UNITED NATIONS DEVELOPMENT PROGRAMME
Project of the Government of Mongolia

PROJECT DOCUMENT

Title	POVERTY RESEARCH AND EMPLOYMENT FACILITATION FOR POLICY DEVELOPMENT–II
Document Language	English
Responsible Unit	Human Development and Poverty Reduction cluster
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Subject (Taxonomy)	Promoting Inclusive growth, gender equality and MDG achievements (Strategic Plan)
Date approved	May 2008
Replaces	This is the initial version of a project document that defines the purpose and scope of UNDP assistance to strengthening the data and information base of pro-poor policy making in Mongolia for improved policy and programme performance.
Is part of	UNDP Mongolia CP and CPAP 2007-2011, UNDAF 2007-2011
Conforms to	MDG-based National Development Strategy of Mongolia, Social and Economic Development Guidelines, Medium-Term Fiscal Framework, Mongolia Millennium Development Goals, MDG Needs Assessment and recommendations of Mongolia Human Development Report 2007 and the evaluation of the previous phase of the Poverty Research and Employment Facilitation project.
Related documents	Poverty Research and Employment Facilitation for Policy Development Project Document 2002-2007 UNDP Programme and Operational Policies and Procedures
Document Location	UNDP Mongolia Country Office, Programme Management Support Team, Project Documents Repository

United Nations Development Programme
Country: Mongolia
Project Document

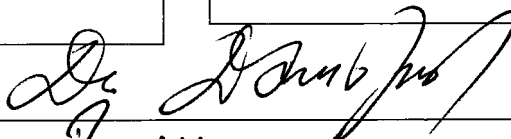|	
Project Title	POVERTY RESEARCH AND EMPLOYMENT FACILITATION FOR POLICY DEVELOPMENT-II
UNDAF Outcome(s):	Pro-poor socio-economic services available to vulnerable population in disadvantaged regions and areas
Expected CP Outcome(s): *(linked to the project and extracted from the CPAP)*	1. Capacity of government and disadvantaged groups enhanced to mitigate economic and social vulnerabilities 2. Availability and utilization of statistical data for planning, and decision-making to improve pro-poor policies, programmes and strategies
Expected Output(s): *(resulting from the project and extracted from the CPAP)*	1. Institutional capacity for MDG-based integrated and long-term national planning and inter-sectoral coordination strengthened 2. An inter-sectoral integrated information system (linked to DevInfo) developed through participatory and decentralized mechanisms to provide socio-economic data for planning, budgeting and for monitoring of socio-economic situation of the disadvantaged population 3. Awareness and capacity of students, researchers, professionals, policy makers and the general public enhanced to understand, analyze and develop policies from a human development perspective through NHDRs, and continuous advances in training and advocacy
Implementing Partner:	MSWL
Responsible Parties:	NSO; MOF; NUM, selected CSOs (academia for MHDR production, associations of/for people with disabilities)

Brief Description

The project aims at a continued improving impact of poverty reduction policies and programmes through building of the national capacity to use poverty, labour and disability data as well as the human development paradigm. The project will support (i) poverty mapping; (ii) streamlining of the basic labour statistics system and update of labour force and time use data; (iii) production of the NHDR and poverty policy studies, and (iv) improvement of the policy and programme framework for better economic integration of persons with disabilities. It will strengthen the university curricula on poverty measurement and HD teaching, train government and non-state development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.
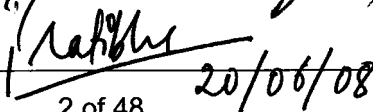
Programme Period:	2007-2011	Total resources required USD 3,168. 360
		Total allocated resources: _____

Key Result Area (Strategic Plan):	Promoting Inclusive growth, gender equality and MDG achievements	• UNDP TRAC USD 500.000
		• Other:
		   o Donor _____
		   o Donor _____

Atlas Award ID:	_____	o Donor _____ o Government _____
Start date: End Date PAC Meeting Date	July 2008 July 2011 21 April 2008	Financial gap: USD 2,668.000 Government In-kind
Management Arrangements	NEX	Contributions USD 82.800

Agreed by (Implementing Partner): _____

Agreed by UNDP: _____

Mongolian Words

Hural	Legislature (can be at National, Aimag or Soum level)
Aimag	Province
Soum	County
Bagh	The smallest administrative and territorial unit within a soum

I. ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
APR	Annual Project Report
APR	Annual Project Review (equivalent to the former Tripartite Review meeting of project stakeholders)
CCE	Community Communication Enhancement
CP	Country Programme (UNDP)
CSO	Civil Society Organization
EGPRS	Economic Growth and Poverty Reduction Strategy of Mongolia
FAO	Food and Agriculture Organization P United Nations
GDI	Gender Development Index P UNDP Human Development Report
GDP	Gross Domestic Product
GEM	Gender Empowerment Measure P UNDP Human Development Report
HDI	Human Development Index P UNDP Human Development Report
HIES	Household Income and Expenditure Survey
HPI	Human Poverty Index P UNDP Human Development Report
IDA	International Development Association -- World Bank
ILO	International Labour Organization P United Nations
ITSP	International technical Service Provider
LSMS	Living Standards Measurement Survey
MCUD	Ministry of Construction and Urban Development
MDGs	Millennium Development Goals
MECS	Ministry of Education, Culture and Science
MoF	Ministry of Finance
MFAg	Ministry of Food and Agriculture
MHDR	Mongolia Human Development Report
MNE	Ministry of Nature and Environment
MSWL	Ministry of Social Welfare and Labour
NEX	National Execution
NHDR	National Human Development Report
NPM	National Project Manager
NSO	National Statistical Office
PPP	Purchasing Power Parity -- a method to calculate GDP per capita to ensure

	comparability between and among countries
POPP	Programmes and Operations Policies and Procedures
PWD	Persons with disabilities
RSTA	Resident Senior Technical Advisor
SBAA	Standard Basic Assistance Agreement
TOR	Terms of Reference
ToT	Training of trainers
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WB	World Bank

II.   SITUATIONAL ANALYSIS

Country background

Mongolia started her political transition in peaceful way however, her economic transition marked by the 'shock therapy' strategy in 1990. The ensuing economic dislocation triggered a similarly drastic impoverishment of the population, a phenomenon previously unknown in Mongolia's past central command system and welfare state. However, the economic situation has taken a dramatic turn for the better, with high economic growth, the poverty continues to be a major problem in Mongolia.

Currently, at disaggregated levels, new forms of poverty are manifesting, such as increasing numbers of urban poor, the homeless, working children and female-headed households. Youth unemployment is on the rise. Inequalities are widening between regions, within urban areas, between rural and urban areas, and between men and women. Rural-urban investment imbalances in basic public-service provisioning, including water, sanitation, housing, heating and infrastructure have placed enormous burdens on poor rural households.[1]

Since the emergence of poverty as a new development issue in the wake of political reform and economic restructuring, the government of Mongolia has undertaken a number of initiatives to build its capacity to analyze and understand the nature and causes of poverty, monitor its levels and to formulate and implement poverty reduction policies and programmes.

The first National Poverty Alleviation Programme (NPAP) was implemented in 1994-2000[2] and succeeded by the National Household Livelihood Capacity Support Programme launched in 2001.[3] A medium-term Economic Growth and Poverty Reduction Strategy was approved in 2003 and in 2005[4] a State Great Hural (SGH) decree endorsed the Mongolia Millennium Development Goals with a set of clear targets for poverty reduction and human development to be achieved by 2015. Within this framework a range of interventions has been undertaken to support sustainable livelihoods in the rural areas, improve women's situation, promote employment and others.

The National Statistics Office (NSO) has carried out to date four poverty surveys based on income and consumption indicators[5] and conducts Household Income and Expenditure Surveys (HIES) to regularly update the data on minimum living standards. These surveys provide the poverty data as a national aggregate for an internationally comparable set of indicators and regional aggregates for a limited number of indicators.

Currently, with the Human Development Index (HDI) of 0.700, Mongolia ranks 114th among the 177 rated countries. The Human Poverty Index (HPI-1) value for Mongolia is 16.3, which places her 40th among 108 developing countries. Mongolia's Gender Development Index (GDI) value of 0.695 should be compared to its HDI value of 0.700, which shows a GDI to HDI ratio of 99.3%. Out of the 156 countries with these values, 68 countries have a better ratio than Mongolia's. Mongolia ranks 77th out of 93 countries in the Gender Empowerment Measure (GEM), with a value of 0.429.[6]

The percentage of people living below the poverty line has remained since the mid-1990's at around 36 percent and the indicator for 2006 is 32.2 percent.[7] The Gini coefficient which shows income inequality has risen from 0.329 in 2002-03 to 0.380 in 2006.[8]

Policy frameworks

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[1] UNDP Country Programme 2007-2011.

[2] Developed with UNDP support and financed through the World Bank's International Development Association (IDA) credit as well as additional funding from the broader community including UNDP.

[3] Financed by an IDA loan.

[4] An enlarged set of indicators has been approved by SGH in 2008.

[5] Living Standards Measurement Surveys (LSMS) in 1995, LSMS complemented with Household Income and Expenditure Survey methodology in 1998, LSMS in 2002 and 2006.

[6] Human Development Report 2007-2008, based on 2005 data. UNDP

[7] 36.3% in 1995, 35.6% in 1998 (EGPRS), 36.1% in 2002 and 32.2% in 2006 (MHDR 2007)

[8] 0.310 in 1995, 0.350 in 1998 (EGPRS), 0.329 in 2002 and 0.380 in 2006 (MHDR 2007)

The MDG-based National Development Strategy (NDS) approved by the State Great Hural, national parliament, in January 2008 outlines the country's development objectives and strategies to be achieved by 2021 with the period divided into two stages of 2007-2015 and 2016-2021. It defines the first stage as that of a full achievement of Mongolia's Millennium Development Goals and the second stage as that of a transition to a knowledge-based economy.

Within this framework, increasing Human Development Index to 0.83, halving poverty (to 18 percent) by 2015 and intensifying poverty reduction in the period to 2021 are identified as Mongolia's first and foremost development priorities and strategic objectives.

ʹBuilding capacities and structures for the implementation of development policies and strategiesʹ and ʹallocating financial and other resources based on policy priorities and needs, ensuring the transparency of allocation, monitoring expenditures and evaluating resultsʹ are named as fundamental principles of the MDG-based NDS.

In line with the NDS underscores the responsibility of the Government for strategic policy formulation, planning and programming in all sectors, coordination, monitoring and evaluation, and development of appropriate tools and indicators. It sets the following timeframe for monitoring and evaluation;

- June 2010 for the results of the first phase of NDS implementation,
- June 2015 for the second phase, and
- June 2020 for the last, final phase.

Further a framework for the outputs of the project is set by the following outcomes and results formulated for Mongolia in the UNDAF 2007-2011 and UNDP Country Programme:

- UNDAF Outcome: Pro-poor socio-economic services available to vulnerable populations in disadvantaged regions and areas

- UNDP CP Outcomes:
  1. Capacity of government and disadvantaged groups enhanced to mitigate economic and social vulnerabilities
  2. Availability and utilization of statistical data for planning, and decision-making to improve pro-poor policies, programmes and strategies

Scope of the project

Mongolia's HDI (0.700) is comparable to that of South Africa (around 0.680) against the backdrop of a nearly five-fold difference in the GDP per capita (PPP US$) between Mongolia's 2,408 and South Africa's 11,150[9]. The decrease of 3.9 percent in Mongolia's poverty rate is taking place in the context of an 86 percent hike in her economic growth rate (from 4.7 to 8.6) over the same period between 2002 and 2006. These figures reveal a type of dynamics that demand excellent capacity to collect the necessary data and to analyze the data and policies in order to understand the root-causes and determinants of poverty and address them through effective policies and programmes.

The proposed set of activities has been designed to contribute to building the aforementioned capacity to generate sufficiently reliable and disaggregated data on the types and severity of poverty across the country, and to use this detailed knowledge of the needs of the poor for analysing poverty in all its complexity of human, economic, social and environmental condition, developing and implementing equitable asset distribution and employment policies as core strategies for poverty reduction, and targeting poverty and social welfare programmes to improve policy impact and service delivery. The project will augment the evidence base of pro-poor policymaking with updated labour force, time-use and disability statistics. And strengthen the knowledge base of advocacy for human development and pro-poor policy formation.

The UNDP project Poverty Research and Employment Facilitation for Policy Development[10] financed with a major cost-sharing contribution from the Swedish International Development Agency (Sida), has importantly contributed to improving poverty measurement methodologies, creating a capacity for poverty research and policy analysis, supporting the production of Mongolia's National Human Development Reports (NHDR) as tools of advocacy and dialogue on pro-poor and human development-oriented

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[9] Human Development Report 2007-2008, UNDP.

[10] The project (short title PREF) was formulated for 2001-2004 and extended to 2008.

policymaking and laying the basis for a university-level teaching of the human development paradigm, as well as developing innovative skills training services for the unemployed[11].

The basis laid by the PREF project provides an opportunity to continue assistance to poverty research and employment facilitation with a focus on the need to:
- to refine poverty measure (profile) and disaggregate poverty data for improved programme targeting and policy impact,
- improve the scope and quality of basic labour and disability statistics systems to enhance, *inter alia*, the level of the country's preparedness to accede to the ILO Labour Statistics Convention (C160) and the UN Convention on the Rights of People with Disabilities
- strengthen the sustainability of the NHDR process and HD knowledge base,
- continue building the analytical capacity by supporting targeted policy studies ,
- promoting enabling environment for economic and social integration of persons with disabilities as a new direction, complementing the overall thrust of the project.

In the conditions of Mongolia, the world's most sparsely populated country which is regionalizing its development strategy and plans to undertake enlargement of administrative and territorial units[12] thus further increasing the distance between the government and the population, the project will play a key role in closing this gap by building the capacity of the government and other development practitioners to reach out to the people with high-precision policies and programmes aimed at increasing people's choices and eliminating inequality of opportunities. Its efficient planning and implementation will arm the new government to be elected in June 2008 with the knowledge and tools essential to achieving Mongolia's MDGs.

The overall effect of the project will have a pronounced dimension of good governance as it will contribute to:
- Making resource allocation more accountable, transparent, and equitable
- Promoting national and local-level debate
- Encouraging broader participation
- Facilitating coordination between institutions
- Enhancing credibility of institutions, and
- Strengthening a human rights aspect of development policy through the component on persons with disabilities.

The substance of the project has been shaped by the findings and recommendations of the PREF project evaluation of 2005, consultations and discussions with MSWL Department Directors-General and NSO senior decision-makers including NSO Chairman, the Ministry of Finance's position paper on the follow-up to the NHDR 2007 recommendations as well as by the areas of concern identified in the MDG-based National Development Strategy (NDS).

III. STRATEGY

Consolidated Effort, Coordinated Action

With the World Bank currently assisting the NSO in strengthening the LSMS/HIES methodologies, the project proposes to undertake poverty mapping as a way and a major activity to develop at national and sub-national levels a new capacity of disaggregating national and regional poverty indicators down to the smallest administrative and territorial unit possible and producing maps showing spatial distribution of the poor population. Poverty can be mapped in conjunction with a variety of other variables such as pastures, markets, social and other infrastructure, and the rest natural and economic resources. In this sense they provide invaluable inputs to sectoral and national strategy-setting and precision programme targeting within and beyond the boundaries of poverty reduction per se. It could be expected that this tool may reinforce the still inadequately appreciated cross-sectoral nature of poverty reduction. The mutual benefit of coordinated effort and joint ownership in this exercise can very well be expected to provide a strong incentive to developing and maintaining a true partnership and teamwork among the many Ministries and agencies working to reduce poverty in their respective areas of responsibility. This equally applies to other project activities on labour and disability statistics, policy research, the NHDR process and HD

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[11] Forging Links between Poverty and Policy, report of the evaluation of the aforementioned Poverty Research and Employment Facilitation for Policy Development project, September 2005. Known under an acronym PREF, it started in 2001 and has been extended to 2008.

[12] MDG-based National Development Strategy, 2008

teaching each of which involves at least two and more partner-agencies. A specific project product that directly relates to strengthening capacity for coordination is the planned functional review of the national anti-poverty machinery and resultant options for clearer roles and responsibilities, better communication within and outside the government and improved technical and process skills of government units relevant to poverty reduction.

Likewise, the project will closely cooperate, as in the past, with the FAO, ILO, World Bank and Asian Development Bank which are sources of high technical expertise and experience in these areas.

Building on Achievement

The Sida-supported PREF project has succeeded in working with multiple partners, supporting large-scale activities such as the LSMS and the NHDR process, and establishing the Poverty Research Group, voucher skills training scheme and the HD curriculum as brand new products. The latter three have been highly appreciated by the national partners and successfully institutionalized in the government and university systems. Thus the project has become a standard-setter in one of the most difficult aspects of donor-supported interventions P achievement of a full ownership by the Government of carefully designed and well-implemented products that meet the country's pressing development needs. The proposed project will draw on this experience accumulated under the PREF project especially with regard to partnerships and mainstreaming of the results of the activities. It proposes to continue support to strengthening the sustainability of poverty research and the NHDR process and HD teaching. The voucher skills training scheme will be looked at as a feasible option to mainstream vocational rehabilitation services for persons with disabilities.

Scope of technical assistance

Given the highly technical nature and the scope of planned activities, the project will need the support of a Resident Senior Technical Advisor to coordinate the design and implementation of the outputs by a wide rage of government and non-state players led by the Ministry of Social Welfare and Labour as the chief Implementing Partner. The RSTA will provide policy, technical and process advice to the MSWL and NSO and oversee the quality of the outputs produced by the project teams. An important role of the RSTA will be that of honest broker acting in the best interests of Mongolia. It is important that the RSTA is selected and recruited on a priority basis

It is essential that a statistical office (International Technical Service Provider) of another country with international experience and expertise in poverty mapping is sub-contracted to Twin'with the NSO for the duration of the poverty mapping exercise (Output 1) to ensure quality of poverty mapping and effectiveness of technical capacity development. The ITSP will undertake a scoping mission during which the poverty mapping exercise will be fleshed out and proper orientation given to the government counterparts with a primary objective of obtaining the government's understanding of and commitment to the purposes and uses of poverty maps.

Short-term international experts and local consultants as well as research and consulting institutions (Local Technical Service Providers) will be contracted to guide the implementation of Outputs 2, 3 and 4.

International and national Technical Service Providers to be engaged in the project will assist the design and implementation of project outputs that, while being modelled on best international practices, are carefully tailored to suit the country's specifics and implemented with full national ownership and leadership.

While poverty mapping may take a longer time to implement, it is desirable that the project plans its activities in such a way as to demonstrate the value of the project by providing the new government as soon as possible with products, e.g. updated labour force and time-use data or options for strengthening the national anti-poverty machinery, which could importantly contribute to igniting thought and action towards pro-poor policymaking and thus augment other UNDP interventions aimed the achievement of MDGs.

Project structure

The project has the following four Outputs:
1) Poverty measurement refined and technical skills strengthened for improved policy and programme performance
2) Data and information base for employment promotion policies strengthened
3) Sustainability of HD policy debate, research and teaching strengthened
4) Strengthening the enabling environment for economic and social integration of persons with disabilities and the capacity of civil society players for advocacy and communication

Poverty mapping and technical capacity for poverty measurement

The MSWL, NSO and MoF have expressed a strong desire to make pro-poor policymaking and programme targeting more effective by refining the poverty measure (profile) and using it to show the spatial distribution of the poor population in high-resolution poverty maps, building analytical capacity of statisticians and development practitioners by training them on the use and interpretation of poverty statistics, and strengthening the poverty research curriculum of higher educational institutions by improving its focus on applied research skills. It is also proposed to undertake a functional review of the national anti-poverty machinery consisting of a range of Ministries and other government agencies and equip it with a Capacity Development Strategy to enhance its technical competency as well as institutional capacity and inter-ministerial cooperation, the latter being a prerequisite for addressing effectively such a pervasive issue as poverty reduction.

Sustaining HD policy debate, research and teaching

This Output will follow up the PREF evaluation's recommendation to continue strengthening the academia-led NHDR as an important advocacy, analytical and capacity development tool. It will address the concern voiced by Mongolia's HD community about the shortage of HD teaching staff caused in particular by lack of a training-of-trainers facility and also about availability of HD recommended reading in Mongolian which is currently confined only to one textbook and four NHDRs. The Poverty Research Group/MoF will be assisted in selecting and commissioning targeted research into poverty reduction and employment generation policy issues to complement the thrust of the project. The advent of the MDG-based National Development Strategy and the ensuing mandate of the Government to organize its implementation and formulate to this end new programmes open a new vista for the PRG to concentrate on policy analysis especially with regard to employment promotion as the government's core poverty-reduction strategy. Given the limited scope for HD in-country learning, the Output proposes a continued support to the participation of Mongolian leaders and professionals in international training, e.g. Oxford/UK HD Course, and other HD-related events.

Basic labour and time-use statistics

This Output aims at providing options for the improvement of the basic labour statistics collection and compilation system based on an evaluation and for ensuring the reliability and consistency of employment and unemployment statistics by refining some key labour concepts and definitions, and making the updated labour force and time-use data available for policymaking. Provision of international expertise in analyzing the data of the time-use survey completed by the NSO and producing its report will be the Project's specific input to gender research in Mongolia. By extension, the Output seeks to address an important issue of increasing country's preparedness for accession to the ILO Labour Statistics Convention (160) and the UN Convention on the Rights of Persons with Disabilities.

Economic and social integration of persons with disabilities and advocacy and communication capacity of civil society players

The persisting disputes over the discrepancies in the figures collected through the administrative data collection systems of Ministries (Health and Labour) and by the disabled themselves lead the MSWL and NSO to acknowledge a need in reviewing the statistics generation system as well as some core disability concepts and definitions to improve their quality in line with international norms and standards and especially the concept of 'equalization of opportunities' which underlies the World Programme of Action Concerning Disabled Persons (UN, 1982). The Output will help identify the causes of the weak implementation of legal provisions on the employment of persons with disabilities and enforcement of accessibility standards, and of the virtual non-existence of vocational rehabilitation services for the disabled. The strategies outlined in the resultant recommendations will be aimed at promoting inclusiveness and non-discrimination in employment and education. This focus will be supported by a number of advocacy materials designed for duty-bearers (decision-makers) and right-holders (persons with disabilities) as well as the media and public at large. The Output will also build the capacity of advocacy and service associations of /for PWD on programme management, resource mobilization and advocacy and communication skills.

Gender is a cross-cutting issue in the UNDP programming and gender sensitive approaches will be integrated into all aspects of the project activities as appropriate in recognition of the paramount importance of sex-disaggregated statistics and gender biased policy analysis for gender-sensitive development strategies and processes. Care will be taken to ensure that the statistics to be collected

within the framework of this project are sex-disaggregated, the policy recommendations planned for formulation (based on the evaluations of the national anti-poverty machinery, basic labour and disability statistics systems, accessibility standards and programmes for the disabled) and policy studies to be undertaken by the PRG necessarily include advice on strengthening the government's mechanisms and processes essential to mainstreaming gender in development policies and programmes. Similarly, the substance of all training programmes will be made gender sensitive and gender balance will be ensured among the trainees as appropriate. In so doing the project will take into consideration the fact that women predominate in the technical workforce throughout government as well as among CSO staff, and therefore avoid taking a mechanical approach that might damage the interests of working women and reinforce the emerging discriminatory attitudes towards them.

IV. ANNUAL WORK PLAN

Year: 2008-2011

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME (thous.$)				RESPONSIBLE PARTY	PLANNED BUDGET		
		2008	2009	2010	2011		Funding Source	Budget Description	Amount
1. Poverty measurement refined and technical skills strengthened for improved policy and programme performance *Baseline: Poverty data available only as national and regional aggregates; poverty research methodology is focused on theory; lack of overall coordination resulted in a failure to obtain PRC loan for EGPRS.* *Indicators: Refined poverty profile endorsed for use in social welfare and poverty reduction programming; poverty maps routinely used as planning tools; # of key*	1.1. Poverty data disaggregated and poverty maps produced		144,0	144,0		NSO, MoF, MSWL, ITSP		Resident Senior Technical Advisor (24 months);	288,000
	1.1.1 Plan the mapping exercise (a scoping mission by International Technical Service Provider)	10,0	17,5	7,0				National consultant (3prs*4months+2prs*12 months);	34,500
		100,0	300,0	100,0				Subcontract (ITSP)	500,000
	1.1.2. Define the purpose and expected uses of poverty maps (orientation for policy makers, consultations with relevant ministries and other stakeholders)	20,0				NSO, MSWL TSP		Workshops (serial) with various stakeholders	20,000
		3,0	7,0					Printing	10,000
		1,4	1,0					Translation (case studies, handouts, presentations: 200pgs*12$	2,400

	Activities					Responsible	Inputs	Amount
NSO, MSWL, MoF staff trained in poverty mapping techniques; # of development practitioners trained on the use and interpretation of poverty data and programme logframe; teaching of the use and interpretation of poverty statistics and programme logframe mainstreamed for regular training of development practitioners; capacity development plan for national anti-poverty machinery approved ***Targets:*** *Methodologies for poverty measurement assessed and comparability improved; national and sub-national capacity for disaggregated and participatory data collection and analysis enhanced.* ***Related CP outcome:*** *Availability and utilization of statistical data for planning, and decision-making to improve pro-poor policies, programmes and strategies*	1.1.3. Select the poverty and human wellbeing measure (review existing poverty measurement methodologies and available data, undertake additional measurement to refine poverty profile)	80,0	287,5	132,5		MSWL, NSO, ITSP	Pilot survey; Field work; Service contracts; Training for enumerators; Fee for interview; Transportation; Monitoring visit; Data processing; Data analysis; Translation; Communication cost; Stationary; Equipment; Dissemination cost; Workshops; Printing	500,000
	1.1.4. Design poverty mapping statistical model	30,0				NSO, MSWL, TSP	National consultants; 1.1.1	
	1.1.5 Review quality and utility of poverty maps	5,0	23,16				Procurement (GPS)	30,000
	1.1.6. Develop Poverty Map Usage and User Feedback Monitoring Plan						Field visits (a team travel through out the country for a year-5prs*256days*22US$)	28,160
	1.1.7. NSO, MSWL, MoF staff trained in mapping techniques, GIS software management (design training module, train trainers)	4,0	10,0	15,0	5,0	NSO, ITSP	Workshop/trainings (8 workshops)	34,000
		1,0	1,0	1,0	0,6		Natl consultants; 1.1.1	
			40,0				Translation(300pgs)	3,600
							Printing (maps, instructions, modules) ITSP (1.1.2)	40,000

Activity				Responsible	Inputs	Cost
1.1.8. Develop Poverty Mapping and Resource Mobilization Strategy	1,0	1,0	1,0	NSO, MSWL, MoF, ITSP	TSP (above 1.1.2) Natl consultants 1.1.1	
		1,0			Translation;	3,000
		4,0			Printing	4,000
		1,0	2,0		Workshop	3,000
1.2. A 5-year Capacity Development Plan formulated for national anti-poverty machinery				MoF, MSWL, STA	Intl consultant (1.1.1) Natl consultants (1.1.1)	
1.2.1. Conduct functional review of MSWL and other government units involved in poverty reduction and develop draft plan	0,5	0,5	0,5		Translation;	1,500
1.2.2. Obtain feedback and finalize the plan	2,0	2,0			Wkshops/consultations	4,000
1.3. Analytical capacity of development planners and practitioners strengthened				MSWL, NSO, MECS, ITSP,	ITSP 1.1.2 above	
1.3.1. Develop general and ToT modules on:	2,4	2,4			National consultants (2m/2m);	4,800
a) use and interpretation of poverty statistics	1,5	1,5			Translation	3,000
c) programme logframe	2,0	3,0			Printing	5,000
1.3.2. Train trainers				MSWL, NSO	ITSP 1.1.2 above	
1.3.3. Deliver training in 5 regions to development practitioners	3,0	2,9			National consultants	5,900
	10,0	10,0			Wkshops	20,000
	0,6	0,6			Translation	1200
	0,4	0,4			Communication cost	800
					Subcontract	

Output / Activity		Responsible		Inputs
1.4. University poverty measurement methodology (HIES/LSMS/PPA) curriculum strengthened with focus on applied research skills 1.4.1. Revise, test and finalize the curriculum		MSWL, NSO, NUM, MECS		ITSP 1.1.2 above National consultant
2. Data and information base for employment promotion policies strengthened				
Baseline: Basic labour statistics is insufficient to adequately guide policy making and qualify the country for accession to the ILO Labour Statistics Convention (C160) *Indicators: Revised employment promotion policy framework approved by government; a basic labour statistics upgrade plan approved and implementation commenced; selected labour statistics compiled based on*				
2.1. Employment promotion policy framework refined to improve its effectiveness as a poverty reduction strategy	26,4	MSWL, NSO, ILO	26,400	Intl consultant (1 m/m);
2.1.1. Review and amend the existing policy documents as necessary	1,5		1,500	Natl consultant (1m/m)
2.1.2. Provide recommendations for further improvement of the policy framework	2,0 2,0		2,000 2,000	Translation Workshop
2.2. A plan on the upgrade of basic labour statistics formulated and some key concepts and definitions refined	30,0 19,8		49,800	Intl consultant (1m/ 2m);

				Inputs	Budget (USD)
the revised definitions; national accounts updated with new labour force data; time use survey data feeds into gender policy debate *Targets: National and sub-national capacity for disaggregated and participatory data collection and analysis is enhanced* *Related CP outcome: Availability and utilization of statistical data for planning, and decision-making to improve pro-poor policies, programmes and strategies*	2.2.1. Evaluate labour statistics system (concepts, definitions, methodologies of data collection, compilation and publication, institutional capacity, etc.) 2.2.2. Align concepts, definitions for employment, underemployment, average earnings, hours of work, time rates of wages, wage structure and distribution, labour cost with ILO standards and guidelines	5,0	1,6	National consultant (2prs*3months);	6,600
	2.3. Labour force data updated	23,4	23,4	International consultant;	46,800
	2.3.1. Design and conduct Labour Force Survey	200,0	100,0	Field work	300,000
	2.3.2. Produce Survey report, disseminate findings	7,0 5,0 1,0	8,0 10,0 2,0 7,0 4,0	Data processing; Data analysis Report writing; Translation; Printing Workshop	15,000 15,000 3,000 7,000 4,000
	2.4. Time-use survey report available for policy research and debate	26,4		International consultant (1prs*1months);	26,400
	2.4.1. Analyze time-use survey data and prepare report	3,0		Translation	3,000
	2.4.2. Disseminate the survey findings	7,0 4,0		Printing Workshop	7,000 4,000

Activities / Indicators				Responsible party	Budget inputs	Amount
2.5. Government and non-state development practitioners trained in labour data analysis 2.5.1. A training programme on the use and interpretation of labour statistics is prepared and delivered	7,0				International consultant National consultants Workshop/training Translation	5,000 2,000
3. Sustainability of HD policy debate, research and teaching strengthened *Baseline: The 4th NHDR was produced in 2007. Independent academia authored last 2 NHDRs and needs more capacity building for process and technical skills. The effectiveness of the HD curriculum (started in 2007) is lowered by the shortage of teaching staff and reading material. Independent evaluation indicated the need to revive Poverty Research Group's initial mission.* *Indicators: Process analysis*						
3.1. 5th NHDR provides complementary data and alternative policy options for informed policy debate 3.1.1. Select the theme in a consultative and participatory manner 3.1.2. Conduct primary and background research, produce background papers 3.1.3. Write and peer review the NHDR 3.1.4. Prepare advocacy package and disseminate the NHDR	50,0	200,0	50,0	Academia, MSWL	Local academic institution International advisor	300,000
3.2. HD teaching and advocacy capacity strengthened						
and peer review confirm NHDR's conformity to HDR quality standards (6 core principles); at least 20 HD trainers, 30 journalists, 100 civil servants and CSO development practitioners from national and sub-national levels trained; HD programme 3.2.1. A training-of-trainers module developed, tested, finalized and housed in an appropriate academic institution; and delivered to HD lecturers	13,3	28,1	10,0	MECS, MSWL, UNDP	Intl consultant (1.5 m/m) Natl consultant (1 m/m) Printing Translation Workshop	38,100 1,300 3,000 3,000 6,000
included in the civil service and 3.2.2. Select, translate,	12,0	12,0	12,0	MSWL,	Natl consultants (2.2.1);	

Expected outputs / targets	Activities					Implementing partner	Inputs	Amount
Press Institute training plans; at least 20 titles of HD reading material including up to 10 global, regional and national HDRs of relevance available in Mongolian; NUM fully owns and operates the HD module of its e-library with 80% client satisfaction; up to 10 policy studies provide in-depth analysis of topical issues in the field of poverty, labour, wages and employment policies. ***Targets:*** *High quality HD teaching and training course delivered as a core course in leading national academic and training institutions; National HDRs produced on issues for key concern of human development in Mongolia; and results widely disseminated and discussed; public awareness enhanced through using various methods including media for advocating Human development concept and mainstreamed in the policy making process;* ***Related CP outcome:*** *Availability and utilization of statistical data for planning, and decision-making to improve pro-poor policies, programmes and strategies*	print a package of recommended reading on HD	10,0	8,0			MECS, UNDP	Translation (20books/mats*150pgs) Printing (6books)	36,000 12,000
	3.2.3. Design HD module for NUM e-library, select and upload content, equip with 5-year strategic plan and client satisfaction monitoring tool					NUM, MECS	Procurement; Training/workshop for operators; Content development and uploading	15,000 3,000
	3.2.4. Specially designed HD programmes prepared, housed at an appropriate institution and delivered to development practitioners and the media	2,0	4,0	2,0		NUM, MECS	Training/workshops	8,000
	3.2.5. Support participation of policy makers, development practitioners, HD specialists in Oxford/UK HD course, other training and policy events	20,0	20,0	20,0	20,0	MSWL, UNDP	Internationall training	80,000
	3.3. Policy studies support poverty reduction and employment policy making and programming 3.3.1. Identify research topics, commission studies and disseminate findings	20,0	30,0	40,0	30,0	MoF PRG/SPT, MSWL	Service contracts	120,000
4. Strengthening the enabling environment for economic and social integration of persons with	4.1. Policy recommendations and a plan of action developed to strengthen policy and	26,400	26,400			MSWL/DPD, SSPC	International consultant (1prs*1month)	26,400

Description		Inputs	Cost
disabilities and the capacity of civil society players for advocacy and communication *Baseline: Implementation of laws and regulations is weak as demonstrated by the exclusion of the disabled from the vocational education and skills training systems and programme frameworks*			
4.1.1. Conduct content analysis of the legislation and programmes to assess their internal consistency and relevance to employment and skills development opportunities for PWD	1,3 2,0 4,0 4,0	Natl consultant (1m/m) Translation Workshop Printing	1,300 2,000 4,000 4,000
4.1.2. Undertake participatory evaluation of employment generation and vocational rehabilitation programmes	38,1 1,3 13,85	Intl consultant (1m/m) Natl consultant (1m/m) Translation Printing	38,100 1,300
4.1.3. Assess implementation of accessibility standards	13,85	International consultant National consultant Translation Printing	26,400 1,300
4.1.4. Evaluate the disability statistics system (in conjunction with the basic labour statistics system) and review disability concepts and definitions	26,4 3,9 1,5 7,0	Intl consultant (1m/m) Natl consultant (1m/3m) Translation Printing	26,400 3,900 1,500 7,000
4.2. Develop and launch advocacy information packages: a) a Media Primer b) a Guide to National Laws and International Conventions for the general public c) a Policy Maker's Handbook on the domestic	1,0 1,0 4,0	Intl consultant (5.1.) Natl consultant (5.1.) Translation Printing	2,000 4,000
Indicators: Government approves proposed options on mainstreaming vocational rehabilitation services for PWD and enforcing legal provisions for "sheltered workplace", accessibility standards reflected in relevant regulations; at least 20 staff and activists trained in programme management and advocacy; associations provide better client services and advocacy.			
Targets: Operationalize the international strategy on equalization of opportunities for the disabled; facilitate their economic and social integration through enhanced awareness and knowledge of			

Description	Budget line					Amount	Notes
policy makers and the public; strengthen programme and advocacy capacity of associations of/for the disabled strengthened **Related CP outcome:** *Capacity of government and disadvantaged groups enhanced to mitigate economic and social vulnerabilities*	situation and international standards and best practice			4,0		4,000	Workshop
	4.3. Programme management, resource mobilization, advocacy and communication skills of associations of/for PWD enhanced						International consultant (5.1.2 above) National consultant (5.1.2 above)
	4.3.1. Develop training modules on programme management, fund-raising, project writing, advocacy and communication, and conduct training of leaders/staff of advocacy and service CSOs of/for PWD		3,0			3,000	Small group Training programs (up to 20)
			7,0			7,000	Printing
		2,0	10,0	10,0	8,0	30,000	Small group Training programs (up to 20)
5. Project Implementing Unit	5.1 Project staff salary	61,8	73,6	103,6	37,0	128,000	
	5.2 Project monitoring field visits					2,400	
	5.3 Steering committee meeting, recommendations and follow-up actions					2,400	
	5.4 Office supplies					50,000	
	5.5 Communication expenses					9,000	
	5.6 Transportation expenses and sundries					49,200	
	5.7 Translation costs					5,000	
	5.8 Project evaluation					30,000	
TOTAL		806,3	1,545.7	655,2	161,1	3,168,360	

V. MANAGEMENT ARRANGEMENTS

A. Project Management. The project shall be implemented in the National Execution (NEX) modality whereby the full responsibility for the production of the agreed outputs and use of UNDP resources rests with the Ministry of Social Welfare and Labour as the government Implementing Partner. The project shall be managed in accordance with the rules and procedures outlined in the UNDPꞋ POPP. It may be managed on the basis of government programme/project management policies and procedures if and when comparable systems are fully in place and an agreement is appropriately reached between the MSWL and UNDP. Given the complexity of this multi-component project the HACT (Harmonized Approach for Cash Transfers) modality will not be applied, and accordingly the report of the HACT Micro-assessment (Financial Management Capacity Assessment) of the Implementing Partner is not annexed to this project document.

The project will be led by the **Project Board (the Board)** which brings together the roles and responsibilities of the Executive (MSWL and UNDP), the Suppliers (implementing partners) and the Users (beneficiaries) of the project outputs (see the project organigram in this section). This group is responsible for the overall direction and management of the project. It reviews and approves project plans and progress reports, ensures that required resources are committed and arbitrates on any conflicts within the project and/or negotiates a solution to any problems between the project and external bodies. The Board authorizes any major deviation from the agreed plans necessitated by the need in project modification or when project tolerances (approved budget and delivery deadlines) have been exceeded. Board members individually and collectively will ensure that potential risks in the projectꞋ policy and political environment that may undermine the achievement of project objectives or production of its outputs are removed or mitigated in a timely and effective manner. The Board approves any delegation of its Project Assurance responsibilities.

The Board meetings are open to representatives of the third-party cost-sharing donor(s), who will be notified of the forthcoming meeting and provided with relevant documents in advance.

As the **Executives,** the Deputy Minister of SWL and UNDP Programme Director/Deputy Resident Representative represent the ownership of the project and assume ultimate responsibility for its successful implementation. They will co-chair the Board meetings. The Executives will appoint alternate Executive.

The Economic Policy Department of Ministry of Finance will be the **Senior User** responsible for coordinating other users in specifying user needs, providing necessary support to the development of the products, monitoring quality standards and ensuring that the project delivers its ultimate benefits.

The MSWL State Secretary and NSO Deputy Director will be the **Senior Suppliers** responsible for ensuring technical feasibility of the project and coordinating other suppliers in designing, developing, facilitating and implementing the projectꞋ products.

Project Assurance is the responsibility of each Project Board member and a function of objective oversight and monitoring which is independent of the Project Manager. Project assurance support will be provided to the Project Board by a designated Senior Specialist from the MSWL Information, Monitoring and Evaluation Department and UNDP Programme Officer.

Project Manager is responsible for day-to-day management of the project. He/she will be managing and monitoring the project risks initially identified, submit new risks to the Executive for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log. The PMꞋ prime responsibility is to ensure the project outputs as specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The full-time PM will be selected jointly by the MSWL and UNDP and contracted by UNDP on MSWLꞋ behalf.

Project Support is a provision of administrative and management support to the Project Manager. There will be a Monitoring and Evaluation Officer an Administrative and Finance Assistant, a Secretary and a Driver that are requisite for the extensive operations of this complex project.

Resident Senior Technical Advisor (see the ToR, Annex 2) shall be contracted by UNDP as requested by the MSWL and NSO, and on the basis of a joint selection with the parties concerned. As part of the Project Support, the RSTA will provide policy and technical advice to the Project Board and guide the Team Managers in designing and implementing the project outputs. S/he will be based at the MSWL.

Suppliers
- MSWL PDSSDept
- MSWL L Dept
- NSO SESDept
- MoHE PRG

Senior Supplier
MSWL State Secretary
NSO Deputy Director

Executive
Deputy Minister of Social Welfare and Labor/MT
UNDP Deputy Resident Representative

Senior User
MoP EP Department

Users
- MoFE EP Dept
- MECS
- MRAG
- MNB
- Cabinet Secretariat (Local Governing Division)
- Consortium of Hi (Eng name)
- Consortium of PWD Associations (Eng name)

Project Support
- Resident Senior technical Advisor
- M&E Specialist
- AFA
- Secretary
- Driver
- UNDP Support Services

National Project Manager

Project Assurance
MSWL/M&E Senior Specialist
UNDP Programme Officer

TEAM A
Poverty profiling and mapping
- Poverty definition
- Poverty maps
- Poverty mapping and resource mobilization strategy
- Training on poverty mapping techniques, use and interpretation of poverty statistics
- University poverty research curriculum

TEAM B
Employment policy base enhancement
- Labour definitions
- Basic labour statistics system assessment
- Labour force survey
- Time use survey report

TEAM C
Policy analysis and coordination
- Topical policy studies
- Functional review of national ant-poverty machinery and capacity development strategy

TEAM D
HD reporting and capacity building
- MHDR production
- HD advocacy package
- HD training modules (ToT, policy makers, media, general public)
- HD recommended reading package
- HD e-library

TEAM E
Economic and social integration of PWD
- Legal and policy review
- Programme evaluation
- Disability statistics
- Disability definition
- Capacity development of Associations of/for the disabled

B. UNDP Support Services. UNDP will provide human resource, procurement and other administrative and management services in line with the *Standard Letter of Agreement Between the UNDP and the Government for the Provision of Support Services.* (Please refer the letter available in the UNDP Mongolia website)

C. Collaborative arrangements with related projects. With the permission of the UNDP-supported Poverty and MDG Monitoring System (PMMS) project implemented by the Ministry of Finance, the GIS software it has purchased for the NSO will be used for the poverty mapping activity under this project. Any pilot activity planned under the present project will be implemented in the selected locations of the PMMS project sites (4 aimags and 2 capital city districts) with the support from the same project.

D. Prior obligations and prerequisites. The Government will provide strategic oversight and coordination to ensure the use of best national and international practice and complementarity with other interventions in the fields specific to this project. It will ensure ownership of the project by securing legal and regulatory frameworks necessary for institutionalization and mainstreaming of its outputs as basic concepts and means of pro-poor policy making and programming.

Non-state stakeholders will commit human and other resources to make the most of the opportunities for participation and capacity development offered by the project, and amplify the benefits of the project by undertaking advocacy to raise public awareness and knowledge of poverty and human development issues and related policy needs and challenges.

It is assumed that the changes in the government composition and/or structure that may occur as a result of the general election in June 2008 will not affect the agreed project design, objectives and outputs, and the MSWL, NSO and other government counterparts will ensure a smooth turnover of the responsibility for project management and delivery of its outputs to the appropriate government authorities that may come in the wake of the elections.

The national project counterparts shall provide the following in-kind contribution:

Contribution	Contributor	Terms of provision
Project Implementing Unit office space	MSWL	In kind contribution
RSTA office space	MSWL	Same as above
Office space for International Technical Service Provider (poverty mapping)	NSO	Same as above
Office space for short-term consultants (international and national)	MSWL, NSO and other national counterparts	Same as above
Meeting venues	MSWL, NSO and other national counterparts	Same as above
Time and salary of NPD and respective Government staffs	MSWL, NSO and other national counterparts	Same as above
Transportation, if and when required	MSWL, NSO and other national counterparts	On a cost-sharing basis (the driverˢ time and petrol used, or applicable government-approved rental fee)

F. Audit arrangements. The project shall be subject to management and financial audits in accordance with UNDPˢ POPP and National Execution Guidelines.

G. Agreement on intellectual property rights and use of logo on the project's deliverables.

The UNDP shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequences. The Contractor, at the UNDPˢ request shall take all necessary steps, execute all necessary documents and generally assist in securing such

proprietary rights and transferring the same to the UNDP in compliance with the requirements of the applicable law.

The Contractor shall not advertise or otherwise make public the fact that it is a contractor with the UNDP. Also the Contractor shall, in no manner whatsoever use the name, logo of the UNDP or any abbreviation of the name of the UNDP in connection with its business or otherwise.

VI.   MONITORING FRAMEWORK AND EVALUATION

Project monitoring and evaluation will be conducted in compliance with the programming policies and procedures set out in UNDP's POPP and on the basis of a Monitoring Schedule Plan to ensure the achievement of the stated results within the agreed budget and schedule.

The project shall be monitored through the following:

Within the annual cycle
- ➢ Monthly project progress updates will be provided by the Project Manager to the Implementing Partner's and UNDP Programme Officer.

- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- ➢ Based on the initial risk analysis submitted (see annex 1), a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- ➢ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- ➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually
- ➢ **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. The Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ➢ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Other monitoring activities will be:
- • Regular field visits as outlined in the Monitoring Schedule Plan;
- • Periodic project management meetings and meetings with partners and stakeholders, as required.

It is deemed that the complexity of this multi-component project, the innovative activities proposed and the expected outputs of high importance to capacity development for pro-poor policy making and programming may call for an evaluation either towards the end of the project or after its completion (ex-post).   In accordance with UNDP Evaluation Policy, UNDP and the Government in consultation with other stakeholders will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for such an evaluation. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators identified jointly by the Project Board and the cost-sharing donor(s).

Additional monitoring and evaluation activities may be undertaken as requested by stakeholders and/or cost-sharing donor(s).

Quality Management for Project Activity Results

To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Poverty measurement refined and technical skills strengthened for improved policy and programme performance. The objective of this Output is to strengthen the data and information base for evidence-based poverty policymaking and programme targeting, and build the capacity for poverty data disaggregation and analysis, coordinated policy and programme management in the government as well as for teaching applied poverty research skills at higher educational institutions.		
Activity Result 1 **(Atlas Activity ID)**	**Poverty data disaggregated and poverty maps produced** (Poverty mapping)	Start Date: January 2009 End Date: September 2011
Purpose	To create poverty maps showing spatial distribution of the poor population in conjunction with socio-economic indicators as agreed with government partners on the purposes and uses of poverty maps; improve technical capacity for poverty mapping	
Description	Identification of the purpose and uses of poverty maps; refinement of the poverty profile; review of available data sources; development of a statistical poverty mapping model; training of NSO, MSWL and MoF staff in poverty mapping techniques; formulation of a poverty mapping and resource mobilization strategy; development of a poverty map usage and user feedback monitoring plan	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Orientation sessions and consultations on poverty mapping involve competent decisions makers and planning experts from key government agencies and result in a clear understanding by the government of the purpose and uses of poverty maps, and its commitment to producing and updating poverty maps as strategic planning tools	The purpose and uses of poverty maps, and roles/responsibilities of govt agencies concerned are endorsed in a Cabinet decree which is reflective of the Poverty Mapping and Resource Mobilization Plan and Poverty Map Usage and User Feedback Monitoring Plan developed by the project	January 2009
A refined poverty profile reflects economic and social characteristics of the poor and is agreed on through a consensus among government and non-state development practitioners	MSWL decree mainstreams the refined poverty profile in social welfare and poverty reduction programming; feedback from local Governors and social welfare beneficiaries confirms accuracy of the poverty profile	July 2010
Poverty maps show spatial distribution of the poor population and of assets (natural and agricultural resources, economic and social infrastructure, etc) important for poverty reduction	An analysis of MSWL and a number of selected aimag budgets confirms a more strategic approach to planning investments (budgeting) and poverty reduction interventions.	July 2011
Poverty mapping and GIS skills training is highly rated by the trainees; # of central and local development planners trained; well-placed training module	National experts update the poverty maps using the latest 2010 population census data	September 2011
Activity Result 2 **(Atlas Activity ID)**	**A 5-year Capacity Development Plan formulated for national anti-poverty machinery** (Functional review)	Start Date: June 2009 End Date: December

		2010
Purpose	Assist the newly formed government in clarifying roles and responsibilities of government agencies involved in poverty reduction for better synergy and cross-sectoral coordination of policies and programmes, and in identifying and addressing gaps in institutional and technical capacities	
Description	Conduct functional review of MSWL, MoF and other government agencies, formulate a five-year capacity development plan	

Full MoF leadership in planning, organizing and implementing the functional review	MoF 2009 plan of activities includes functional review; presentation by MoF of the findings of the review.	June 2009
A 5-year capacity development plan provides clear strategies for institutional and technical strengthening of the national anti-poverty machinery and proposes improved mechanisms and processes for inter-ministerial coordination and participation of non-state actors	Government decree(s) define roles and responsibilities within the machinery; ministerial/agency plans incorporate capacity development activities and budgets based on the 5-year plan.	December 2010

Activity Result 3 **(Atlas Activity ID)**	**Analytical capacity of development planners and practitioners strengthened** (Poverty analysis training)	Start Date: January 2009 End Date: July 2010
Purpose	Build capacity for poverty analysis and quality programming by improve the knowledge and skills of development practitioners in the use and interpretation of poverty statistics, and in formulation and monitoring of poverty reduction programmes	
Description	Develop a training programme and training-of-training module on the use and interpretation of poverty statistics and programme logframe; deliver training to government and non-state development practitioners in 5 regions	

The training modules are developed with major input from national experts and housed at one or more educational institutions well positioned to provide regular training to civil service and non-state development practitioners	MECS issues a decree on mainstreaming training programmes as part of standard courses of the selected schools of economics and social studies	July 2010
Training-of-trainers is of sufficient duration, involves a sufficient number of teaching staff from relevant state and private schools, and ensures their full time attendance	Project course certificates handed out to at least 3 trainers from each of at least 5 educational institutions	July 2010
Training of development practitioners is of sufficient duration, involves government officers from strategic units and non-state development practitioners, and ensures their full-time attendance	List of participants developed by the MSWL/MoF, attendance data and course certificates; logframes of employment facilitation, skills training, income generation, gender equality programmes developed by the trainees as inputs to the implementation of the MDS-based NDS	July 2010

Activity Result 4 **(Atlas Activity ID)**	**University poverty measurement methodology (HIES/LSMS/PPA) curriculum strengthened with focus on applied research skills** (University curriculum revision)	Start Date: January 2009 End Date: December 2010
Purpose	Improve technical capacity for the design and implementation of poverty surveys both quantitative and qualitative	
Description	Revise, test and finalize the curriculum	
The activity is implemented under the leadership of the National University's	MECS issues a decree mainstreaming the curriculum as part	December 2010

School of Economics and with major input by a team of national experts from a number of selected schools	of the standard credit course of institutions of higher learning	

OUTPUT 2: Data and information base for employment promotion policies strengthened. This Output aims at providing options for the improvement of the labour statistics collection and compilation system and for ensuring the reliability and consistency of employment and unemployment statistics, and making the updated labour force and time-use data available for policymaking. By extension, the Output seeks to increase Mongolia's preparedness for accession to the ILO Labour Statistics Convention (C160).		
Activity Result 1 (Atlas Activity ID)	**Employment promotion policy framework refined to improve its effectiveness as a poverty reduction strategy** (Employment policy framework)	Start Date: July 2008 End Date: December 2009
Purpose	Align the substance of employment promotion regulatory and programme frameworks fwith the strategic objectives and targets of the MDG-based NDS aimed at halving poverty by 2015 (to 18%)	
Description	Review and amend the existing legal and policy documents; provide recommendations for further improvement of the policy framework within the NDS timeframe (2007-2015, 2016-2021)	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Regulatory and programme frameworks better reflect the concept of productive employment and are geared to accelerated employment generation	Amendments introduced in the Employment promotion law and Employment promotion programme	January 2010
Activity Result 2 (Atlas Activity ID)	**A plan on the upgrade of basic labour statistics formulated and some key concepts and definitions refined** (Basic labour statistics)	Start Date: January 2009 End Date: December 2009
Purpose	Improve the scope and quality of basic labour statistics to support effective pro-poor policymaking and facilitate the country's accession to ILO Convention on Labour Statistics	
Description	Evaluate labour statistics system (concepts, definitions, methodologies of data collection, compilation and publication, institutional capacity, etc.); align concepts, definitions for employment, underemployment, average earnings, hours of work, time rates of wages, wage structure and distribution, labour cost with ILO standards and guidelines	
The upgrade plan for basic labour statistics provides carefully tailored solutions to improving the vertical and horizontal systems of data collection and compilation, expanding the scope of data collection, and strengthening technical capacity of the staff concerned	Minutes and recommendations from the plan presentation meeting; ministerial/govt decree approving the plan	June 2010
Selected labour concepts and definitions refined in line with ILO standards and guidelines	(to be fleshed out by end-users and technical experts)	
Training on the use and interpretation of labour statistics and programme logframe involves both government and non-state development practitioners	(to be fleshed out by end-users and technical experts)	

Activity Result 2 (Atlas Activity ID)	Labour force data updated and time-use survey report available for policy research and debate (Labour Force and Time Use Statistics)	
Purpose	Increase availability of reliable labour force data generated using refined concepts and definitions and time-use survey data for programming NDS activities in poverty reduction, and national capacity in survey design, implementation and data analysis	
Description	Design and conduct labour force survey, analyze time-use survey data and produce report	
The design of the labour force survey and the data generated enable comparison with the previous 2002-03 labour force survey and effective analysis of dynamics and trends.	(to be fleshed out by end-users and technical experts)	
Time-use survey report is done with additional re-calculation, if necessary, to ensure comparability with the previous (first) time use survey; findings are broadly disseminated through a high profile forum and other communication means/events to support gender advocacy and debate on imputing value to unpaid labour.	Report of the Time-Use Survey conference (to be fleshed out by end-users and technical experts)	

OUTPUT 3: Sustainability of HD policy debate, research and teaching strengthened. The objective of this Output is to support the NHDR process as an important input to pro-poor policy debate and national capacity building in independent policy analysis, strengthen the base of HD teaching and expand its outreach, increase access to HD knowledge sources and contribute to pro-poor policymaking through policy studies in the fields of poverty, labour, wages and employment.		
Activity Result 1 (Atlas Activity ID)	5th NHDR provides complementary data and alternative policy options for informed policy debate	Start Date: July 2008 End Date: July 2011
Purpose	Continue building technical and leadership capacity of the independent academia, facilitate cooperation and coordination with the government to ensure its recognition and acceptance of NHDR as a policy analysis and advocacy tool	
Description	Support consultations on the theme, requisite research, production of background papers, writing and printing of NHDR and communication packages, launch and other advocacy activities.	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
NHDR 2009 is conceptualized in a highly participatory manner, is prepared by independent academia, the quality of its analysis and presentation is assured through the use of reliable data and rigorous peer review, advocacy materials are simple and clear to achieve the greatest outreach and effect possible. MHDR	(to be fleshed out by end-users and technical experts)	July 2010
Activity Result 2 (Atlas Activity ID)	HD teaching and advocacy capacity strengthened (HD teaching)	Start Date: July 2008 End Date: July 2011
Purpose	Reduce shortage of HD teachers, strengthen their technical capacity; improve knowledge of HD among policy makers and the media; increase availability of recommended reading and resource materials on HD;	

Description	Develop a training-of-trainers module and HD teaching programmes for policy makers and media; deliver training to aforementioned audiences; select, translate, print a package of recommended reading on HD; design HD module for NUMX e-library, select and upload content, equip with 5-year strategic plan and client satisfaction monitoring tool; support participation of policy makers, development practitioners, HD specialists in Oxford/UK HD course, other international training and policy events	
HD curriculum for development practitioners and journalists designed to use interactive training techniques and is appropriately housed to provide regular training on theory, concepts and application of the Human Development approach with focus on its use in Mongolia and best international practice	MECS decree mainstreaming the new modules as part of the standard HD course; project statistics on development practitioner and journalist training	Mid term evaluation-2009 spring Final evaluation P 2011 spring
A training-of-trainers module is appropriately housed to ensure regular updating and to provide continuous training of HD lecturers	MECS decree endorsing ToT module as part of a standard teacher training curriculum; project statistics on ToT training	
A package of at least 20 title of recommended HD reading materials includes works by leading development thinkers as well as a selection of global, regional and national HDRs with subjectmatter of relevance to MongoliaX development, and is made available to major libraries	HD course synopses; Client satisfaction surveys; Library inventories	
Policy makers, development practitioners and HD specialists provided international training and exposure	Public lectures delivered by participants in the Oxford HD Course and other HD training/events upon their return	
HD module of the National University of Mongolia e-library is uploaded HD recommended reading and other content of agreed size and offers on-line tests and other learning modules modelled on best HD teaching practices (e.g. Oxford HD Course)	Client satisfaction surveys	
Activity Result 3 (Atlas Activity ID)	**Policy studies support poverty reduction and employment policy making and programming** (Policy studies)	Start Date: July 2008 End Date: July 2011
Purpose	Support implementation of NDS through policy studies with focus on labour, employment and wage setting issues	
Description	Identify topics, commission and disseminate studies, support publication and circulation where necessary	
A plan of policy studies is devised in the context of the NDS Strategic Objective 4.1; based on this plan up to 10 policy studies provide in-depth analysis of topical issues in the field of poverty, labour, wages and employment policies.	Government decrees approving strategies/programmes documents developed on the basis of the studies. (to be fleshed out by end-users and technical experts)	

OUTPUT 4: Strengthening the enabling environment for economic and social integration of persons with disabilities and the capacity of civil society players for advocacy and communication. The objective of this Output is to provide options for strengthening employment and vocational rehabilitation opportunities for persons with disabilities and improving the scope and quality of disability statistics, enhance awareness among decision makers and the public of challenges and opportunities facing PWD, and build the capacity of civil society to advocate the rights and interests of PWD.		
Activity Result 1 **(Atlas Activity ID)**	**Policy recommendations and a plan of action developed to strengthen policy and programme frameworks** (Disability policy framework)	Start Date: July 2008 End Date: December 2010
Purpose	Provide advice on improving the substance of legal and policy frameworks and disability statistics against international standards and norms, effectiveness of disability protection programmes and enforcement of accessibility standards	
Description	Conduct content analysis of the legislation and programmes to assess their internal consistency and relevance to employment and skills development opportunities for PWD; carry out participatory evaluation of employment generation and vocational rehabilitation programmes; evaluate the implementation of accessibility standards; Evaluate the disability statistics system (in conjunction with the basic labour statistics system) and review disability concepts and definitions	

Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
Policy recommendations and a plan of action on strengthening national policy and programme frameworks highlight ways and means of mainstreaming vocational rehabilitation services for PWD and enforcing legal provisions for ʼsheltered workplaceʼand accessibility standards in the light of ʼthe equalization of opportunitiesʼapproach	MSWL and other relevant agenciesX workplans incorporate policy recommendations and a plan of action; labour, employment, building construction and other relevant laws, regulations and programmes provide for comprehensive protection of disability and accessibility standards	2010
Recommendations on strengthening the disability statistics system and streamlining concepts and definitions in line with international norms and standards	(to be fleshed out by end-users and technical experts)	2010

Activity Result 2 **(Atlas Activity ID)**	**Develop and launch advocacy information packages:** (Integration advocacy)	Start Date: July 2008 End Date: December 2010
Purpose	Increase knowledge of policy makers, the media and general public of national and international norms and standards as well as best international practice	
Description	Develop, peer review, launch a Policy MakerX̌ Handbook, a Guide to National and International Norms and Standards, a Media Primer	
These materials need to be carefully designed for each specific audience indicated, comprehensive in coverage and simple and clear in presentation, with a strong focus on legal education and best international practice; developed in a participatory way and user-tested before finalization.	Project reports; media reports; client satisfaction surveys	

Activity Result 3 **(Atlas Activity ID)**	**Programme management, resource mobilization, advocacy and communication skills of associations of/for PWD enhanced** (CSO capacity development)	Start Date: July 2008 End Date: December 2010

Purpose	Strengthen advocacy and operational capacity of associations of /for PWD.
Description	Develop training modules on programme management, fund-raising, project writing, advocacy and communication and conduct training of leaders/staff of advocacy and service CSOs of/for PWD
Persons with disabilities are involved as trainers to the greatest extent possible, the training delivers practical results such as model advocacy messages and sample project documents; training modules remain with associations capable of providing regular training and re-training	Training workshops evaluation reorts; client satisfaction surveys	

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner (formerly Texecuting agency) and its personnel and property, and of UNDPX property in the implementing partnerX 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 partnerX 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. RISK LOG MATRIX

Risk ID	Description	Date identified	Type	Impact and probability, scale 1-low; 5-high		Countermeasure/Management response	Owner	Submitted/Updated by	Last update	Current status
				Impact	Probability					
01	External Economic factor: interest rate; exchange rate fluctuations; inflation	During project document development	Financial	5	4	Scope of some activities can be decreased	Project manager and Project Board	Project Manager	Quarterly	
02	Institutional and execution capacity of Implementing Partner	During project document development	Organizational	4	1	a) Negotiate solutions with the IP or b) change IP	a) Project Manager, b) Project Executive (UNDP)	Project Manager	Quarterly	
03	Implementing arrangement	During project document development	Organizational	4	3	Adjust or change the arrangement	Project Manager	Project Manager	Quarterly	
04	Change of Government priorities	During project document development	Political	5	1	Reconsider the continuation of the project	Project Board	Project Manager	Quarterly	
05	Structural changes in Government (merger or separation of Ministries)	During project document development	Political	3	5	Transfer project ownership to appropriate govt agency	Project Board	Project Manager	Quarterly	
06	New unexpected regulations and policies	During project document development	Regulatory	3	3	Negotiate/ reconsider activity planning	Project Manager	Project Manager	Quarterly	
07	Partnerships failing to deliver	During project document development	Strategy	5	2	a) Negotiate solutions or b) reconsider partnership	a) Project Manager, b) Project Board	Project Manager	Quarterly	

08	Stakeholders relation	During project document development	Strategy	5	1	Negotiate solutions, build consensus	Project Manager	Project Manager	Quarterly	
09	Project financing gaps (initial fund raisingX under funding mobilization; potential project expansion/extension of project; over expenditure)	During project document development	Financial	5	2	Undertake resource mobilization	Project Board	Project assuranc e	Quarterly	
10	Intra- and inter-ministerial communication	During project document development	Organiza tional	4	1	Negotiate solutions	Project Board	Project Manager	Quarterly	
11	Adverse Public opinion/media intervention	During project document development	Political	1	1	Neutralize hostility, undertake advocacy	Project Board	Project Manager	Quarterly	
12	Complex Design (larger/multi-component project; technical complexity; innovative; parallel financing)	During project document development	Operatio nal	5	3	Reconsider management arrangement	Project Manager	Project Manager	Quarterly	
13	Project Management (understaffing; staff changes)	During project document development	Operatio nal	3	2	Reconsider management arrangement	Project Manager	Project Manager	Quarterly	
14	Delivery: delays in TSP recruitment and contracting or resulting from change of actors (govt restructuring)	During project document development	Operatio nal	5	2	Adjust activity schedules	Project Manager	Project Manager	Quarterly	
16	Process Efficiency	During project document development	Operatio nal	3	2	Train staff, standardize tools and processes, improve organization	Project Manager	Project Manager	Quarterly	
17	Internal control	During project	Operatio	3	1	Introduce	Project	Project	Quarterly	

#						Manager	Manager	
		document development	nal			controls, enforce compliance	Manager	Manager	
18	Procurement	During project document development	Operatio nal	4	2	Reconsider contracts	Project Manager	Project Manager	Quarterly
19	Physical Assets	During project document development	Operatio nal	4	1	Negotiate solutions with the Government	Project Manager	Project Manager	Quarterly
20	Critical policies or legislation fails to pass or progress in the legislative process	During project document development	Regulato ry	5	2	Sensitize policy and decision makers, mobilize their support	Project Board	Project Board	Quarterly

Terms of Reference
for
Resident Senior Technical Advisor
Poverty Research and Employment Facilitation Project Phase II, UNDP

Background and Context

1. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by Mongolia's newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

2. PREF Phase II will support a continued building of the national capacity to use poverty, labour and disability data as well as the human development paradigm for an improved impact of poverty reduction policies and programmes. The project will support poverty mapping (Component 1); streamlining of the basic labour statistics system and update of labour force and time use data (Component 2); production of the National Human Development Report and poverty policy studies (Component 3), and improvement of the policy and programme framework for better economic integration of persons with disabilities (Component 4). It will strengthen the university curricula on poverty measurement and Human Development paradigm, train development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.

3. The highly technical nature and the scope of the planned activities require the support of a Resident Senior Technical Advisor (RSTA) to ensure quality design and delivery of the proposed outputs and to provide policy and technical advice to government partners within the scope of the thematic areas identified by the project and poverty reduction policymaking in general.

4. The implementation of the project is expected to involve a wide range of government agencies, non-state players as well as international organizations. Thus an important role of the RSTA will be that of honest broker acting to bring about cooperation and synergy among both individual players and relevant programmes and projects.

Organisational Setting

1. The main government counterpart for the project will be the Ministry of Social Welfare and Labour (MSWL) as the Implementing Partner with the National Statistics Office (NSO) and Ministry of Finance (MoF) playing key roles in the delivery of the outputs. Senior officials of these agencies will be team managers (working group leaders) responsible for specific activities and products. The project implementation unit based at the MSWL, will have 5 staff members: National Project Manager, a Poverty Monitoring and Evaluation Specialist, a Administrative and Finance Assistant, a Secretary and a Driver.

2. Resident Senior Technical Advisor shall be contracted by UNDP as requested by the MSWL and NSO. S/he will be based at the MSWL and work closely with MSWL, NSO and MoF.

3. The Advisor will report to the MSWL Officer in charge of the project as her/his Principal, and be accountable to the UNDP designated official as her/his Employer. First line supervision will be provided by UNDP Programme Officer.

Job Content

1. Advice and assistance in the design, organization and implementation of project outputs. This will include:
    *   development of Terms of Reference for activities and international and national consultants/experts or institutions
    *   selection of short-term international and national consultants/experts, as well as institutions
    *   guidance to and oversight of the activities of Project Team Leaders, international and national experts
    *   content development for training programmes and participation as a trainer if and when required
    *   review of policy study papers
    *   preparation of substantive reports on project activities and results on a planned and ad hoc basis as requested by the government and/or UNDP

2. Policy and technical advice to MSWL, NSO and MoF will include assistance to these agencies in formulating policy reduction strategies and specific programmes with a particular focus on establishing a poverty reduction monitoring and evaluation framework for the MDG-based National Development Strategy(NDS), providing them with comparative analyses of international experience and best practice, supporting preparation of policy position papers for discussion/presentation at high level international/regional meetings.

3. Liaison and networking with donor organizations for the purposes of promoting collaboration with relevant programmes and identifying opportunities for resource mobilization by MSWL and UNDP.

4. Support to UNDP poverty reduction programming and learning activities.

5. Perform other tasks as required.

Job Conditions

1. The post is full time, for 24 months, on the basis of a standard UNDP Activities of a Limited Duration (ALD) contract with expectation of renewal. Remuneration is set at the equivalent of L4/5 level (UN common system scale), but may be amended in the light of the incumbent's particular experiences and competences.

2. The post attracts an annual leave entitlement of 30 days per year, plus 10 UN official holidays, along with pension benefits and a mobilisation allowance (pro-rata to contractual period).

3. Start date is as soon as possible one the project document is signed.

Qualifications and Experience

*   Post-graduate degree (preferably Ph.D. or D.Phil.) in economics, social science, statistics or related fields.

- At least 10 years of working experience in areas of poverty measurement and analysis, including design and implementation of socio-economic surveys (participatory where desired), formulation and implementation of poverty reduction strategies and policies including employment policies; development planning and M&E; experience in policy oriented social development and rural development research will be an asset.
- in-depth knowledge of poverty reduction and employment policies and programmes of the developing countries; knowledge of the experiences of transitional economies will be an asset;
- Familiarity with equitable growth and pro-poor policymaking paradigms.
- Extensive experience in working at a senior level with Governments and familiarity with project management operations and procedures of various donor agencies/multi-lateral institutions and UNDP project management operations and procedures.
- Candidates should have very strong analytical, communication and advocacy skills;
- specific knowledge and preferably experience in at least the majority of the following specific areas:
- Strong analytical and writing skills with proven skills in problem identification/solving;
- Knowledge of teamwork and participatory techniques with excellent advocacy and communication skills;
- Ability to work well in multidisciplinary teams and adapt to a multicultural environment;
- Fluent English (spoken and written)
- PC-word processing and Internet communication skills

Terms of Reference for National Project Director
PREF Phase II project

1. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by Mongolia's newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

2. PREF Phase II will support a continued building of the national capacity to use poverty, labour and disability data as well as the human development paradigm for an improved impact of poverty reduction policies and programmes. The project will support poverty mapping (Component 1); streamlining of the basic labour statistics system and update of labour force and time use data (Component 2); production of the National Human Development Report and poverty policy studies (Component 3), and improvement of the policy and programme framework for better economic integration of persons with disabilities (Component 4). It will strengthen the university curricula on poverty measurement and Human Development paradigm, train development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.

Duties and Responsibilities

1. The Ministry of Social Welfare and Labor has been designated the Implementing Partner by the Government of Mongolia to oversee the national execution (NEX) of this project on its behalf.

2. The National Project Director (NPD), appointed by the Ministry of Social Welfare and Labor, is a government representative, responsible for guiding the implementation of the project. The NPD serves as the focal point on the part of the Implementing Partner and as such ensures effective communication between the government and other relevant national stakeholders/actors and monitors the progress towards expected outputs and strategic results under the project.

3. Specifically, the NPD's major responsibilities, in close collaboration with UNDP CO and the Implementing Agent(s) are:

   (a) Undertake project advocacy at the policy level (high officials of the parliament, cabinet, line ministries, government agencies and other public sector institutions, civil society, private sector and the donor community) to ensure national commitment and contribution to the project objectives;

   (b) Undertake policy level negotiations and other activities to facilitate effective and efficient project implementation and maximize its impact;

   (c) Provide policy guidance to the PIU congruent with national policies, including for the selection of local consultancy, training and other specialist services;

   (d) In consultation with the Ministry of Finance (MOF) ensures that requisite financial allocations are contained in the national budget, in accordance with the in-kind contribution and if required cash or cost-sharing budgets, and the established schedules of payment;

(e) Ensure that the project document revisions requiring Government's approval are processed in accordance with established procedures;

(f) Participate in the finalization and approve the Project Annual and Quarterly Work Plans and budget, in close discussion with the UNDP, to maximize the leverage of the project resources in order to achieve the desired overall state of development and immediate objectives set out in the project document; s/he may also approve individual payments on a day-to-day basis.

(g) Supervise and approve the project budget revision and NEX delivery report;

(h) Review jointly with the PIU success indicators and progress benchmarks against expected project outputs so that progress can be assessed, and review and clear Annual Project Progress and Final Reports;

(i) Conduct regular monitoring sessions with UNDP, PIU and other stakeholders in line with UNDP project monitoring rules and procedures, comment on Project Review and Evaluation Reports;

(j) Report regularly to the Project Board on the project progress, in conjunction with the PIU staff;

(k) Assess on regular basis staff work performance in the PIU, including that of the National Project Manager, Administrative & Finance Assistant and other staff;

(l) Establish close linkages with other UNDP- and UN Agency-supported as well as other donor or nationally funded projects/programmes in the same sector

(m) Act as the authorized Implementing Partner's official to request funds from UNDP and certify payment requests

Terms of Reference for National Project Manager
PREF Phase II project

Background

3. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by Mongolia's newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

4. PREF Phase II will support a continued building of the national capacity to use poverty, labour and disability data as well as the human development paradigm for an improved impact of poverty reduction policies and programmes. The project will support poverty mapping (Component 1); streamlining of the basic labour statistics system and update of labour force and time use data (Component 2); production of the National Human Development Report and poverty policy studies (Component 3), and improvement of the policy and programme framework for better economic integration of persons with disabilities (Component 4). It will strengthen the university curricula on poverty measurement and Human Development paradigm, train development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.

General Responsibilities

The primary functions of the NPM are to (1) day-to-day management of the project implementation (2) ensure that the project activities remain relevant to the project's objectives and priorities. The NPM will be responsible for managing project personals, subcontracts, training, equipment, administrative support and financial and donor reporting, keeping the NPD aware of all relevant issues and risks which could impact on project implementation. The NPM will be responsible for (1) achieving the outputs and, hence, objectives of the project, and (2) ensuring co-operation and support from the Implementing Partner(s) and UNDP..

Specific Responsibilities

1. Ensure that all prerequisite and prior obligations of the Implementing Partner(s) to the project, are met;
2. Set up and manage the project office, including staff facilities and services, in accordance with the project's work plan;
3. Prepare regular updates and ensure the implementation of a detailed work plan consistent with the provisions of the project document.
4. Act as a principal representative of the project during review meetings, evaluations and in discussions and, hence be responsible for the preparation of review and evaluation reports for consideration by the NPD.
5. Ensure timely mobilization and utilization of project personnel, subcontracts, training and equipment inputs;
6. Ensure timely preparation of financial reports to UNDP on a quarterly basis;

7. Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;

8. Be responsible for managing issues and requests for change by maintaining an Issues Log;

9. Identify potential candidates, national posts under the project (advertising, appointing a selection board, conducting examinations/interviews, arranging medical examinations and obtaining approval of the appropriate authority); recruit these individuals (except international candidate) in accordance with the guidelines mentioned within this project document, assume responsibility for their administration, including remuneration;

10. Prepare terms of reference, in consultation with the Implementing Partner, subcontractors; advertise Requests for Proposal (RFP); constitute contract committees, select contractor; and award contract in accordance with the procedures highlighted in this project document;

11. Prepare training programmes (in consultation with the implementing agents) designed for staff, with particular emphasis on developing an overall training plan, including types of training activities, individuals to be designated, priorities, venue and cost involved;

12. Draw up specifications for the equipment required under the project; procure such equipment according to relevant Government and UNDP rules and procedures; maintain an inventory and ensure the proper operation, maintenance and appropriate distribution of such equipment;

13. Exercise overall technical, financial and administrative oversight of the project, including supervision of national and international personnel assigned to the project.

14. As a certifying officer s/he will certify that the project expenditures are in accordance with the project document and workplans and that funds are available in the relevant lines of the project budget.

15. Monitor physical and financial performance of the project and update the workplan as necessary;

16. Report to the Implementing Partner and UNDP periodically on the status and constraints, if any, of the project;

17. Assume direct responsibility to the Implementing Partner and donor agencies for the funds provided under the project, consistent with the relevant financial and accounting rules and procedures;

18. Ensure timely preparation and submission of required reports, including technical, donor and study tour/fellowship reports;

19. perform other duties as required.

<u>Responsibilities on project completion and follow-up</u>

In order to ensure the efficient termination of project activities, the NPM will:

1. Prepare a draft Final Report for consideration at the final review meeting (Project Board Meeting), and submit a copy of this report to the UNDP and Designated Implementing Partner̸s official for comments at least 12 weeks before the completion of the project;

2. Make a final check of all equipment purchased under the project through a physical inventory, indicating the condition of each equipment item and its location; discuss and agree with the UNDP and the implementing partner the mode of disposition of such equipment and follow up on the exchange of letters; ensure that action to implement the agreed disposition of equipment in consultation with the project parties are implemented.

3. Attend the Terminal Tripartite Review (Terminal Project Board Meeting) and contribute towards the final preparation of the Terminal Report; and

4. Ensure all terminal arrangements relating to project personnel are completed at the final closure of the project.

<u>Accountability</u>

The NPM will work under the general guidance of and report to the NPD. The NPM is accountable to UNDP for the manner in which he/she discharges the assigned functions.

The NPM shall discharge his/her duties in line with the rules and procedures set forth in the UNDP POPP and NEX manual and other project management guidelines including, where applicable, the provisions of the agreement concluded with cost-sharing donors. The NPM acts as the Certifying Officer. As such, he/she is responsible for the actions taken in the course of his/her official duties. The NPM maybe held personally responsible and financially liable for the consequences of actions taken in breach of the prevailing financial rules and regulations.

<u>General qualifications</u>

Education:	Post-graduate level-Master degree (preferable academic background) in economics, social science, statistics and other relevant experiences
Experience:	A good understanding of inter-sectoral poverty alleviation concerns in Mongolia;
	Prior experience and demonstration of effective project management and co-ordination;
	Excellent teamwork and participatory process skills.
	Previous experience/familiarity with UNDP (or other donors) an asset
	At least 5 years work experience in the relevant area
	Financial management skills and proven organizational abilities;
Skills:	Good analytical skill
	Good interpersonal and communication skills
	Good computer skill
Language:	Fluent spoken and written English

Terms of Reference for Project Monitoring and Evaluation officer
PREF Phase II project

Background

5. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by Mongolia's newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

6. PREF Phase II will support a continued building of the national capacity to use poverty, labour and disability data as well as the human development paradigm for an improved impact of poverty reduction policies and programmes. The project will support poverty mapping (Component 1); streamlining of the basic labour statistics system and update of labour force and time use data (Component 2); production of the National Human Development Report and poverty policy studies (Component 3), and improvement of the policy and programme framework for better economic integration of persons with disabilities (Component 4). It will strengthen the university curricula on poverty measurement and Human Development paradigm, train development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.

Summary of key functions

1. Facilitate the NPM and consultants in the implementation of the planned project activities and design the M&E framework for each component/activities.
2. Collect and review M&E framework's data requirements and applies the use of appropriate tools for data collection, integration and dissemination.
3. Assists the implementing partners in coordinating the M&E through active participation in the evaluation of project activities and the regular monitoring and reporting on the progress of activities.
4. Formulate a monitoring plans for project activities

Specific functions

- Design and implement monitoring and evaluation plans, specific tools and systems for regular monitoring and evaluation for each project components. Assess trends and measure deliverables relating to achieving project outputs;
- Monitor and, if necessary, update clearly defined SMART indicators for each output;
- Compilation and analysis of regular review of Results Matrixes of project deliverables through collection and review of the accurate and timely inputs of information from implementing parties into the regularly updated project monitoring and evaluation templates and tools;
- Analysis of specific data requirements of individual output indicators;
- Analysis of the quality and reliability of available data sources;
- Introduction of new approaches and methods for monitoring and evaluation;
- In collaboration with respective staff, identify training needs for capacity building in project specific areas.

Qualifications and competencies

- Advanced degree in Social sciences with specialized training in project management, monitoring and evaluation, social statistics.

- At least 2 years of work experience in project planning, monitoring, research and evaluation, including data collection and analysis. Experience in management of complex M&E frameworks and strategic plans. Knowledge in developing gender-disaggregated M&E indicators.

- Fluency in spoken and written English and Mongolian required.

Terms of Reference for Administrative and Finance Assistant
PREF Phase II project

Background

7. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by MongoliaX newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

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Organizational setting

The Administrative and Finance Assistant will work under the direct supervision of the National Project Manager and provide assistance to project implementation in the mobilization of inputs, the organization of training activities and financial management and reporting.

Job content

The Administrative and Finance Assistant will be responsible of the following duties:

- Assistance to the recruitment and procurement processes, checking the conformity with UNDP and the Government rules and procedures
- Assistance to the organization of in-country training activities, ensuring logistical arrangements
- Preparation of internal travel arrangements for project personnel
- Financial record-keeping and preparation of financial reports required for NEX financial rules and procedures
- Maintenance of equipment ledgers and other data base for the project
- Routine translation/interpretation and drafting of correspondence as required
- Act as a Petty Cash Custodian
- Other duties as required

Qualifications

Education: University Degree, some training in business and/or
                        administration desirable (finance or accounting)
Experience: Minimum 3 years of financial and administrative work experience
                        Proven experience in administering project accounts is an asset
                        Ability and skill to manage the complexity of different components
Skills: Good organizational skills
                        Good computer skills, including spread-sheets and database
Languages: Fluent in Mongolian and English
Other qualifications: Strong client-orientation

Terms of Reference for Secretary
PREF Phase II project

Background

9. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by Mongolia's newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

10. PREF Phase II will support a continued building of the national capacity to use poverty, labour and disability data as well as the human development paradigm for an improved impact of poverty reduction policies and programmes. The project will support poverty mapping (Component 1); streamlining of the basic labour statistics system and update of labour force and time use data (Component 2); production of the National Human Development Report and poverty policy studies (Component 3), and improvement of the policy and programme framework for better economic integration of persons with disabilities (Component 4). It will strengthen the university curricula on poverty measurement and Human Development paradigm, train development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.

Organizational setting

The Secretary will provide secretarial and administrative support to the National Project Manager and the project team, including short-term experts.

Job content

- Arranges meetings and provides interpretation/translation services for meetings with senior officials
- Types project correspondence, documents and reports
- Drafts routine correspondence and preparation of documents for signature by NPD and NPM
- Maintains project's filing
- Other duties as required

Qualifications

Education: Graduate degree, some training in business and/or administration desirable
                    Proven typing and shorthand ability
Experience: At least five years secretarial and administrative experience
Skills: Computer skills, including word processor and spread-sheets
Languages: Fluency in Mongolian and English
Other qualifications: Strong client-orientation

Terms of Reference for Driver
PREF Phase II project

Background

1. In 2008, the Government of Mongolia will start implementing the second phase of a UNDP-supported project Poverty Research and Employment Facilitation for Policy Development (PREF Phase II). The policy context for the project is set by MongoliaX newly approved MDG-based National Development Strategy (2007-2021) which aims at halving poverty rate by 2015 using economic growth and employment generation as main strategies to achieve the objective. The implementation of the NDS calls for a much stronger data and information base of poverty reduction policies and a heightened capacity for policy analysis and policy and programme management.

2. PREF Phase II will support a continued building of the national capacity to use poverty, labour and disability data as well as the human development paradigm for an improved impact of poverty reduction policies and programmes. The project will support poverty mapping (Component 1); streamlining of the basic labour statistics system and update of labour force and time use data (Component 2); production of the National Human Development Report and poverty policy studies (Component 3), and improvement of the policy and programme framework for better economic integration of persons with disabilities (Component 4). It will strengthen the university curricula on poverty measurement and Human Development paradigm, train development practitioners on poverty mapping techniques and use and interpretation of poverty and labour statistics, and increase the capacity of associations working for the disabled in programme management and advocacy. An important output of the project will be a capacity development plan for the national anti-poverty machinery based on a functional review.

Organizational setting

The driver will work under the direct supervision of the National Project Manager and provide assistance to the project office and project visitors, including experts.

Job content

- Drive project vehicle for the transporting authorized personnel and delivery and collection of mail, documents, and other items.
- Meet official personnel at the airport and facilitate immigration and customs formalities as required.
- Clean and maintain the assigned vehicle, perform minor repairs and arrange for other repairs.
- Keep logbook records of official trips, daily mileage, gas consumption, oil change and greasing, etc,
- Ensure that the steps required by UNDP rules and regulations are taken in case of an accident;
- Perform other duties as required.

Qualifications

Education: Secondary general education
                         Appropriate and valid driving license

Experience:	At least 5 yearsXwork experience as a driver; safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair. Specifically, the candidate should posses experiences of driving and technical maintenance of Toyota Фand CruiserXand similar types of vehicles and good orientation in driving in the country side. Experience working with international organizations and projects is preferred.
Skills:	Skills in minor vehicle repair
Languages:	Mongolian and elementary knowledge of English
Other qualifications:	Strong client-orientation