Government will actively cooperate with development of plan.
	# of users/visitors of NEMA website for GIS-based database on disaster loss and disaster mapping	No website, no database available	At least 600 visitors	Functional website and database regularly used by various stakeholders and public	There are many stakeholders/users of database demanding access to information and

						transparency of aid distribution.
	% of technical capacity increase of Uvurkhangai, Dundgobi and Khovd aimag EMDs	n/a	At least 50%	Field visit/ inventory of equipment	Procurement of equipment will be made timely without obstacles	
	# of NEMA personnel trained increasing their technical skills	n/a	At least 450	Training reports, test conducted, certificates	NEMA personnel will be available for training without major emergency activities.	

IV.4. Annual Workplan Budget sheet

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	RESPONSIBLE PARTY	PLANNED BUDGET	
			Source of Funds	Budget Description Amount US\$
Output 1.1: 1.5-2.0 ¹³ million livestock carcasses will be removed in the territories of 225 bags in three aimags reducing health risks and pollution of living environment of rural households;	Create a structure/team to implement Cash for Work (CFW) program at UNDP Country Office consisting of eight members, and develop an Operational plan for CFW Program;	UNDP	TRAC 1	72,200
Output 1.2: Over 18,500 herders including Otor herders ¹⁴ will receive cash equal to USD 70 per person as their fees for burial work to clean surroundings;	Develop a detailed Communication / Advocacy Plan to raise public awareness on CFW, and establish efficient communication between the stakeholders, and implement it throughout the CFW Program period;	UNDP/CFW team	TRAC 1	4,000
Output 1.3: 51 Soum Government will benefit provision of a spray tool/pump for any disinfection work in future livestock burial and/or responses to disease outbreaks;	Develop clear instructions on procedures of CFW Program based on the estimations of carcasses and herder numbers in target areas, and disseminate these instructions through all means and media channels;	UNDP/CFW team National Radio	TRAC 1	6,400
Output 1.4: 4,500 herder families are supported to improve disaster preparedness facilities through Cash for work programmes (based on lessons learned from the Disaster Management Project Phase III.	Banking cots, database development and fuel costs Provide Grants for disaster prevention Training on disaster prevention Travel, staff and other management costs for the DP Grants Programme Undertake procurement and distribution of carcass removal tools and implements, and hygiene and safety material ; Carry out removal of carcasses in the target	UNDP/CFW team Bank DP Grants Project Team DP Grants Project Team DP Grants Project Team UNDP/CFW team three aimag NEMA branches, Aimag Coordinators, Soum/Bag government, herders	TRAC 1 To be mobilised To be mobilised To be mobilised TRAC 1 CERF TRAC 1	15,600 2,250,000 50,000 257,500 145,000 1,400,271 50,400

¹³ Death toll of the livestock is expected to increase in coming spring months

¹⁴ Otor herders are those herders who migrate with their herds to other regions in search of better pastures i.e. those originally not a registered citizen of a given soum/aimag

alternative income-generating activities	the existing available microfinance programmes					
<u>Output 2.4:</u> At least 50% of the herder groups/cooperatives identified under Output 2.2 registered themselves as formal entities	Group training on vegetable production in collaboration with National Association of Mongolian Agricultural Cooperatives and local Agricultural Extension Centres	AL team MFALI	Cost sharing			30,000
<u>Output 2.5:</u> Families of at least 80 % of herder groups/cooperatives identified under Output 2.2 engaged in small scale vegetable production for their personal consumption	Hands-on exercises on the production sites including provision of seeds Monitoring, management and other operation costs (including staff) GMS 7%	AL team UNDP	Cost sharing Cost sharing			30,000 99,000 126,000
Subtotal for Outcome 2						1,800,000
EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	RESPONSIBLE PARTY		Budget Description	Source of Funds	PLANNED BUDGET Amount US\$
<u>Output 3.1:</u> Disaster coordination and communication among national institutions and donor organizations is improved;	Conduct Rapid assessment of current disaster coordination mechanisms to identify weaknesses and problems, and suggest more efficient options;	ERST UNDP NEMA			TRAC 3	24,000
<u>Output 3.2:</u> Analysis for 2010 Dzud is conducted, lessons drawn from the disaster is reflected in national policy for DRR and Recovery planning;	Complete 2010 Dzud Lessons Learned/ Final Assessment Report incorporating various assessment reports and studies produced since January 2010 outlining magnitude and nature of the disaster, lessons learned, gap analysis and its overall impact;	ERST, ERC, UNDP			TRAC 3	25,000
<u>Output 3.3:</u> IT-based national database on disaster losses created and Dzud scope as well as aid distribution mapping made for identification	Develop National Recovery Plan including livelihood rehabilitation, and improvement of disaster preparedness of herders. The plan will provide a basis for resource	ERST UNDP NEMA			SDC TRAC 3	33,600 20,500

<p>of gaps and further update; Output 3.4: Technical capacity of five NEMA Regional Centres is strengthened for search and rescue operations during emergencies within their own regions</p>	<p>mobilization for its implementation; Develop GIS-based mapping for disaster magnitude and emergency responses, and create database on disaster losses including human and economic assets; Undertake Rapid assessment of technical capacity of Uvurkhangai, Dundgobi and Khovd aimag EMDs to identify immediate needs for improving the efficiency of their search & rescue (S&R) operations for future Dzuds; Based on the above needs assessment provide the above mentioned three Aimag EMDs with necessary equipment and tools to ensure effective Dzud response, communication, S&R, and mitigation measures; Conduct necessary training for NEMA personnel of three Aimag EMDs for improved S&R operations; GMS 7% GMS 7%</p>	<p>ERST NEMA Disaster III UNDP NEMA Disaster III UNDP NEMA Disaster III, UNDP NEMA</p>	<p>TRAC 3 Cost sharing Cost sharing Cost sharing SDC Cost sharing</p>	<p>20,400 1,500 800,000 5,000 2,500 67,500 1,000,000 8,050,000</p>
<p>Subtotal for Outcome 3</p>				
<p>GRAND TOTAL</p>				

V. MANAGEMENT ARRANGEMENTS

The ER Support Programme will be implemented over a period of one and half years, starting in April 2010. UNDP's newly developed Fast Track (FT) Mechanism will be applied to implement the Programme under the Direct Execution (DEX) modality for the first 12 months.

The FT mechanism application is approved by UNDP HQ based on the following reasons:

- Time is of essence in implementing the above planned activities. The cash-for-work (CFW) activities have only a limited implementation window in early spring. In order to implement CFW of USD 1,800,000 within this limited period, procurement of necessary materials, including fuel, hand tools for digging and repairing of fences, personnel safety clothing, disinfection equipments and sanitation materials, etc., needs to be completed immediately, and these materials need to be transported and distributed to the remote project sites in this vast country within this short timeframe. The CERF guidelines stipulate that its funding (USD 1,500,000) should be fully committed within three months after its approval.
- NEMA's capacity to coordinate donor funded assistance needs urgent support as a large amount of resources have been received from various partners, and its internal capacities have been stretched to the limit, making it unable to respond expeditiously to many of the numerous requests from UN Agencies, NGO's and bilateral partners in a timely manner.
- While CFW assists herders in meeting some of their immediate needs, the Government has requested UNDP for equally urgent support for alternative livelihoods for herders by upgrading their skills, vocational training as well as support with loan guarantees for new businesses.
- The FT mechanism will ensure the flexibility to recruit on an urgent basis the staff needed to implement the CFW and alternative livelihood programmes, the coordination team in NEMA, and any additional national staff required to manage the increased workload in the CO.

Under the FT mechanism, programme implementation will adhere to UNDP DEX execution requirements. UNDP is ultimately responsible for the timely delivery of inputs and outputs and for the coordination of all other responsible parties including line ministries, relevant agencies, and local government authorities, and donor organizations in the Early Recovery Cluster. The CO has an experienced and solid management team in place that fully recognizes the importance of accountability for the Organization's resources and transparency in its operations.

Under the first programme component, UNDP will create a compact team to manage the CFW component in the CO for a period of three months to complete the removal of carcasses in a timely manner with adequate quality. It will be headed by a National Programme Coordinator (NPC). He/she will be a national professional designated for the three-month duration of the programme. The NPC is responsible for the day-to-day management of the programme and for ensuring that the CFW programme produces the results specified in this document with the required standard of quality and within the specified timeline and budget. The NPC's TOR is attached in Annex 3.

Under the direct supervision of the NPC and overall guidance of the Environment & DRR Team Leader, the following three members will comprise the CFW team:

- Financial and Administrative Officer;
- Communication & Advocacy Officer; and
- Aimag Coordinators (three individuals)

UNDP Country Office capacity will need to be strengthened by recruiting the following staff:

- General Administrative Assistant
- HR Assistant

Their TORs are given in Annex, 4, 5, 6, 7 and 8.

Under the CfW component, the Project will establish cash-for-work schemes in all 51 soums in Khovd, Dundgobi and Uvurkhangai aimags. The herders will be formed into groups and provided with shovels and other required small hand tools to remove the carcasses of dead animals. Upon completion of planned work, the herders will receive a fee to be disbursed by the Khan Bank, which was selected by UNDP (subject to future confirmation by local government), based on a review of potential partner banks. The following findings led to the decision to select the Khan Bank (KB) as the partner in implementing the CfW:

- a) Well established branches all over the country at all levels, including the 3 aimags and 51 soums where CfW will be implemented; (The Khan Bank has 21 regional branch offices throughout the country, each of which supervises an additional 15 to 25 smaller branches in its area).
- b) Proven record of professional experience to carry out the assignment of disbursing cash funded by SDC. KB carried out disbursement of cash to: 2,122 herders in 19 soums of Gobi-Altai aimag in 2002, 2,348 herders in 22 soums of Zavkhan aimag in 2003, 1,492 herders in 14 soums of Dundgovi aimag in 2004-2005, and 1,652 herders in 17 soums of Khovd aimag in 2006;
- c) Timely distribution of Government pensions, benefits, salaries, aid, child money and other benefits to rural areas for past 19 years;
- d) On-line services, well equipped branches and trained staff.

At the soum level, the government will hire soum coordinators to work under the supervision of aimag coordinators. The list of beneficiaries will be compiled by the soum coordinators in consultation with the aimag coordinators and reviewed and approved by a committee composed of the governor's office and, a CSO representative at the soum level, to ensure transparency in the selection of beneficiaries. When the beneficiary list is finalised and approved by the committee, Khan Bank will enter the beneficiary data into its system. Once the work is completed on the ground, and it is certified by the committee and UNDP, Khan Bank will disburse the payments directly to the herders.

Under the direct supervision of the Disaster Programme Officer of UNDP and overall guidance of the Environment & DRR Team Leader, the implementation of the Disaster Prevention Grants Programme will be undertaken by a Program Management Team consisting of three members (Program Coordinator, Training Officer, and Administration & Finance Officer) that will be established at UNDP CO solely for the purpose of implementing DPGP. The DPGP team will be assisted by Soum level coordinators in selected soums for the program. Grants will be provided to Herder groups, consisting of 10-30 members. An advance payment of approximately 40% will be made before the start of the work, and another 60% afterwards. The project team, UNDP and the local government will cooperate on the selection of beneficiaries, monitoring of the progress and evaluation of the completed work.

The Implementation of Outcome 2 will be managed by a separate project management team in charge of the alternative livelihood (AL) activities. The team will be headed by the Project Manager and composed of other technical staff to manage the day-to-day operation of the project and coordinate the field activities with other on-going UNDP project in the related fields such as the Sustainable Land Management for Combating Desertification Project (SLM Project) and the Enterprise Mongolia Project-Phase 2 (EMP-2). The initial implementation of the project will focus on Uvurkhangai aimag where other on-going UNDP projects have

been already in the field. The MNCCI will be one of the implementation partners to facilitate the market promotion activities for the project beneficiaries and channel the herders' products to the market.

The Implementation of the Outcome 3 will be managed by the UNDP-funded Disaster III project with the addition of 2 more staff (Training Officer and Procurement & Administrative Officer) to the existing team. Implementation will be under the NEX execution modality. The coordination component of Outcome 3 will be implemented by Early Recovery Support Team located at NEMA to assist NEMA in overall coordination both between state organizations and between NEMA and donor organizations. A detailed TOR of the ERST is attached as Annex 9. A separate TOR to carry out the 2010 Dzug Lessons Learned is shown in Annex 10.

The UNDP team in Mongolia will receive technical support and assistance from the UNDP's Bureau for Crisis Prevention and Recovery Unit in Bangkok and Geneva.

VI. MONITORING AND EVALUATION

The overall monitoring framework is being designed to ensure effective multi-stakeholder (UNDP, Government, civil society, community, donors) monitoring of project activities. Monitoring actions and events will include: on-site monitoring, regular reporting, financial expenditure tracking, etc. These functions will be supported by the Project Team. The monitoring framework is intended to achieve the following purposes.

- **Results-Oriented:** Ensure appropriate measurement and assessment of project performance in order to effectively improve its management and achieve results.
- **Quality Assurance:** Ensure quality in project activities to ensure best possible benefit for beneficiaries, through monitoring delivery and identifying issues that need corrective action and ensure that additional assistance is provided early.
- **Accountability:** Ensure accountability in the use of programme resources through heavy emphasis on financial reviews to make sure that funds are being appropriately used to achieve defined outputs, and that the implementing agents have sufficient controls in place to demonstrate that funds are being used appropriately.
- **Transparency:** Ensure transparency in project activities, finances, and results to all stakeholders.
- **Learning:** Ensure that the project has mechanisms to ensure learning for purposes of improving ongoing implementation and guiding new initiatives, and to identify key lessons learned and successes from project implementation in relation to Dzug response activities by UNDP, the Government and development partners.

In order to achieve these purposes, the monitoring framework for the ER support programme would seek to apply the following measures:

- **Day to day monitoring** of implementation will be the responsibility of the CfW, AL, and Disaster III teams with oversight by UNDP. Based on the project's Work plan and its indicators, the Project Teams will inform the UNDP Country Office (CO) of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.
- **Periodic monitoring** of implementation will be undertaken by the UNDP CO through daily/weekly/monthly meetings with the project teams. This will allow parties to review and troubleshoot problems in a timely fashion to ensure smooth implementation of project activities. UNDP

CO will conduct necessary visits to field sites to assess project progress first hand. A Field Visit Report will be prepared by the CO and circulated to all stakeholders.

- The project teams will be responsible for the preparation and submission to UNDP of the following mandatory reports: Quarterly Status Report, Annual Progress Report (APR), and the Outcome Report.
- To facilitate the sharing of information, the project team will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects by partners in ERC. The reports will be submitted to the UNDP-CO and shared with cluster members and other UN Clusters. If requested, the project staff will prepare project specific technical reports and technical publications. The technical reports will represent the project's substantive contribution to specific areas, and be used in efforts to disseminate relevant information and best practices at local, national and international levels.

Financial Monitoring

The programme's financial resources will be managed through a series of controls at various levels. All financial transactions are monitored, recorded, analyzed and reported through UNDP's ATLAS Enterprise Resource Planning (ERP) system.

The Project Implementation Units will be closely monitored by relevant UNDP teams. They confirm delivery of activities and outputs against agreed schedules, and review and confirm whether the resources are being used in an effective manner. UNDP Financial monitoring includes:

- Monitoring and reviewing financial reports against agreed project budgets to ensure fairness of expenditure;
- Verifying accuracy and completeness of financial information, including review of supporting documents and test of expenditure details;
- Requesting clarification or additional information as required to verify and justify expenditures;
- Providing advice and technical assistance to the implementing unit on measures necessary to enhance their project financial management in line with UNDP standards and norms;
- Payments by the implementing units that are not in line with approved WP/QWP and/or which do not have adequate supporting details and documentation can be rejected for reimbursement by UNDP.

VII. LEGAL CONTEXT

This document, together with the Country Programme Action Plan (CPAP) 2007 - 2011 signed by the Government and UNDP, which is incorporated by reference, constitutes together a Project Document as referred to in Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1. Consolidated donor response to Dzud emergency in Mongolia, 26 April, 2010

Donor	Focus area	Funding (please indicate how much is provided and is planned)	Description	Timeline (immediate response /medium or long term support)	Coordination
<i>Direct delivery of aid</i>					
UNFPA	Provision of health services in 8 affected aimags including Bayan-Ulgii, Khovd, Uvs, Gobi-Altai, Khuvsgul, Zavkhan, Uvurkhangai, Bayan-khongor	\$100,000 UNFPA Programme funds \$242,461 Raised through CERF funding \$270,330 Raised and received from Australian Government	Travel cost of outreach medical services and transportation of expectants; Provision of essential RH drugs, RH kits and other basic supplies; Nutritional supplements to pregnant and lactating mothers; Limited funding support for restoring livelihood of female headed households	Immediate Immediate Immediate and medium term	
UNDP	1)Uvurkhangai aimag : Zuumbayan-Ulaan & Uyanga soums 2) Govi-Altai aimag: Bayan- Uul soum 3) Khovd aimag: Bulgan & Altai soums	\$5000 \$2000 \$10000 Total sum: \$17.000	Feed for livestock; medicine package, flour and rice and petrol expenses are included; (same as above excluding petrol expense) Coal, rice, flour, fodder and petrol expenses	Immediate and medium term	
UNICEF	Focus on children, pregnant and lactating women in 133 most affected soums	-USD 45.000 immediately were reprogrammed from UNICEF programme funds	Based on the request from MECS, USD 45,000 was reprogrammed to address urgent heating concerns in 18 schools and dormitories in GobiAltai, Zavkhan, Uvs, Khovd and Bulgan aimags.	Immediate and medium term	Coordinating response with MoECS, MoH, NEMA, aimags' health and education

<p>UNHCR</p>	<p>Herders in affected region</p>	<p>-USD 201,450 received from UNICEF HQ</p> <p>-USD 963,803 was raised through CERF</p> <p>-USD 294,958 was provided by the Government of Australia.</p>	<p>USD 201,450 was received from UNICEF HQ for procurement of food, blankets, clothing, medical and health kits, indoor recreation kits and psychosocial support for children in dormitories.</p> <p>As a part of the joint UN proposal to CERF, UNICEF received USD 963,803 to support children in dormitories and pregnant women. Additional USD 394,658 was received from the Government of Australia.</p>	<p>Immediate</p>	<p>departments; UN Agencies and Save the Children Japan. Seven convoys with supplies provided by UNICEF were dispatched from Ulaanbaatar to 22 most affected soums in 6 aimags (Khovd, Uvs, BayanUlgii, Zavkhan, GobiAltai), Khuvsgul between 24 February and 7 March 2010.</p>
<p>Mongolian Red Cross Society and IFRC</p>	<p>Herders in the most-affected soums in <u>five aimags, Arkhangai, Uvurkhangai, Khuvsgul, Zavkhan and Gobi-Altai</u> (based on rapid assessment results).</p>	<p>IFRC has made CHF 400 000 / USD 381 982 available from the DREF, with replenishment from European Union/ECHO CHF 220 842 and total CHF 179 158 from Netherlands and Canadian Governments and</p>	<p>Food packages (flour, rice, vegetable oil, sugar, salt, tea) and non-food items (warm clothes and boots both for adults and children) for 3 months for 1,200 vulnerable families (with elderly, children, members with disabilities) as well as IEC materials on psychosocial support, disaster prevention, health and first aid.</p>	<p>Immediate</p>	<p>Direct support is transferred to NEMA</p>

Russian Federation	Herders in affected regions	Ausaid 10 Million Roubles (318,500 USD)	25 wagons of fodder, lubricant, warm clothes, and medicines	Immediate	
People's Republic of China	Herders in affected regions	10 Million RMB (1 Million USD)	Electricity generators, noodles, rice, blankets, and food	Immediate	
Millennium Challenge Corporation	Herders in regions of MCA Peri-urban Project, around UB, Darkhan, Erdenet, Choibalsan, Kharkhorin/herder selection is underway	3.5+ million USD	To address some of the medium-term recommendations made by FAO, namely: <ul style="list-style-type: none"> • Increase fodder production through improved seed and training • Improve winter animal shelter • Assist herders to access markets for their animal and dairy products • Strengthen animal support services through training and capacity building in preparedness 	Medium-term over next three years	Through MCA contracts, as announced on www.mca.mn
World Vision	Herders in affected regions		Fodder, food aid, warm clothes	Immediate	
Australia	Herders in affected regions	1 Million Australian Dollars	In response to the Government request. The funding will be channeled through UNICEF, UNFPA and IFRC	Immediate	
FAO	Herders in affected regions		FAO is undertaking a rapid assessment in response to the government request for support		

USA	Herders in affected regions	25.000 USD	The US Government will channel funds through the Mercy Corps NGO.	Immediate	
SAVE THE CHILDREN	Education sector focus: Dormitory and kindergarten children in most-affected soums of Zavkhan, Gobi-altai, and Dornod aimags for the initial response.	USD 119,185 (Contributions from Save the Children Australia, Japan, Korea, Norway, Sweden, UK, and US)	Food aid (flour, rice, vegetable oil, sugar, powdered milk [for institutional use], raisins, berry juice concentrate), fuel, blankets, hygiene and sanitation supplies, and heating systems repair, targeted to benefit 3,761 children in 23 schools & school dormitories, and 1,919 children in 12 kindergartens. An Education Needs Assessment will be carried out in February/March involving expatriate consultants to gather/generate evidence of the immediate & mid-term impacts of dzud on children in relation to accessing preschool/primary education.	Immediate	Coordinating our responses with: Ministry of Education, Culture, and Science, and aimag education departments; UNICEF; and ADRA for direct support in Zavkhan
TURKEY	Affected regions	50,000 USD direct support	A plane with humanitarian assistance arrived on 23 Feb with following aid: -250 Food parcels (Rice, chickpeas, flour, dry beans, macaroni and sugar) - 750 Blankets -1000 Sleeping Bags -1140 Warm Clothes The total value of these materials is approximately 85.000 US dollars.	Immediate	Direct support is handed to NEMA
ADB	Nationwide	2.5 Million USD	1. ADB will strengthen activities of ongoing Food Stamp Program, Crisis Response Project, and Water Points and Extension Station Establishment for Poor Herding Families project in most affected aimags and orient existing activities to enhance resilience of herders against extreme weather condition.	Medium to long-term Immediate	NEMA, MOFALI

		Direct support		2. 2. In addition ADB has provided financial support of USD2.5 million from its Asia Pacific Disaster Response Fund to help herders to overcome consequences of dzud. 3. ADB is preparing a project on livelihood restoration (app. budget USD2-3 million)	Medium	
JAPAN	Affected regions	700,000 USD		200,000 USD – “Grass Root” Grant aid 500,000 USD- Counterpart Fund of the Non-Project Aid to provide fodder, flour and transport cost.	Immediate	Direct support to NEMA
Caritas, NGO Czech Republic	Tsetserleg soum, Khuvsugul aimag Bayan-Undur soum, Uvurkhangai aimag	6100 USD		Immediate food items for most vulnerable groups of the population Mid-term recovery project is under formulation targeting Bayan-Undur soum, Uvurkhangai aimag	Immediate and medium-term	
FLOM, Finland	Affected people in Erdenedalai Dumdobi aimag	8 Million MNT		In-kind assistance	Immediate	
Brazil	Affected regions	100,000 USD			Immediate	Through UNICEF
Philippines	Affected regions	18,500 USD			Immediate	
European Union	Affected regions	270,450 USD			Immediate	Through World Bank
Luxembourg	Affected regions	67,610 USD			Immediate	Through World Bank
Germany	Affected western regions	100,000 Euro		Medical kits, clothing, removal of carcasses	Immediate	Through the World Vision Mongolia and World Vision Germany
Canada	Affected regions	100,000Cdn\$		Immediate food and non-food items for most vulnerable groups of the population	Immediate	Through IFRC (DREF) replenishment and

	Affected people Selenge and Khuvsgul aimags	42,500 USD	Immediate food and non-food items for 230 herder families in Selenge and Khuvsgul aimags	Immediate	response to the appeal) Through MRCS branches in Selenge and Khuvsgul aimags
SDC	20 soums (16 soums in Zavkhan; 2 in Gobi-Altai, 1 in Bayan-Ulgii, 1 in Arkhangai) Western aimags of Mongolia	CHF 500,000 CHF 18 Mio.	Immediate relief for herder groups according to their self-defined priorities (e.g. cash for work, material aid, opening of roads, access to social services) as well as early recovery / prevention (e.g. hay making, alternative income opportunities) Improved pasture management, alternative livelihoods, animal health, livestock marketing and coping mechanisms with desertification	Immediate Medium-term	

ANNEX 2. EARLY RECOVERY SUPPORT PROGRAMME STRATEGY

Early recovery is the term used to describe the application of development principles to humanitarian situations. These principles include: national ownership; capacity utilisation and support; and people's participation. Its intention is to stabilise local and national capacities from further deterioration so that they can provide the foundation for full recovery and stimulate spontaneous recovery activities within the affected population. From the outset of a disaster, it is vital to support, sustain and begin to rebuild the essential national and local capacities that are necessary to overcome the situation in the longer term.

1. Early Recovery Guiding Principles

As per the “*UNDP Policy on Early Recovery*” (February 2008), the following guiding principles will be applied for this early recovery programme.

1. **National ownership:** National ownership is very important for early recovery efforts to stabilise the situation. It is indispensable for the achievement of a more sustainable full recovery.
2. **National capacity utilisation and support:** National ownership cannot fully materialise if national actors and institutions do not have the required capacities to lead, manage and implement the process. This Early Recovery Programmes should develop the capacities of the state and other duty-bearers to fulfil their main obligations and responsibilities towards the population. Additionally, affected populations should be seen as fundamental actors requiring capacities to drive the process of recovery and claim their rights.
3. **Community-centred approach:** National ownership and capacity development extend beyond the central government to include actors at all levels, especially that of the local community. Participation of communities in decision making, implementation and monitoring and evaluation of local programmes will increase the appropriateness of the early recovery interventions.
4. **Risk reduction:** A crisis can precipitate opportunities for improvement in conditions that resulted in the losses and instability in the first place. Recovery aims to promote the restoration of services, systems and institutions to a more advanced state than before the Dzud through the application of improved standards and policies.
5. **Promoting gender equality:** The promotion of gender equality and women's empowerment will be integrated as a cross-cutting issue in all the programme activities.
6. **Transparency and accountability:** This comprises full accountability to beneficiaries, as well as to governments and donors. It includes a transparent recovery planning process, the sharing of good practices and rigorous monitoring and evaluation. This also means putting beneficiaries as active rights-holders at the centre of the recovery process.

Annex 3: Terms of Reference for National Program Coordinator for Cash for Work Program to assist carcasses removal in Dundgovi, Khovd, Uvurkhangai aimags of Mongolia

Project Title: Immediate removal of 1.5 million livestock carcasses in Dzud affected communities under the poverty line to avoid immediate health and associated risks.

Duty Station: UNDP Country Office, Ulaanbaatar, Mongolia

Duration: 3 Months

Start Date: starting from 1 March 2010

BACKGROUND

The Dzud started in Mongolia in late December 2009, and further intensified with continuous low temperatures, strong wind and snow fall. This has created a blanket of snow over Mongolia; covering 60% of its surface with at least 20-40 cm of snow. This puts grasses out of reach for Mongolia's more than 40 million heads of livestock. The sector is responsible for 30% of the GDP, and the only source of income for 34% of the population. The majority of cattle are now malnourished and as of early March 3 million heads of livestock have died, a number expected to rise by another 3-4 million by June 2010. This has directly taken away the entire income and food source of many herders, in a country where 30% of the population lives below the poverty line and most herders are self sufficient. The disaster is expected to continue for several months and the country faces the enormous challenge to clear out the millions of carcasses that are lying around.

The National Emergency Agency (NEMA) has developed a plan to clear out the entire country of livestock carcasses, with a total budget of around 4 million US\$. As warned by WHO, the large number of carcasses is a direct threat to the weakened population. If not removed before warmth comes, extensive pollution of soil, water sources, and pastures could cause break of diseases and they remain a depressing sight for herders, and livestock that survived. The decaying carcasses can also attract flies, cockroaches and dogs which can also become vectors for spread of diseases such as diarrhoea. The harsh winter currently acts as a natural fridge that contains disease outbreaks, but this will change by spring.

In support to the Government, UNDP has contributed US\$ 300,000 for the removal of carcasses from its own sources, and it has sought additional fund of USD 1, 5 million from the Central Emergency Relief Fund (CERF) of OCHAA.

With this mobilized fund UNDP will support the National Emergency Management Agency to clear out 1,500,000 carcasses through community cash-for-work activities involving 18,500 herders directly in the clearing activities. The herders will be provided with required hand tools, protective clothing, and their work will be coordinated by NEMA and the local authorities.

SCOPE OF WORK

In order to assist in managing this program, UNDP needs a full time Programme Coordinator, responsible for smooth implementation of Cash for Work Program in target three aimags. S/he will be managing Cash for Work (CFW) Program Team consisting of seven members as follows:

1. Programme Coordinator
2. Finance Officer
3. Communication Officer
4. Translator (on call basis)
5. Aimag Coordinator (three persons for two months)

The CFW Program Team will operate as part of Environment and DRR¹⁵ Team of UNDP Mongolia, and the Program Coordinator will report to Environment & DRR Team Leader of UNDP CO. The CFW Program Team will function for a three-month period at UNDP CO, who will make available a work space for the team; UNDP will be responsible for providing with necessary office equipment and transport means.

The CFW Program Team will operate on daily basis communication with the relevant units of NEMA, Emergency Departments of Dundgovi, Uvurkhangai, Khovd aimags, other program and operation teams at UNDP CO and the Media organizations. The scope of the CFW Program Team function will be specifically focused on Carcasses Removal matters not overlapping with other duties of program units of UNDP.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

Under the direct supervision of the Environment and DRR Team Leader, UNDP Mongolia, the Programme Coordinator is responsible for timely implementation of UNDP CFW program with adequate quality, and final reporting on the program results.

The incumbent will lead the CFW Program Team taking the ultimate responsibility for high quality implementation and technical support to local level government authorities in carcasses removal while providing professional guidance to team members as well as coordinating the unit activities with those of other teams of UNDP.

The specific duties of the Program Coordinator will include the following but not limited to:

- Conduct Needs assessment of aimag, soum level government organizations in carcasses removal, finalization of estimation for necessary equipment, hand tools, and protective clothing;
- Develop Operational Plan for the unit for 3 month period;
- Develop Procurement Plan necessary for the carcasses removal;
- Ensure wide public awareness on objectives, and procedures of CFW Program through national Radio and other media tools;
- Ensure smooth financial transaction of fees to local beneficiaries/herders worked for carcasses removal;
- Ensure proper monitoring of activities in close cooperation with government counterparts, and media entities towards timely and adequate quality of carcasses removal work in three aimags
- Produce final report on Cash for Work Program, and submit to UNDP

The Program Coordinator will be responsible for the following deliverables with adequate quality in a timely manner:

EXPECTED DELIVERABLES

1. Operational Plan for CFW Program;
2. Procurement Plan for necessary hand tools, and sanitation materials etc.;
3. Communication Plan of Cash for work Program
4. Final report on Cash for work/Carcasses Removal
5. Compiled data/factsheet on Cash for work/Carcasses Removal for public information

REQUIRED QUALIFICATIONS

- University degree in social sciences or discipline relevant to disaster management, disaster risk reduction, climate change, natural resource management and other related fields;

¹⁵ Disaster Risk Reduction

- At least 15-year work experience in relevant to this assignment fields i.e. emergency response, early recovery, relief coordination and management, DRR programme planning, implementation, monitoring and evaluation in Mongolia;
- Good managerial and leadership skills for providing guidance to team members and overall supervision of a program/project personnel, ensuring the adequate quality output in a timely manner; prior experience on UNDP projects will be preferred;
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Excellent writing and spoken English and Mongolian

Annex 4: Terms of Reference for Finance Officer for Cash for Work Program to assist carcasses removal in Dundgovi, Khovd, Uvurkhangai aimags of Mongolia

Project Title: Immediate removal of 1.5 million livestock carcasses in Dzud affected communities under the poverty line to avoid immediate health and associated risks.

Duty Station: UNDP Country Office, Ulaanbaatar, Mongolia

Duration: 3 Months

Start Date: starting from 1 March 2010

BACKGROUND

The Dzud started in Mongolia in late December 2009, and further intensified with continuous low temperatures, strong wind and snow fall. This has created a blanket of snow over Mongolia; covering 60% of its surface with at least 20-40 cm of snow. This puts grasses out of reach for Mongolia's more than 40 million heads of livestock. The sector is responsible for 30% of the GDP, and the only source of income for 34% of the population. The majority of cattle are now malnourished and as of early March 3 million heads of livestock have died, a number expected to rise by another 3-4 million by June 2010. This has directly taken away the entire income and food source of many herders, in a country where 30% of the population lives below the poverty line and most herders are self sufficient. The disaster is expected to continue for several months and the country faces the enormous challenge to clear out the millions of carcasses that are lying around.

The National Emergency Agency (NEMA) has developed a plan to clear out the entire country of livestock carcasses, with a total budget of around 4 million US\$. As warned by WHO, the large number of carcasses is a direct threat to the weakened population. If not removed before warmth comes, extensive pollution of soil, water sources, and pastures could cause break of diseases and they remain a depressing sight for herders, and livestock that survived. The decaying carcasses can also attract flies, cockroaches and dogs which can also become vectors for spread of diseases such as diarrhoea. The harsh winter currently acts as a natural fridge that contains disease outbreaks, but this will change by spring.

In support to the Government, UNDP has contributed US\$ 300,000 for the removal of carcasses from its own sources, and it has sought additional fund of USD 1, 5 million from the Central Emergency Relief Fund (CERF) of OCHAA.

With this mobilized fund UNDP will support the National Emergency Management Agency to clear out 1,500,000 carcasses through community cash-for-work activities involving 18,500 herders directly in the clearing activities. The herders will be provided with required hand tools, protective clothing, and their work will be coordinated by NEMA and the local authorities.

SCOPE OF WORK

For the management of this program, UNDP is creating Cash for Work (CFW) Programme Team consisting of seven members as follows:

- Program Coordinator
- Finance Officer
- Communication Officer
- Translator (on call basis)
- Aimag Coordinator (three persons for two months)

The CFW Program Team will operate as part of Environment and DRR¹⁶ Team of UNDP Mongolia, and the Program Coordinator will report to Environment & DRR Team Leader of UNDP CO. The CFW Program Team will function for a three-month period at UNDP CO, who will make available a work space for the team; UNDP will be responsible for providing with necessary office equipment and transport means.

The CFW Program Team will operate on daily basis communication with the relevant units of NEMA, Emergency Departments of Dundgovi, Uvurkhangai, Khovd aimags, other program and operation teams at UNDP CO and the Media organizations. The scope of the CFW Program Team function will be specifically focused on Carcasses Removal matters not overlapping with other duties of program units of UNDP.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

Under the direct supervision of the CFW Program Coordinator, the Finance Officer is responsible for timely financial estimation of carcass removal work using data on carcasses available, herders lost their livestock, establishment of per carcass removal fee, efficient ways for cash transfers to beneficiaries, and financial report on cash for work program implementation.

The specific duties of the Finance Officer will include the following but not limited to:

- Conduct financial estimation of Cash for Work Program based on the results of needs assessment for aimag, soum level government organizations in carcasses removal including logistics costs;
- Assist in development of Operational Plan for the unit for 3 month period, particularly, budgeting of the activities;
- Assist in development of Procurement Plan for items necessary for the carcasses removal;
- Design efficient layout of the financial and other data necessary for fee disbursement to beneficiaries in MS Excel;
- Compile the financial and other data received from target areas into the Excel sheets, and conduct financial analysis of the data;
- Prepare financial report of the CFW program delivery;
- Undertake quantitative analysis of data, and provide input to the final reporting of the CFW Program;
- Prepare Memorandum of Understanding (MoU) between parties on cash transfer to local beneficiaries, and obtain comments from other unit colleagues for finalization;
- Undertake smooth bank transfer of fees to local beneficiaries/herders worked for carcasses removal through negotiations and agreement with an appropriate bank;
- Ensure proper monitoring of financial transactions between UNDP/beneficiaries and local organizations in close cooperation with the chosen bank, and local government counterparts;
- Contribute to the final report on Cash for Work Program, and its finalization

The Finance Officer will be responsible for the following deliverables with adequate quality in a timely manner:

EXPECTED DELIVERABLES

- Table for Financial estimation of carcasses removal work in three aimags;
- Estimated needs for procurement of goods for CFW Program implementation;

¹⁶ Disaster Risk Reduction

- Operational Plan for CFW Program
- Procurement Plan for necessary hand tools, and sanitation materials etc.;
- Final report on Cash for work/Carcasses Removal
- Compiled quantitative data/factsheet on Cash for work/Carcasses Removal

REQUIRED QUALIFICATIONS

- University degree in social sciences or discipline relevant to economics, financial accounting, business administration, statistics and other related fields;
- At least 10-year work experience in relevant to this assignment fields i.e. project/program finance, accounting, business administration, financial management, project/program monitoring and evaluation in Mongolia;
- Strong analytical skills for working with quantitative data, financial estimations, and budget planning; prior experience on UNDP program finance/ project financial management will be preferred;
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Excellent writing and spoken English and Mongolian

Annex 5: Terms of Reference for Communication Officer for Cash for Work Program to assist carcasses removal in Dundgovi, Khovd, Uvurkhangai aimags of Mongolia

Project Title:	Immediate removal of 1.5 million livestock carcasses in Dzud affected communities under the poverty line to avoid immediate health and associated risks.
Duty Station:	UNDP Country Office, Ulaanbaatar, Mongolia
Duration:	3 Months
Start Date:	starting from 1 March 2010

BACKGROUND

The Dzud started in Mongolia in late December 2009, and further intensified with continuous low temperatures, strong wind and snow fall. This has created a blanket of snow over Mongolia; covering 60% of its surface with at least 20-40 cm of snow. This puts grasses out of reach for Mongolia's more than 40 million heads of livestock. The sector is responsible for 30% of the GDP, and the only source of income for 34% of the population. The majority of cattle are now malnourished and as of early March 3 million heads of livestock have died, a number expected to rise by another 3-4 million by June 2010. This has directly taken away the entire income and food source of many herders, in a country where 30% of the population lives below the poverty line and most herders are self sufficient. The disaster is expected to continue for several months and the country faces the enormous challenge to clear out the millions of carcasses that are lying around.

The National Emergency Agency (NEMA) has developed a plan to clear out the entire country of livestock carcasses, with a total budget of around 4 million US\$. As warned by WHO, the large number of carcasses is a direct threat to the weakened population. If not removed before warmth comes, extensive pollution of soil, water sources, and pastures could cause break of diseases and they remain a depressing sight for herders, and livestock that survived. The decaying carcasses can also attract flies, cockroaches and dogs which can also become vectors for spread of diseases such as diarrhoea. The harsh winter currently acts as a natural fridge that contains disease outbreaks, but this will change by spring.

In support to the Government, UNDP has contributed US\$ 300,000 for the removal of carcasses from its own sources, and it has sought additional fund of USD 1, 5 million from the Central Emergency Relief Fund (CERF) of OCHAA.

With this mobilized fund UNDP will support the National Emergency Management Agency to clear out 1,500,000 carcasses through community cash-for-work activities involving 18,500 herders directly in the clearing activities. The herders will be provided with required hand tools, protective clothing, and their work will be coordinated by NEMA and the local authorities.

SCOPE OF WORK

For the management of this program, UNDP is creating Cash for Work (CFW) Programme Team consisting of seven members as follows:

- o Program Coordinator
- o Finance Officer
- o Communication Officer
- o Translator (on call basis)
- o Aimag Coordinator (three persons for two months)

The CFW Program Team will operate as part of Environment and DRR¹⁷ Team of UNDP Mongolia, and the Program Coordinator will report to Environment & DRR Team Leader of UNDP CO. The CFW Program Team will function for a three-month period at UNDP CO, who will make available a work space for the team; UNDP will be responsible for providing with necessary office equipment and transport means.

The CFW Program Team will operate on daily basis communication with the relevant units of NEMA, Emergency Departments of Dundgovi, Uvurkhangai, Khovd aimags, other program and operation teams at UNDP CO and the Media organizations. The scope of the CFW Program Team function will be specifically focused on Carcasses Removal matters not overlapping with other duties of program units of UNDP.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

Under the direct supervision of the CFW Program Coordinator, the Communication Officer is responsible for timely and efficient communication and information flow on Cash for Work Program activities between UNDP, NEMA, and other UN agencies, and its advocacy both at national and international levels, and broad public awareness of the program activities not only within the three aimags but as widely as possible. S/he will be providing overall guidance and supervision to translator to ensure timely and good quality translation of materials for further delivery/broadcast of information.

The specific duties of the Communication Officer will include the following but not limited to:

- Develop Communication Plan for CFW Programme for three month period;
- Prepare fact sheets on Dzud Emergency Response, and Early Recovery;
- Undertake on daily basis all necessary communications with various stakeholders/parties using various means e-mails, phones, face-to-face meetings and media;
- Design Radio Program on Cash for Work Program to increase public awareness, and ensure transparency of the exercise, and encourage public monitoring of the activities in the sites;
- Negotiate and agree on Radio program with adequate service provider, and implement;
- Ensure regular update of CFW activities on UNDP Website in cooperation with Webmaster, UNDP
- Ensure adequate quality and timely implementation of CFW Programme Communication Plan;
- Assist in development of Operational Plan for the unit for 3 month period, particularly, communication and advocacy activities;
- Liaise with operation team colleagues on communication and advocacy related logistics matters;
- Prepare Communication and Advocacy report of the CFW programme;
- Ensure proper public monitoring of on-the-site activities through hotline phone at National Radio or other adequate means, and provide accurate feedback to public on reported cases after the issue is addressed locally;
- Contribute to the final report on Cash for Work Program, and its finalization

The Communication Officer will be responsible for the following deliverables with adequate quality in a timely manner:

EXPECTED DELIVERABLES

¹⁷ Disaster Risk Reduction

- Communication and Advocacy Plan for CFW Program;
- Fact sheet on Dzud (English/Mongolian copies)
- Fact sheet on Early Recovery (English and Mongolian copies)
- Updated UNDP website on CFW/Dzud activities
- Radio broadcast of CFW Program;
- Final report on Cash for work/Carcasses Removal
- Compiled communication/Advocacy materials on Cash for work/Carcasses Removal

REQUIRED QUALIFICATIONS

- University degree in social sciences or discipline relevant to development, economics, business administration, and other related fields;
- At least 5-year work experience in relevant to this assignment fields i.e. project/program implementation, partnerships, communication, advocacy, information management, project/program monitoring and evaluation in Mongolia;
- Strong communication skills for working with various stakeholders, liaising with different teams and organizations; prior experience on UNDP program/ project management, their communication and advocacy activities will be preferred;
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Excellent writing and spoken English and Mongolian

Annex 6: Terms of Reference for Aimag Local Coordinator for Cash for Work Program to assist carcasses removal in Dundgovi, Khovd, Uvurkhangai aimags of Mongolia

Project Title: Immediate removal of 1.5 million livestock carcasses in Dzud affected communities under the poverty line to avoid immediate health and associated risks.

Duty Station: UNDP Country Office, Ulaanbaatar, Mongolia

Duration: 3 Months

Start Date: starting from 20 March 2010

BACKGROUND

The Dzud started in Mongolia in late December 2009, and further intensified with continuous low temperatures, strong wind and snow fall. This has created a blanket of snow over Mongolia; covering 60% of its surface with at least 20-40 cm of snow. This puts grasses out of reach for Mongolia's more than 40 million heads of livestock. The sector is responsible for 30% of the GDP, and the only source of income for 34% of the population. The majority of cattle are now malnourished and as of early March 3 million heads of livestock have died, a number expected to rise by another 3-4 million by June 2010. This has directly taken away the entire income and food source of many herders, in a country where 30% of the population lives below the poverty line and most herders are self sufficient. The disaster is expected to continue for several months and the country faces the enormous challenge to clear out the millions of carcasses that are lying around.

The National Emergency Agency (NEMA) has developed a plan to clear out the entire country of livestock carcasses, with a total budget of around 4 million US\$. As warned by WHO, the large number of carcasses is a direct threat to the weakened population. If not removed before warmth comes, extensive pollution of soil, water sources, and pastures could cause break of diseases and they remain a depressing sight for herders, and livestock that survived. The decaying carcasses can also attract flies, cockroaches and dogs which can also become vectors for spread of diseases such as diarrhoea. The harsh winter currently acts as a natural fridge that contains disease outbreaks, but this will change by spring.

In support to the Government, UNDP has contributed US\$ 300,000 for the removal of carcasses from its own sources, and it has sought additional fund of USD 1, 5 million from the Central Emergency Relief Fund (CERF) of OCHAA.

With this mobilized fund UNDP will support the National Emergency Management Agency to clear out 1,500,000 carcasses through community cash-for-work activities involving 18,500 herders directly in the clearing activities. The herders will be provided with required hand tools, protective clothing, and their work will be coordinated by NEMA and the local authorities.

SCOPE OF WORK

In order to assist in implementation of this program at local level, UNDP needs a **Local Coordinator**, responsible for smooth implementation of Cash for Work Program in target aimags. S/he will oversee overall management of Cash for Work (CFW) Program at aimag level.

Local Coordinator will operate as National Advisor for cash for work program at soum, bag level and will report to Cash for Work (CFW) Program Team at UNDP. Local coordinator will function for a three month period; UNDP will be responsible for providing with necessary payment and transport means.

Local Coordinator will operate on daily basis communication with the relevant units of NEMA, Emergency Departments of the aimag and its soum and bag governors.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

Under the direct supervision of the Environment and DRR Team Leader, UNDP Mongolia, the Local Coordinator is responsible for implementation, monitoring and evaluating of field operation to be undertaken by herders, soum and bag governors and aimag EMD and its branches, and reporting on the field operation results.

The specific duties of the Local Coordinator will include the following but not limited to:

- Conduct seminar with guidance and instruction of CWP and field operation for soum and bag governors.
- Review forms A1, B1 are filled out correctly by herders and cleared by bag and soum governors; and compiled at local EMD and sent back to UNDP CO.
- Assist local EMD in delivery procured equipment, hand tools, and protective clothing, sanitation materials ;
- Field monitoring on carcasses removal work performed by the herder's groups;
- Monitoring sanitation and security procedures are followed up by herders groups during carcasses ;
- Follow-up on complain/criticism received from public/radio and take action to address, and provide feedback to UNDP in timely manner;
- Evaluate performance of inspectors, herder's monitoring as well as herder' groups;
- Review forms A2, B2 are matched A1, B1 and filled out correctly and submitted local branches of Khaan bank;
- Monitoring on smooth delivery of fees to local beneficiaries/herders worked for carcasses removal;
- Ensure proper monitoring of activities in close cooperation with government counterparts, and media entities towards timely and adequate quality of carcasses removal work in his/ her aimag
- Produce final report on implementation field operation, and submit to UNDP

The Local Coordinator will be responsible for the following deliverables with adequate quality in a timely manner:

EXPECTED DELIVERABLES

- Brief report on Guidance seminar ;
- Delivery record of hand tools, and sanitation materials etc.;
- Compiled data/fact sheet on Cash for work/Carcasses Removal in respective aimag
- Report on CFW Program in his/her aimag.

REQUIRED QUALIFICATIONS

- University degree in social sciences or discipline relevant to disaster management, disaster risk reduction, and other related fields;
- At least 15-year work experience in relevant to this assignment fields i.e. emergency response, early recovery, relief coordination and management, monitoring and evaluation in Mongolia;
- Good managerial and leadership skills for providing guidance to local authorities and EMD ;
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Excellent writing and reporting in Mongolian

Annex 7. TOR for General Administrative Officer

Project Title:	Immediate removal of 1.5 million livestock carcasses in Dzud affected communities under the poverty line to avoid immediate health and associated risks.
Duty Station:	UNDP Country Office, Ulaanbaatar, Mongolia
Duration:	3 Months
Start Date:	starting from 20 March 2010

BACKGROUND

The Dzud started in Mongolia in late December 2009, and further intensified with continuous low temperatures, strong wind and snow fall. This has created a blanket of snow over Mongolia; covering 60% of its surface with at least 20-40 cm of snow. This puts grasses out of reach for Mongolia's more than 40 million heads of livestock. The sector is responsible for 30% of the GDP, and the only source of income for 34% of the population. The majority of cattle are now malnourished and as of early March 3 million heads of livestock have died, a number expected to rise by another 3-4 million by June 2010. This has directly taken away the entire income and food source of many herders, in a country where 30% of the population lives below the poverty line and most herders are self sufficient. The disaster is expected to continue for several months and the country faces the enormous challenge to clear out the millions of carcasses that are lying around.

The National Emergency Agency (NEMA) has developed a plan to clear out the entire country of livestock carcasses, with a total budget of around 4 million US\$. As warned by WHO, the large number of carcasses is a direct threat to the weakened population. If not removed before warmth comes, extensive pollution of soil, water sources, and pastures could cause break of diseases and they remain a depressing sight for herders, and livestock that survived. The decaying carcasses can also attract flies, cockroaches and dogs which can also become vectors for spread of diseases such as diarrhoea. The harsh winter currently acts as a natural fridge that contains disease outbreaks, but this will change by spring.

In support to the Government, UNDP has contributed US\$ 300,000 for the removal of carcasses from its own sources, and it has sought additional fund of USD 1, 5 million from the Central Emergency Relief Fund (CERF) of OCHAA.

With this mobilized fund UNDP will support the National Emergency Management Agency to clear out 1,500,000 carcasses through community cash-for-work activities involving 18,500 herders directly in the clearing activities. The herders will be provided with required hand tools, protective clothing, and their work will be coordinated by NEMA and the local authorities.

SCOPE OF WORK

In order to assist in implementation of this program at local level, UNDP needs a General Administrative Officer, responsible for smooth implementation of Cash for Work Program in target aimags. S/he will assist the Procurement Officer in procurement of necessary equipment and items planned for implementation of the Cash for Work Program.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

Under the direct supervision of the Procurement Officer, UNDP Mongolia, the General Administrative Officer is responsible for organization of procurement processes.

The specific duties of the General Administrative Officer will include the following but not limited to:

- Assist in procurement processes including preparation and conduct of RFQ, ITB or RFP, receipt of quotations, bids or proposals, their evaluation in full compliance with UNDP rules and regulations.
- Assist in organization of logistical services in timely delivery of the procured items to aimags

REQUIRED QUALIFICATIONS

- University degree in business administration;
- At least 3 to 5 years of relevant experience in administration or programme support service.
- Knowledge and experience in procurement is an asset.
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.).
- Fluency in English and Mongolian.

Annex 8. TOR for Human Resources Assistant

Project Title: Immediate removal of 1.5 million livestock carcasses in Dzud affected communities under the poverty line to avoid immediate health and associated risks.

Duty Station: UNDP Country Office, Ulaanbaatar, Mongolia

Duration: 3 Months

Start Date: starting from 20 March 2010

BACKGROUND

The Dzud started in Mongolia in late December 2009, and further intensified with continuous low temperatures, strong wind and snow fall. This has created a blanket of snow over Mongolia; covering 60% of its surface with at least 20-40 cm of snow. This puts grasses out of reach for Mongolia's more than 40 million heads of livestock. The sector is responsible for 30% of the GDP, and the only source of income for 34% of the population. The majority of cattle are now malnourished and as of early March 3 million heads of livestock have died, a number expected to rise by another 3-4 million by June 2010. This has directly taken away the entire income and food source of many herders, in a country where 30% of the population lives below the poverty line and most herders are self sufficient. The disaster is expected to continue for several months and the country faces the enormous challenge to clear out the millions of carcasses that are lying around.

The National Emergency Agency (NEMA) has developed a plan to clear out the entire country of livestock carcasses, with a total budget of around 4 million US\$. As warned by WHO, the large number of carcasses is a direct threat to the weakened population. If not removed before warmth comes, extensive pollution of soil, water sources, and pastures could cause break of diseases and they remain a depressing sight for herders, and livestock that survived. The decaying carcasses can also attract flies, cockroaches and dogs which can also become vectors for spread of diseases such as diarrhoea. The harsh winter currently acts as a natural fridge that contains disease outbreaks, but this will change by spring.

In support to the Government, UNDP has contributed US\$ 300,000 for the removal of carcasses from its own sources, and it has sought additional fund of USD 1, 5 million from the Central Emergency Relief Fund (CERF) of OCHAA.

With this mobilized fund UNDP will support the National Emergency Management Agency to clear out 1,500,000 carcasses through community cash-for-work activities involving 18,500 herders directly in the clearing activities. The herders will be provided with required hand tools, protective clothing, and their work will be coordinated by NEMA and the local authorities.

SCOPE OF WORK

In order to assist in implementation of this program at local level, UNDP needs an Human Resources Assistant, responsible for smooth implementation of Cash for Work Program in target aimags. S/he will assist the Human Resources Manager in recruitment process of personnel required to implement the Cash for Work Program.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

Under the direct supervision of the Human Resources Manager, UNDP Mongolia, the Human Resources Assistant is responsible for organization of recruitment processes.

The specific duties of the Human Resources Assistant will include the following but not limited to:

- Assist in recruitment processes including preparation of advertisement for vacant posts, shortlisting, conducting written tests and interviews, drafting minutes of the Interview Panel in full compliance with UNDP rules and regulations.
- Assist in administration of various contracts for project personnel, briefing on and implementation of benefits, entitlements and payments;

REQUIRED QUALIFICATIONS

- University degree in HR or business administration;
- At least 3 to 5 years of relevant experience of progressively responsible experience in HR Management; .
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.).
- Fluency in English and Mongolian.

Annex 9: Terms of Reference for an Early Recovery Support Team to assist NEMA in improving coordination for Emergency Response and Early Recovery phase of Dzud

Project Title:	BCPR 2010 Dzud Disaster Coordination Support Grant
Duty Station:	Ulaanbaatar, Mongolia
Duration:	6 Months
Start Date:	Immediately (preferably by 9 March 2010)
Staff required:	Five specialists

BACKGROUND

Following drought situation in several aimags in summer of 2009, Mongolia has experienced heavy snow fall in early January with rapid temperature fall that caused loss of over 2 million livestock by mid February 2010. This led the Government to declare disaster situation in 65 soums of 12 aimags (provinces). As of 13 February, other 68 soums of 11 aimags have suffered from the Dzud and 118 soums of 17 of aimags are severely affected by the harsh winter. As the National Emergency Management Agency (NEMA) informed, at mid February 90% of the provinces are under snow: 30% area covered with 30-40 cm of snow, 30% area with 20-30 cm snow, and the rest is under 1-15 cm snow. The extreme cold causes the snow to form an in-penetrable layer of ice. As a result many roads are blocked, access to populations residing in remote areas is very complicated and food and fuel security as well as approaching to medical facilities are at risk. The weather forecast for the coming months brings no relief with predictions of continued cold with more downfalls of heavy snow, including the eastern part of the country, which had been relatively better off to date.

To this point human casualties due to Dzud have not been declared, but 212,353 persons make up the herder population in the most affected areas - out of which 60,000 are children, 12,800 are elderly, 7,600 are disabled and 3,400 are pregnant women.¹⁸

While NEMA accelerates its efforts to respond to this crisis, there is a further concern for the existing capacity. The ability of NEMA is stretched between assessment of the evolving situation, provision of assistance, coordination among different stakeholders, and preparedness for the continued crisis. Additional support is required for NEMA to fully respond to the Dzud crisis.

Since the First donor coordination meeting organized by the Ministry of Foreign Affairs and Trade (MOFAT) on the 18th of January, where the United Nations was formally requested to coordinate all donor contributions, numbers of coordination efforts have been undertaken.

Internally UN have formed an inter-agency emergency working group who coordinates joint situation reports, press releases and flash appeals, share programme responses etc.

On February 8th, the decision was made to seek OCHA support to access the Central Emergency Relief Fund (CERF) and to subsequently issue a Flash Appeal – which is increasingly being requested by the Government and international organizations. Within the disaster response, the UN has formed three clusters around key areas as follows:

- Survival, Health and Nutrition cluster (led by UNICEF)
- Early Recovery Cluster (led by UNDP)
- Agriculture Cluster (led by FAO)

¹⁸ Source: NEMA

As part of these UN efforts, UNDP obtained BCPR fund to support NEMA in coordination of disaster response at the national and local level in the form of a unit embedded at NEMA. The following areas have been identified for support:

- To develop coordination mechanisms for both within the government organizations, and with the donor communities on early recovery measures including removal of carcasses nation-wide.
- Improved communication with broad public, the other government agencies, and donors in terms of timely update on country-wide situation, emerging needs for assistance, and transparency of aid received and channelled to the affected areas;
- To set up IT based mapping on the scope of disaster, loss incurred, and documentation of received aid, addressed needs, and the remaining gaps for early recovery;
- Consolidation of all assessment reports to be shared among stakeholders, and write up of a finalized report on Emergency response, which will provide the basis for a National Recovery Plan for the subsequent 3-5 years
- Closely coordinate with the UN Resident Coordinator's office on Dzud matters

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

The Early Recovery Support Team (ERST) will assist NEMA in improving disaster/Dzud coordination at two levels 1) among the national organizations, and 2) cooperating with donor communities led by UN with the ultimate goal for smooth completion of early recovery phase of Dzud by NEMA.

The ERST will operate as part of NEMA while funded by UNDP, and the Team Leader will report to both NEMA and UNDP. As such NEMA will treat the unit as its Dzud coordination division incorporating its activities into overall Agency management such as inclusion of the ERST in management meetings and decision-making process on Dzud related matters and other subjects as necessary. The team will consist of the following five members:

- International Disaster Coordination Expert, the Team Leader, and Advisor to NEMA
- National Expert for Recovery Policy and Planning
- National Expert for Early Recovery and Communication
- National IT Expert
- Translator and interpreter (two NEMA staffs will work on the translation task as well)

All members of the unit will report to the Team Leader, International Advisor, who will ensure high quality of advisory and technical support to NEMA, and oversee timely input of each team member against the team plan. The ERST will function for a six-month period at NEMA, who will make available a work space for the unit; UNDP will be responsible for providing with necessary office equipment and transport means. The ERST will operate on daily basis communication with the relevant units of NEMA such as the Department of Disaster Response, Foreign Relations Department, and the Media and Advocacy division. The scope of the ERST function will be specifically focused on Dzud matters not overlapping with other duties of NEMA in overall disaster risk reduction and other emergency responses.

The specific tasks of the ERST will include as a minimum the following but not limited to:

- Rapid assessment of the current coordination function of NEMA on emergency response and early recovery, and verify the early identified shortfalls in coordination, action planning, situation updates, needs estimations, data on received and distributed aids, and transparency of information to both public and donors;

- Options for improving current coordination functions by setting up more effective mechanisms and/or activating/modifying the current systems; and based on these;
- Finalization of the unit Action plan for six months;
- Data collection on disaster assessments, and compilation of the information to develop a final national report on Dzud, Responses and Early Recovery;
- Formulation of draft Recovery plan for Mongolia, which would provide a basis for resource mobilization domestically and internationally;
- Finalization and implementation of the Cash-for-Work/Carcasses removal Plan funded by UNDP and final reporting (more numbers of temporary staffs will be assigned at soum/aimag level for implementation);
- Set up of a computer software on disaster loss, and mapping of the magnitude of disaster impact
- Set up of communication channels through various means including media, websites and other tools, and boost communication on Dzud at two levels: nationally and internationally;
- Final report of ERST against the unit Plan

Under the direct supervision of the UNDP Environment and DRR Team Leader and overall guidance of the UNDP Resident Representative a.i., the International Advisor oversees overall function of the ERST for smooth completion of the early recovery phase of Dzud. The incumbent communicates with heads of the relevant NEMA departments on daily basis, coordinates the unit activities with overall NEMA work to advise on disaster response and early recovery coordination. The International Advisor works in close cooperation with the UNDP, RC Office and other UN Agencies, and relevant Government organizations as necessary, participates in UN Dzud Cluster meetings, and monthly donor meetings on Dzud matters.

The specific duties of the International Advisor, the Team Leader will include:

- Advisory support of the ERST to NEMA towards the production of adequate quality deliverables in a timely manner;
- Technical assistance to NEMA while contributing to its overall capacity building in the area of emergency and early recovery coordination;
- Smooth liaison between NEMA and UN-led donor community for improved coordination, information sharing, and reporting;
- Facilitation to NEMA in coordinating within the government agencies, and communicating with the general public.

EXPECTED DELIVERABLES BY THE ERSU

1. Finalized ERSU Action Plan for six months;
2. Final National report on Dzud: Responses and Early Recovery;
3. Final National Recovery Plan for 3-5 years;
4. Cash-for-Work/Carcasses Removal Plan;
5. Cash-for-Work/Carcasses Removal Report;
6. Computer Software on Dzud loss, and impact mapping
7. Dzud communication Plan and its implementation report;
8. Final Report of ERST

TENTATIVE WORK SCHEDULE OF ERST

Main activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Rapid assessment of the current coordination function of NEMA						
Development of options for improving current coordination functions						
Finalization of the unit Action plan						
Data collection on disaster assessments, and compilation of the information						
Develop a final national report on Dzud, Responses and Early Recovery						
Formulation of draft Recovery plan for Mongolia						
Finalization of the Carcasses removal Plan						
Implementation of the Carcasses removal Plan						
Report on the Carcasses removal						
Set up of a IT software on Disaster loss, and mapping scope of disaster impact						
Develop and finalize Communication Plan to boost information on Dzud						
Final report of ERSU						

REQUIRED QUALIFICATIONS

1. International Disaster Coordination expert

- Advanced University degree in social sciences or discipline relevant to disaster management, disaster risk reduction, climate change, natural resource management and other related fields;
- Solid work experience (at least 15 years) in the areas of emergency response, early recovery, relief coordination and management, DRR programme planning, implementation, monitoring and evaluation at the international level;
- Prior experience of assessing the disasters, and emergency management situation, donor/UN coordination in emergency/early Recovery programs, and advising the Governments of developing countries
- Appropriate managerial skills for providing leadership for a team with different cultural background and overall supervision of a program/project personnel
- Knowledge of UN-specific humanitarian aid coordination and DRR programs and familiarity with the slow onset natural disasters such as drought and blizzard will be advantageous.

2. National Expert for Recovery Policy and Planning

- Advanced University degree in social sciences or discipline relevant to disaster management, disaster risk reduction, climate change, natural resource management and other related fields;

- At least three-year work experience on program and policy planning, analysis and review of the evaluation and assessment reports, formulation of the policy documents, and reporting on program implementation
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Excellent writing and spoken English and Mongolian for drafting policy documents, TORs, reports etc.

3. National Expert for Early Recovery and Communication

- Advanced University degree in social sciences or discipline relevant to disaster management, disaster risk reduction, climate change, natural resource management and other related fields;
- At least two-year work experience on short-term program and project implementation, preferably, in the area communication, advocacy, public awareness raising, experience of liaison with various partners within a multi-stakeholder project, and good reporting skills;
- Good managerial skills ensuring the adequate quality output in a timely manner; prior experience on UNDP projects will be advantageous;
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Excellent writing and spoken English and Mongolian

4. National IT Expert

- University degree in the field of Information technology, computer software development, Geographic Information system, GIS-based database development, website design, and other IT related fields and GIS areas;
- Prior work experience on database development for resource mapping, risk mapping, disaster scope, economic losses using GIS programs (Arcview etc.) application of internet tools like Google Earth
- Strong interpersonal skills and ability to handle a multitude of tasks simultaneously with a team under time pressure;
- Working knowledge of English required

5. Translator and interpreter

- University degree in any relevant fields
- At least three-year experience of performing written translations of policy and program related documents, and interpretations during business meetings, workshops, preferably, in the areas of natural resource management, rural development, animal husbandry, and disaster risk reduction, and climate change;
- Prior experience of secretarial duties, and office management; Knowledge of relevant English and Mongolian terms in program and project management, and familiarity with disaster situations like Dzud and drought in Mongolian conditions will be an asset.

Annex 10.

Terms of Reference

2010 Dzud Lessons Learned

Project Title: 2010 Dzud Early Recovery Programme
Duty Station: Ulaanbaatar, Mongolia
Duration: 3 Months

BACKGROUND

Following drought situation in several aimags in summer of 2009, Mongolia has experienced heavy snow fall in early January with rapid temperature fall that caused loss of over 2 million livestock by mid February 2010. This led the Government to declare disaster situation in 65 soums of 12 aimags (provinces). As of 13 February, other 68 soums of 11 aimags have suffered from the Dzud and 118 soums of 17 of aimags are severely affected by the harsh winter. As the National Emergency Management Agency (NEMA) informed, at mid February 90% of the provinces are under snow: 30% area covered with 30-40 cm of snow, 30% area with 20-30 cm snow, and the rest is under 1-15 cm snow. The extreme cold causes the snow to form an in-penetrable layer of ice. As a result many roads are blocked, access to populations residing in remote areas is very complicated and food and fuel security as well as approaching to medical facilities are at risk. The weather forecast for the coming months brings no relief with predictions of continued cold with more downfalls of heavy snow, including the eastern part of the country, which had been relatively better off to date.

To this point human casualties due to Dzud have not been declared, but 212,353 persons make up the herder population in the most affected areas - out of which 60,000 are children, 12,800 are elderly, 7,600 are disabled and 3,400 are pregnant women.¹⁹

While NEMA accelerates its efforts to respond to this crisis, there is a further concern for the existing capacity. The ability of NEMA is stretched between assessment of the evolving situation, provision of assistance, coordination among different stakeholders, and preparedness for the continued crisis. Additional support is required for NEMA to fully respond to the Dzud crisis.

Since the First donor coordination meeting organized by the Ministry of Foreign Affairs and Trade (MOFAT) on the 18th of January, where the United Nations was formally requested to coordinate all donor contributions, numbers of coordination efforts have been undertaken.

Internally, UN have formed an inter-agency emergency working group who coordinates joint situation reports, press releases and flash appeals, share programme responses etc.

OBJECTIVES AND SPECIFICS OF THE ASSIGNMENT

The objective of the assignment is to carry out a 2010 Dzud Lessons Learned incorporating various assessment reports and studies produced since January 2010 outlining magnitude and nature of the disaster and its overall impact, lessons learned and conducting gap analysis.

¹⁹ Source: NEMA

SPEFICIF TASKS:

The specific tasks will include as a minimum the following but not limited to:

- Data collection on disaster assessments, and other information to develop a National Report on Dzud: Lessons Learned, Gap Analysis, Responses and Early Recovery;
- Compile data and lessons learned from dzud occurred in 1999-2002 and 2009-2010, especially on coordination, information flow and data updates, recovery, preparedness and situation analysis at soum, aimag and national levels;
- Review of current dzud situation, assessment reports, institutional coordination and legal documents and procedures for early recovery and emergency response and conduct gap analysis;
- Consultation Meeting with stakeholders;
- Finalize Final National report on Dzud: Lessons Learned, Responses and Early Recovery;
- Present findings, recommendations to all stakeholders and incorporate their comments;
- Publish a "National Report on 2010 Dzud Lessons Learned, Responses and Early Recovery" and disseminate to stakeholders.

The Early Recovery Support Team established at the National Emergency Management Agency to assist in improving its disaster coordination and management activities will be responsible for the assignment. The team will consist of the following five members:

- International Disaster Coordination Expert, the Team Leader, and Advisor to NEMA
- National Expert for Recovery Policy and Planning
- National Expert for Early Recovery and Communication
- National IT Expert
- Translator and interpreter

Under the direct supervision of the UNDP Environment and DRR Team Leader and overall guidance of the UNDP Resident Representative a.i., the Leader of the Early Recovery Support Team oversees the overall function of the ERST for smooth completion of the assignment. The International Advisor works in close cooperation with the UNDP, RC Office and other UN Agencies, and relevant Government organizations as necessary, participates in UN Dzud Cluster meetings.

EXPECTED DELIVERABLES

- Final Report on 2010 Dzud Lessons Learned, Responses and Early Recovery by August 2010;

REQUIRED QUALIFICATIONS

Leader, Early Recovery Support Team

- Advanced University degree in social sciences or discipline relevant to disaster management, disaster risk reduction, climate change, natural resource management and other related fields;
- Solid work experience (at least 15 years) in the areas of emergency response, early recovery, relief coordination and management, DRR programme planning, implementation, monitoring and evaluation at the international level;
- Prior experience of assessing the disasters, and emergency management situation, donor/UN coordination in emergency/early Recovery programs, and advising the Governments of developing countries
- Appropriate managerial skills for providing leadership for a team with different cultural background and overall supervision of a program/project personnel
- Knowledge of UN-specific humanitarian aid coordination and DRR programs and familiarity with the slow onset natural disasters such as drought and blizzard will be advantageous.

Annex 11.. LIST OF RESCUE EQUIPMENT SETS AND VEHICLES TO BE PURCHASED

¹	Names of equipment sets/vehicles	Measuring unit	Amount	Unit price, US\$	Total price, US\$
1.	Snowmobile	Pieces	3	8,000	24,000
2.	4 wheel drive vehicle, fully equipped with rescue operations (land cruiser)	Pieces	3	75,000	225,000
3.	Bulldozer	Pieces	1	80,000	80,000
4.	Excavator	Pieces	1	79,500	79,500
5.	Dipper	Pieces	1	60,000	60,000
6.	Emergency operation transport vehicle	Pieces	3	30,000	90,000
7.	Trash water pump vehicle	Pieces	3	40,000	80,000
8.	Motorboat	Pieces	2	18,500	40,000
9.	Scuba diving apparel (winter, summer)	Pieces	30	1,000	30,000
10.	Rescue rope (static)	m	3000	5	15,000
11.	"GPS"	Pieces	3	1,500	4,500
12.	Portable radio communication transceiver "Codan"	Pieces	9	7,000	62,500
13.	VX-300 HF hand-held radio station (communicable with aerial vehicles)	Pieces	20	450	9,000
	Total				800,000