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PROJECT INITIATION PLAN MONGOLIA

Project Title: *Preparatory Assistance for the Implementation of the SDGs Agenda 2030 in Mongolia*

Project Number: 99307

Implementing Partner: UNDP

Start Date: 5 October 2016

End Date: 30 September 2017

PAC Meeting date: 16 September 2016

Brief Description

Mongolia, along with other UN Member States, has adopted the SDGs Agenda 2030 in 2015, signalling its commitment to sustainable development. Mongolia's long-term sustainable development concept 2030 (SDV) developed and adopted by the Parliament in February 2016 using the SDGs Agenda 2030 as its overarching framework. The Parliament also had approved the Development policy and planning law which will serve as a legal basis for policy coordination and accountability for implementing long, medium and short term policies in Mongolia. The proposed project will aim to assist the Government in effective implementation of the SDGs and the SDV in Mongolia by providing technical assistance and capacity building support. The support will be centred on strengthening whole-of government and society approach for translating 2030 Agenda and Mongolia's long term vision into action.

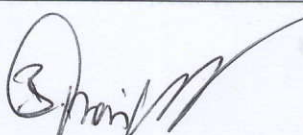
The proposed project is taking a phased approach whereby Phase I will focus on assessments for effective implementation of the SDGs and the SDV in Mongolia and to use findings from assessments to develop a comprehensive road map for the SDGs and SDV implementation and a full project document to support the road map implementation will be developed to guide the Phase II. During Phase I, SDG 'accelerators' will also be identified which will help focus UNDP's support to the implementation of the SDGs 2030 Agenda in Mongolia on specific SDGs and sustainable development priorities. Phase I will also provide the building blocks for setting up a platform for supporting the implementation of the SDGs 2030 Agenda encouraging all development partners, and in particular the UN, to align their support under one umbrella and approach.

Contributing to the UNDAF Outcome 1: *By 2021, poor and vulnerable people are more resilient to shocks and benefit from inclusive growth and a healthy ecosystem*

Contributing to the CPD output 1.1.: *National and sub-national medium-term plans and budgets, as well as sector plans, prioritize achievement of SDGs and sustainable development, with corresponding monitoring and oversight processes with reliable data in place*

Total resources required:	\$ 756,300	
Total resources allocated:	UNDP TRAC:	\$ 471,300
	Government:	TBC
	In-Kind:	TBC
Other resources (in parallel):	PAGE/UNEP	\$ 50,300
	PEI/UNEP	\$ 41,700
	ADB/Swiss	\$ 85,000
	UNICEF	\$ 83,000
Unfunded:	\$25,000	

Agreed by (signatures):

UNDP

Print Name: Beate Trankmann, Resident Representative
Date: 05/10/2016

I. DEVELOPMENT CHALLENGE

Country Context

Mongolia's economy was one of the fastest-growing in the world reaching an average of 13.8 percent during 2011-13. While the country transitioned to upper middle income country status¹ in 2015, by 2016 it has returned to a lower middle income country status with the GNI per capita of \$3,830². Poverty has been reduced from 27.4 percent in 2012 to 21.6 percent in 2014³ and Mongolia is now ranked 90th in the HDI and in the high human development category⁴. However, the country remains highly vulnerable. Economic growth has stalled due to the weakening of the commodity market with slower growth in China, Mongolia's key export market. The share of mining in GDP is 20 percent, its share of exports is close to 90 percent, and 20 percent of state revenue are directly from mining⁵ yet it only employs 3.7 percent of the workforce. Agriculture represents 14 percent of GDP⁶ but employs 28 percent⁷ of the population, albeit mainly at subsistence levels. Low productivity in non-mining sectors continues to affect economic growth. Additional pressures will come in the next few years as external debts repayments are scheduled to start in 2017-18.

Mongolia's highly extractive and agriculture dependent growth model puts high pressure on ecosystems causing degradation of pasture (land), forest and water resources, habitat destruction and decline in biodiversity. Over 70 percent of the land is already classified as degraded. Due to its geographic location and fragile ecosystems, Mongolia is heavily affected by climate change. The frequency and magnitude of natural disasters and weather hazards (dzud, snow, dust and sandstorms, forest and steppe fires and flash flood) have increased⁸. Climate change further exacerbates desertification, water scarcity and pasture degradation negatively impacting on rural livelihoods.

Urban rural disparities remain large with the lowest poverty rate of 16.4 percent in Ulaanbaatar and an average of 27.9 percent in rural soums⁹. Growing vulnerabilities due to the lack of diversified livelihood opportunities and exposure to climate change are major drivers of migration into cities, especially Ulaanbaatar and rising disparities. Over two thirds of the population now resides in urban areas with an increasing share of poor people living in peri-urban settlements (ger districts). As a result, urban public and social services systems are under pressure and cannot deliver quality services to all people. This results in inequality in opportunities, especially related to health, education, water and sanitation and affordable heating. Another consequence is the increasing soil, water and air pollution. Ulaanbaatar is one of the most polluted cities in the world in terms of air quality and exposes its population, especially in the ger districts, to serious health hazards¹⁰.

Inequality also has a gender dimension. Women earn less than men (GNI per capita PPP for women was 70.5% that of men)¹¹. Women are disproportionately concentrated in low-paying sectors and occupations¹². In addition, unpaid family workers are also predominantly women¹³. Family properties are often registered under the husband's name¹⁴.

The lack of economic diversification, vulnerability-driven rural poverty, overexploitation of natural resources, loss of livelihoods through natural hazards are closely intertwined with each other. They are the cause for rising inequality and lack of opportunities and drive internal migration to urban areas and the corresponding increase in the proportion of urban poor as well as urbanization related social and environmental challenges.

¹ 10 Countries Move Up in Income Bracket, World Bank, 2015; Mongolia's GNI per capita is US\$ 4,280, World Bank, 2015

² <http://data.worldbank.org/country/mongolia>, 2016

³ Poverty headcount ratio at national poverty lines (% of population), World Bank, 2014

⁴ UNDP, Human development Report 2014

⁵ Economic and Social Survey of Asia and the Pacific 2015, ESCAP

⁶ Key Indicators for Asia and the Pacific 2015, Asian Development Bank

⁷ Statistics Yearbook 2014, NSO

⁸ Mongolia Assessment Report on Climate Change, MEGDT, 2014

⁹ Millennium Development Goals and Poverty Map, UNDP, 2012

¹⁰ Curbing Air Pollution in Mongolia's Capital, World Bank, 2012

¹¹ Global Gender Gap Report, World Economic Forum, 2015

¹² Mongolia: Gender Disparities in Labor Markets and Policy Suggestions, World Bank, 2013

¹³ Mongolia Statistical Information Service, 2016

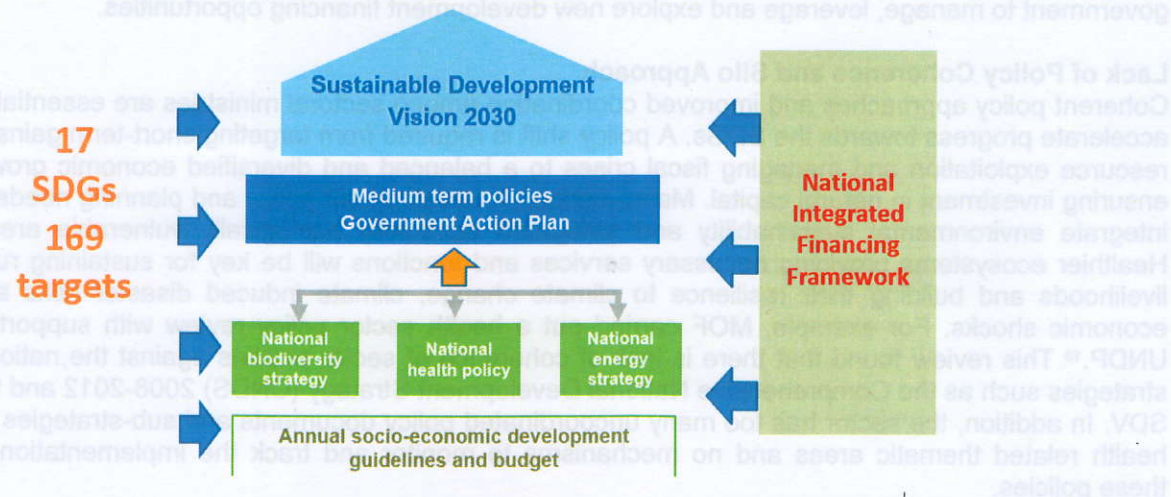
¹⁴ Gender Analysis in Pastoral Livestock Herding in Mongolia, SDC, 2015

National Planning and Budgeting Context

In February 2016 Mongolia's parliament approved the 'Sustainable Development Vision 2030' (SDV). This vision is anchored in the 2030 Agenda for Sustainable Development and seeks to address the development challenges described above. The SDV envisions that Mongolia in 2030 will lead the region by its economic growth, reach upper middle income group countries based on its GNI per capita, ensure a diversified and stable growing economy, build a society dominated by upper middle income class, free of income inequality and poverty, have accountable and democratic governance, have a transparent business environment built on fair competition, preserve its mother nature and ecological balance and value green development¹⁵. While the SDV already reflects many of the SDGs, gaps remain and policy coherence and trade-offs will need to be considered when deciding upon priorities and for developing medium and short-term plans and policies. Similarly financing options will need to be explored.

The Government has been tasked to implement the SDV through the medium term policy also referred to as 'government action plans' covering a period of 4 years (equivalent to the elected government mandate), annual socio-economic guidelines and the state budget. All on-going national programs, sectoral and inter-sectoral policies (about 290) should be reviewed and updated in order to be aligned with the SDV and would likely require adjustments of institutional arrangements. This presents an opportunity to ensure that the 2030 Agenda is integrated at various levels (see figure 1 below). The resolution accompanying the SDV also requires the establishment of a new institutional mechanism to coordinate and oversee the implementation.

Figure 1: Integrating the 2030 Agenda into the SDV at National Level



The implementation of the SDV and other plans faces a number of challenges which this project seeks to address. While Phase I will largely focus on assessing the capacities and systems for delivering on the SDV both at national and subnational level and develop practical recommendations for strengthening capacities, interventions in Phase II will focus on addressing key gaps that need to be overcome if the country's SDV targets are to be achieved. Challenges to implementation of the SDV include:

Institutional Capacity Constraints

Implementation is hampered by an overly politicized civil service where elections result in vast changes of key personnel, erosion of capacity and lack of continuity in policy making. There is a need to continue the drive for civil service reforms aimed at creating a culture of professionalism, stability of systems and ethics within the civil service while developing a similar cadre of professional civil servants at the subnational level and enforcing robust accountability mechanisms.

¹⁵ Long-term Sustainable Development Vision of Mongolia 2016-2030, Government of Mongolia

Over the past years, institutional arrangements and responsibilities for planning and coordination have been shifting. In 2009-2010 responsibility for planning lay with the Prime Minister's Office¹⁶ and then moved to the Ministry of Economic Development (MED). During 2014 MED was dissolved and economic policy development and planning functions were moved to the Ministry of Finance without adequate staffing, budget and mandates to fulfil these functions. This change had an adverse impact on the government's ability to effectively coordinate policy related issues both at the horizontal as well as the vertical level. Capacity of the core division responsible for the nation's economic policy and modelling has also relied heavily on external support with several staff positions funded by development partners – indicating that the Government is yet to fully institutionalise this crucial function within its structure.¹⁷

Lack of Realistic Costing and Financing Strategy

To date sectoral and local development strategies and policies have been prepared and approved with varying timeframes, mostly without realistic costing and financing to implement these strategies and policies. Public investment is planned on an annual basis by the Ministry of Finance based on investment proposals received from the line ministries and aimags and budget thresholds are used as the main criteria for selection for funding without consideration of the overall policy objectives of the government, either annually or in the medium term. In an effort to make public investment more driven by policy objectives, the Government developed a medium-term public investment program (PIP) in 2013-2014, which included investment plans from different sources (public, private, loans and ODA etc.). However, due to the Government changes, the program has not been implemented. There is also no central repository of information on development financing flows (public/private and national/international) which makes it difficult for government to manage, leverage and explore new development financing opportunities.

Lack of Policy Coherence and Silo Approach

Coherent policy approaches and improved coordination among sectoral ministries are essential to accelerate progress towards the SDGs. A policy shift is required from targeting short-term gains of resource exploitation and managing fiscal crises to a balanced and diversified economic growth ensuring investment in natural capital. Macro-economic development policy and planning needs to integrate environmental sustainability and safeguard especially ecologically vulnerable areas. Healthier ecosystems providing necessary services and functions will be key for sustaining rural livelihoods and building their resilience to climate change, climate induced disaster risks and economic shocks. For example, MOF carried out a health sector policy review with support of UNDP.¹⁸ This review found that there is lack of coherence of sector policies against the national strategies such as the Comprehensive National Development Strategy (CNDS) 2008-2012 and the SDV. In addition, the sector has too many uncoordinated policy documents and sub-strategies on health related thematic areas and no mechanisms to monitor and track the implementation of these policies.

Limited Stakeholders Involvement

To date there have been limited consultations and involvement of stakeholders in planning and in developing policies. Private sector as well as civil society are often only consulted on an ad hoc basis. According to the newly published Mongolia NHDR 2016 on *"Building a Better Tomorrow: Including Youth in the Development of Mongolia"*, Youth have a poor perception of the quality of governance, and they are passive in engaging directly with their elected representatives because they feel such contacts are ineffective and only symbolic. Only 15 percent of young people are involved in lobbying or political activism to solve local problems. Policymakers and political leaders should view the trust deficit as a serious reminder that improvements in governance are required to engage with youth on policies that impact youth and to include young people in the development process.¹⁹

The post 2015 Dialogues *"call for governments to create spaces and mechanisms for engagement, not only as a way to strengthen people's basic political right but also because it*

¹⁶ The government agency under Prime Minister's Office was called National Development and Innovation Committee (NDIC). It operated from March 2009 - August 2012 and later transformed into MED after the 2012 election.

¹⁷ UNDP Mongolia CPAP 2012-16 evaluation, 2016.

¹⁸ Health sector policy review, NDPP 2016, UNDP Mongolia

¹⁹ Mongolia National Human Development Report 2016, UNDP Mongolia

helps to create better policies and generate better development outcomes.”²⁰ An engaged business sector is critical for innovation, technological advancement and sustainable economic growth. The private sector is also the main engine of growth and jobs and the tax base it can provide. There is also an increasing role for jointly funded initiatives and various forms of public-private partnerships. The recently approved laws on Legislation, General Administrative Procedures, Public Hearing and Development Policy and Planning have one common element – they require policy makers to conduct public consultations. This new legal framework, which is expected to come into effect in January 2017, represents an opportunity to strengthen civil society and citizen groups participation also in the planning and development processes related to the 2030 Agenda and SDV implementation.

Weak Local Governance Systems and Sub-National/ Vertical Policy Coherence

Despite positive developments (e.g. revision of the Law on Administrative and Territorial Unit and their Governance; increase in Local Development Fund allocations; enhanced oversight roles for Hural), local governance suffers from the absence of a comprehensive legal framework that clearly defines the relationships between the different government tiers, functional assignments and fiscal resources. This is compounded by weak citizens’ demand for downward accountability and a low level of trust in local administrations. The capacities and incentives of subnational authorities to actively drive regional/local development is therefore limited and needs to be enhanced to facilitate the delivery of the SDV. In the current political context where subnational governments are politicized, a cadre of civil servants is needed to improve the performance and independence of the local administrations. Providing the authority and resources (under the oversight of respective local Hurals) to the Governors’ technical departments to actively lead local development agendas and influence sector planning and budgeting is essential. Combined with stronger downward accountability mechanisms, this will help better address regional/local priorities, align sector plans (horizontally and vertically) and utilize more efficiently public resources and inter-government fiscal transfers.

II. STRATEGY

Mongolia, along with other UN Member States, has adopted the Agenda 2030 in 2015, demonstrating its commitment to sustainable development. Using the SDGs Agenda 2030 as a framework for Mongolia’s development planning processes provides a number of advantages. First, it allows adoption of a systematic monitoring and evaluation framework that is based on SDGs, is rigorous and internationally consistent. Second, the emphasis on sustainable and inclusive development in the SDGs Agenda 2030 would help keep the focus of development planning processes on long-term considerations of sustainability and inclusion, even as the immediate priorities of the Mongolian government are likely to center on economic revitalization and addressing the fiscal crisis. Third, the SDGs Agenda 2030 framework allows consolidating public and private financing with sustainable development objectives as the basis for mobilizing resources. Finally, the adoption of the SDGs Agenda 2030 would enable Mongolia to exchange experiences with and to learn from other countries in the policy formulation, implementation and financing of its identified priorities.

Given the recent adoption of the Long-Term Sustainable Development Vision 2030 (SDV), which seeks to achieve greater continuity of policy and greater coherence between national and subnational development plans, the project strategy is to support the government of Mongolia in making use of the SDGs Agenda 2030 to improve the effectiveness of its planning, budgeting, M&E processes to achieve its Long-Term Sustainable Development Vision. The project will work both at the national and subnational level.

At the national level, the project will support the government of Mongolia to embed the inclusive and sustainable development priorities in its planning and policies, to adopt the SDGs as the indicator framework for its long-term and medium-term planning documents, and to help reorient

²⁰ UNDG (2014). Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels. United Nations Development Group. Available at <https://www.worldwewant2015.org/dialogues2015>

its development financing strategy in the new context of declining private and public concessional financing and the emerging landscape for sustainable development financing.

At the subnational level, the project will support the government of Mongolia in improving the consistency between national and subnational plans and policies, embedding inclusive and sustainable development priorities in subnational planning, link subnational plans to available financing, and to localize SDGs to the subnational level for use in monitoring and evaluation the implementation of subnational plans. To begin with, project will support these efforts in two pilot subnational jurisdictions, thereby helping develop an approach for SDG/ SDV-based subnational planning, budgeting and M&E which can be scaled up in other provinces.

The project will help adopt a 'whole-of-society' approach to achieving the SDGs. In practical terms, it means mobilizing different actors in the society behind various SDGs or sustainable development priorities. The 'whole-of-society' approach recognizes that, along with the government, the public (citizens) and the private sector are important stakeholders in sustainable development, and seeks to spread broad understanding of SDGs in the society, to empower non-government stakeholders to demand accountability from the government, and to mobilize them to contribute toward achieving the SDGs. The project will seek to help establish a platform to help the government to mobilize development partners, the public and the private sector to implement SDGs in a coordinated, complementary and efficient way.

A Phased Approach

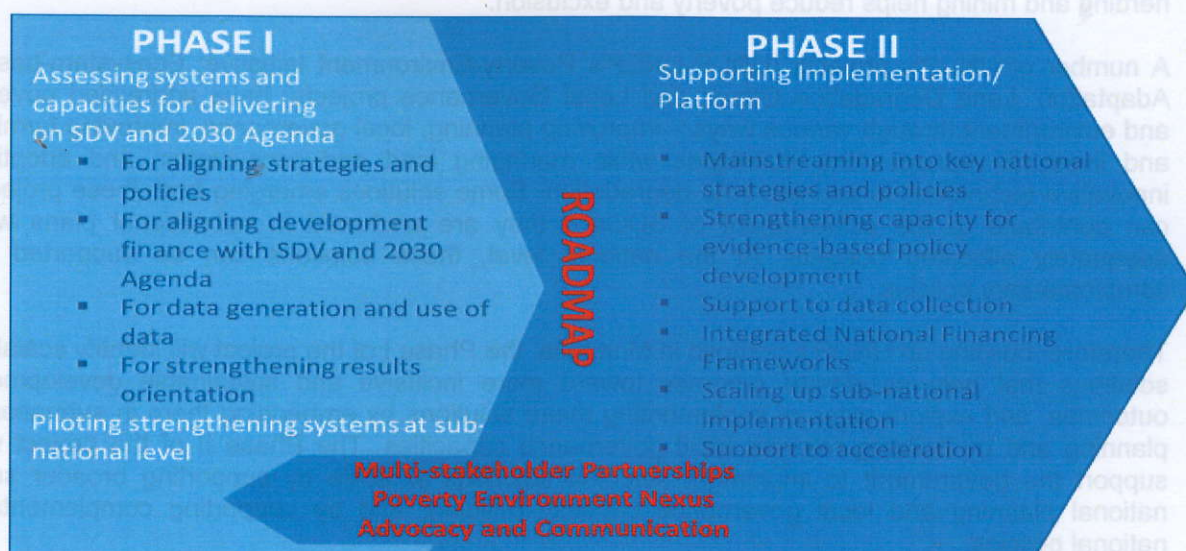
The project will adopt a phased approach because Mongolia's is currently going through a renewed process of development planning. With the Long-Term Sustainable Development Vision (SDV) adopted recently, the new government formed after the parliamentary elections in June 2016 will formulate its government action plan (GAP) for 2016-2020. The GAP is expected to be aligned with the SDV and SDGs. A phased approach is also necessary because the recent elections might result in changes in institutional arrangements for steering development policy and planning.

During the Phase I, the project will focus on assessing Mongolia's systems and capacities for implementing the SDV and the SDGs Agenda 2030 and identify entry points for the SDGs acceleration. These assessments will inform the development of a roadmap for supporting the implementation of the SDV/2030 Agenda. During Phase I, SDG 'accelerators' will be identified (see also below section on poverty-environment nexus) which will help focus UNDP's and other development partners support to the implementation of the 2030 Agenda in Mongolia on specific SDGs and sustainable development priorities. Phase I will also provide the building blocks for setting up a platform for supporting the implementation of the 2030 Agenda encouraging all development partners, and in particular the UN, to align their support under one umbrella and approach.

While the overall strategy of the project has been identified, specific outcomes, outputs and activities of Phase II of the project are to be identified on the basis of findings from the Phase I of the project. In this respect the Phase I represents a preparatory or initiation phase leading to a full project document development and implementation (or what is referred to as the Phase II).

Phase I will be implemented by UNDP through the Project Initiation Plan (see Annex I). Once the institution responsible for the implementation of the SDV and the SDGs Agenda 2030 has been assigned and the findings from the assessments become available, a full project document will be developed for the Phase II (see also figure 2). Phase II of the project will be implemented by a relevant institution of the government of Mongolia with UNDP support to implementation provided as necessary and agreed during project document formulation stage.

Figure 2: A Phased Approach to Implementation



Strengthening Capacities and Systems for Planning and Budgeting at Sub-National Level on a Pilot Basis

Phase I includes support to two subnational authorities on a pilot basis to improve subnational planning and budgeting systems and align them with the national SDV and SDGs.

The first pilot will be focused on Uvurkhangai aimag located in the Central Region of Mongolia with the highest poverty rate (45.1%)²¹ and build on activities of the UNDP-UNEP Poverty-Environment Initiative in this aimag. Uvurkhangai aimag has a typical poverty-environmental vulnerability profile and in this regard, lessons from this pilot can be readily applicable to other aimags of Mongolia. The experiences and lessons learnt from this pilot will inform the scaling up to other aimags in Phase II.

The second pilot will focus on the UB city. Close to half of the country’s population resides and 60% of its GDP is generated in the UB city, but not all UB residents have equally enjoyed the recent progress – one third of Mongolia’s population below the poverty line live in UB city. Therefore, achieving the SDV and Agenda 2030 targets in the UB city will be key to Mongolia’s development progress overall. The UB city leadership has a strong interest to align the city’s Master Plan, which is largely infrastructure focused, with the SDGs Agenda 2030 and Mongolia’s Sustainable Development Vision. It recognizes that its current planning documents need to adopt a holistic approach to the city’s development, addressing its economic, social as well as environmental challenges. To this end, UNDP and the UB City have recently signed a MoU which provides an overall framework for implementation of the mutually agreed upon activities.

A Focus on the Poverty Environment Nexus and Links to Other UNDP Initiatives

The Mongolian economy and people’s livelihoods are heavily dependent on natural resource-based sectors – livestock herding and mining – and these sectors will continue playing a key role for Mongolia’s development in the foreseeable future. So far, policies promoting growth in Mongolia have been based on resource-intensive expansion of mining and livestock sectors. However, there are already indications that the livestock sector is running against sustainability limits, with pasture carrying capacity and land degradation becoming an increasing concern. The competition between mining and livestock sectors for water and land is growing. Climate change effects, while not neatly identified, are putting further stress on the availability of water and land in Mongolia. Pressure on natural resources first and foremost affects poor and vulnerable groups, driving them to migration and exclusion. Therefore, for development to be inclusive and sustainable, greater priority needs to be placed on the poverty-environment nexus, whereby more

²¹ Poverty mapping 2012, UNDP Mongolia

resource-efficient use of natural resources and better environmental stewardship in livestock herding and mining helps reduce poverty and exclusion.

A number of UNDP's projects (UNDP-UNEP's Poverty-Environment Initiative; Ecosystem-based Adaptation; Land Degradation Offset; and Local Governance projects) have addressed poverty and environment through various ways – improving planning, local governance, improving farming and livestock management techniques while managing land and ecosystems; and adopting innovative techniques to address land degradation. Some solutions emerging from these projects can contribute to the achievement of SDGs if they are anchored in subnational plans with adequately allocated budgets. At the national level, these solutions can be supported by complementary policies.

Therefore, building on UNDP's portfolio in Mongolia, the Phase I of the project will identify scalable solutions that help accelerate progress toward more inclusive and sustainable development outcomes, and explore ways of implementing these solutions by embedding them in subnational planning and by building relevant local governance capacities. The Phase II of the project will support the government to implement selected solutions at scale by supporting broader sub-national planning and local governance capacity building, and by supporting complementary national policies.

This also presents an opportunity for greater coherence among various components of the UNDP's Country Programme 2017-2021 and for identifying and supporting 'accelerators' for Phase II.

Advocacy and Communication

A shared vision for sustainable development can be realized only upon engagement and collaboration from all walks of the society. Therefore, an important part of this project is to reach out beyond the government, engaging citizens, youth and the private sector with messages about the Long-Term Sustainable Development Vision and the SDGs Agenda 2030.

Advocacy and communication strategy will be developed targeting parliamentarians and decision makers; the general public, with focus on youth; and the private sector. UNDP will work with the UN Youth Ambassadors Program and UN Volunteers to advocate for involvement of young people in shaping Mongolia's development and achievement of the SDGs. The findings of several assessments conducted during Phase I will provide important advocacy messages and help develop the targeted advocacy and communication strategy.

A joint UN SDGs Agenda 2030 Working Group will be set up to ensure joint advocacy, communication and coordination of UN agencies' support to implementation of the SDGs in Mongolia. The Working Group will be configured once the new government implementation of the SDGs and SDV resumes and closer to the new UNDAF 2017- 2021 start in January 2017.

Building on Lessons Learnt

This project builds on the experience and lessons learnt from the UNDP's long-term engagement in supporting development policy and planning in Mongolia. UNDP supported development policy and planning over the past 10 years through two main projects: Poverty and MDG Monitoring (PMMS) (2005-2013) and Strengthening National Capacity on Development Policy and Planning in Mongolia (NDPP) (2013-2016). The PMMS project supported the preparation of the MDG-based national development strategy for 2008 to 2021 approved in 2008. Support was also provided to a web-based MDG database,²² the localization of MDGs in four aimags and two districts of the UB city as well as local MDG reports. The project also supported the preparation of the second poverty mapping of Mongolia which provided disaggregated poverty indicators at the lowest administrative level.

The Strengthening National Capacity on Development Policy and Planning project contributed to the drafting of the Development Policy and Planning Law approved in November 2015. This law, the first legal framework for planning since Mongolia transitioned to the market economy, serves

22 See www.devinfo.mn

as a legal basis for development policies, planning, budgeting and monitoring and evaluation. The project also supported capacity building of planning officers at line ministries and local Government. The T-21 modelling introduced through the project enabled the Ministry of Finance to conduct scenario planning which has informed the development of important policies including the SDV²³. The T-21 model provides also an important tool to promote policy coherence. The project supported the National Statistical Office to publish statistical compendiums for 21 aims and the capital city, analysing local trends and providing comparative analysis across locations²⁴. Through this initiative, statisticians were trained to collect, interpret and provide data for policy making, thus bridging the gap between gathering of data and policy making. It is the first time that such local data and analysis have been conducted on scale and this is already proving to be an extremely valuable source of information for local and national policy makers²⁵.

In addition the joint UNDP-UNEP Poverty Environment Initiative (PEI)²⁶ seeks to address poverty through sustainable natural resource management and moving towards a green economy. PEI supported awareness building on the green economy and a number of assessments with a view to strengthen poverty and environmental considerations in planning and budgeting processes. These assessments include: poverty-environment gap analysis of the mining sector, review of the public investment programme and development of a poverty-environment checklist, and review of decentralization of mining revenues. At subnational level, it has conducted assessments with a focus on Uvurkhangaig aimag including a review of policy documents and a vulnerability assessment.

UNDP also played a significant role in contributing to the formulation of Mongolia's green development policy by facilitating technical inputs from across the UN system and in creating a favourable legal environment for sustainable use of natural resources, aligned with internationally recognized norms and principles. The Partnership for Actions on Green Economy (PAGE) partnership in Mongolia has directly linked the development and implementation of the Green Development Policy (GDP), by providing technical support, fostering political commitment, and modelling economic, social and environmental implications of GDP targets. One of the key work streams of the PAGE is to support the Government in implementation of the SDV. An initial assessment has been made by the PAGE on alignment of key objectives/goals between SDV, GDP and SDGs.

This project will also build on the results of the UNDP-SDC project "Capacity Strengthening of Local Self-governing Bodies" which is recognized for having increased the capacities of local Hurals to represent the interests of their constituents and oversee the performance of local administrations. Continued joint activities with the "Local Governance Project" will be explored to encourage local parliaments to play a more active role in the prioritization, decision making and monitoring of the SDGs/SDV at the subnational level.

III. KEY RESULT AREAS AND PARTNERSHIPS

Expected Results

Phase I will focus on six key result areas described briefly below. Detailed TORs have been developed for most of the outputs and they drafts²⁷ are attached in the Annex.

Key Result Area 1: Assessing Institutional Options and Development of a Roadmap for Implementing the SDV and 2030 Agenda

23 UNDP Mongolia CPAP 2012-16 evaluation, 2016, Page 18

24 Government of Mongolia/UNDP. Inclusive sustainable growth: Country Programme Action Plan 2012-2016, Progress Report (2014), January 2015

25 UNDP Mongolia CPAP 2012-16 evaluation, 2016, Page 18

26 The Poverty-Environment Initiative (PEI) of the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP) is a global programme that supports country-led efforts to put pro-poor, pro-environment objectives into the heart of government by mainstreaming poverty-environment objectives into national development and sub-national development planning, from policymaking to budgeting, implementation and monitoring.

27 It is expected that the draft TORs for respective assessments will be finalised in close consultation with the Ministry of Finance and/or other relevant Ministries, UB City, Uvurkhangaig aimag and agencies.

According to the new Development Planning Law, an appropriate institution is to be set up for coordinating and implementing the SDV. An options paper will review various options based on lessons learnt from implementing the MDGs as well as building on the experience of other countries. This will be accompanied by policy dialogue to ensure that an effective institutional arrangement is being set up that not only allows for coordinating and implementing the SDV but also the SDGs 2030 Agenda. Specific attention will be on ensuring vertical and horizontal policy coherence and multi-stakeholder engagements. Please see Terms of Reference (Annex II) for further details.

Based on findings and recommendations of the above assessment, assessments conducted at the subnational level (see Outputs 5 and 6), intensive policy dialogue and consultations with multiple stakeholders at national and sub-national level, a roadmap for supporting the implementation of the SDV and the SDGs Agenda 2030 will be developed.

UNDP's support to the implementation of the roadmap will be further specified in a follow-up project (Phase II). Phase II intends to set up a platform for supporting the implementation of the SDV and the SDGs Agenda 2030 in order to encourage other development partners to align their support under a common 'chapeau' and approach. UNDP and the government will jointly mobilise resources for the roadmap implementation.

Key Result Area 2: Supporting Alignment of the SDV and SDGs, Assessing Capacity for Monitoring SDV and SDGs

The government has established SDG Working Groups to identify national SDG indicators relevant to Mongolia, and assigned the NSO to develop a methodology to calculate baselines and targets for the SDGs. The M&E framework that is being set up should be integrated with the M&E framework of the SDV.

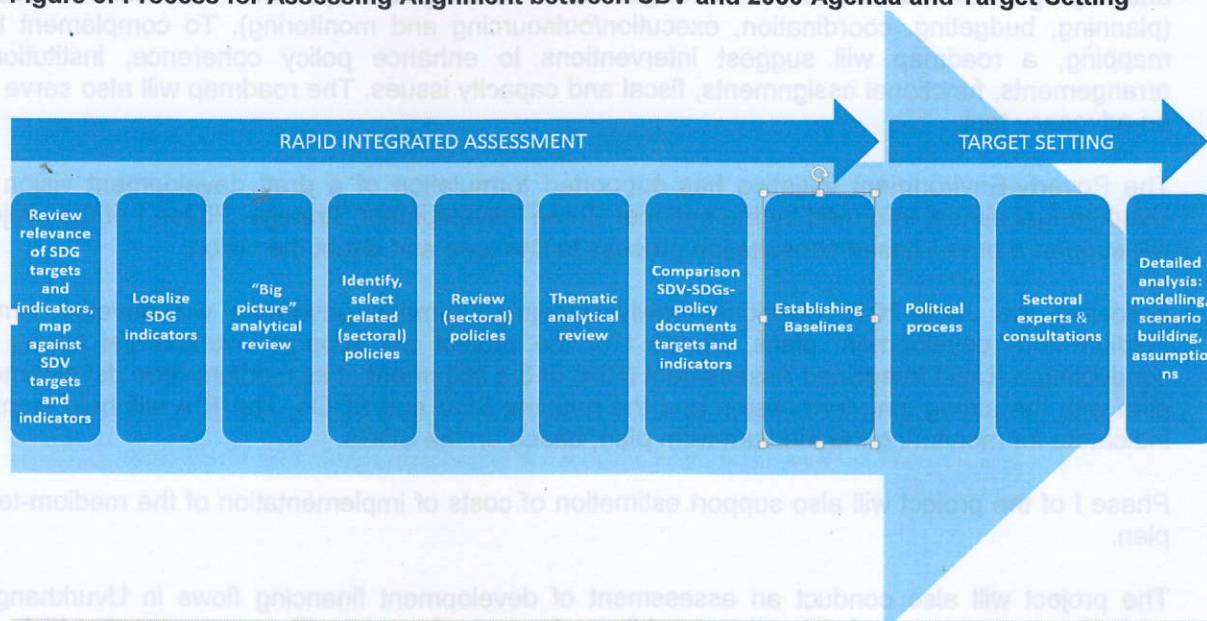
UNDP will adapt the Rapid Integrated Assessment tool to: 1) assess the level of alignment between the SDV, relevant sector and sub-national strategies and SDGs, 2) review policy coherence of SDV (in particular the poverty-environment nexus), to identify key trade-offs and inconsistencies; and 3) review to what extent the SDV reflects the level of ambition of the SDGs 2030 Agenda in terms of leaving no one behind and ensuring sustainability. See draft TORs (Annex III) for further details. Based on the findings of the assessment, support will be provided to a broader composition of the Government Working Groups to undertake consultations to address trade-offs, capitalize on synergies and improving substantive alignment of SDV with the spirit of the SDGs Agenda 2030.

Support will also be provided to a select number of Government Working Groups for setting targets. Working Groups will be selected based on their relevance to the poverty-environment nexus and UNDP's expertise and portfolio. Tentatively the focus will be on supporting the following Working Groups:

- WG1: Eliminate all forms of poverty, ensure food security, improve nutrition, promote employment, decent job provision, agricultural growth (SDGs 1, 2, 8) – headed by Ministry of Labour
- WG6: Sustainable water management, sanitation, climate change, land degradation, forestry, desertification, biodiversity (SDGs 6, 13, 14, 15) – headed by the Ministry of Environment, Green Development and Tourism
- WG8: Ensure internal and international equality, participation and rule of law, accountable institutions, acceleration of global partnership (SDG 10, 16, 17) – headed by the Ministry of Justice
- WG7: Promote sustainable development of urban settlements (SDG 11) – headed by the Ministry of Construction and Urban Development

Below figure outlines the process.

Figure 3: Process for Assessing Alignment between SDV and 2030 Agenda and Target Setting



Based on a joint UNDP-UNEP data availability assessment, a gender/sex disaggregation study by UNDP, the data ecosystem mapping, and the work of SDG Working Groups on localizing SDGs, a roadmap on monitoring the SDV and SDGs will be developed. Furthermore, the project will support the Government in translating the SDV and SDGs into the government medium-term policy (GAP). At the end of the Phase I, the project will develop the roadmap for implementing the SDV and SDGs in Mongolia which will feed into designing the project interventions under the Phase II for providing the support to the Government in implementing government priorities.

This roadmap will outline steps and resources required for filling data gaps and suggest sequencing and prioritization. The roadmap will also outline suggestions for setting up an SDG related web-based database/dashboard. Based on the roadmap, UNDP and the government will jointly mobilise necessary resources for the roadmap implementation.

Key Result Area 3: Strengthening the Links between Finance and Results to Deliver on the SDV and the SDGs Agenda 2030

A Development Finance Assessment (DFA) will be conducted to provide an overview of the development finance flows and the institutions and policies that help align these flows with national development priorities and the 2030 Agenda. The DFA will include recommendations for developing a roadmap for an Integrated National Financing Framework which facilitates the alignment of financing flows – both public and private – to the SDV and the 2030 Agenda (See Annex IV for draft TOR).

The project will also conduct assessments to help align financing flows to specific SDGs. These include Public Expenditure and Institutional Review (PEIR) of selected SDGs related to climate change adaptation, using a methodology adapted from Biodiversity PEIR; and analysis of trade-offs between expenditures to mitigate air pollution in UB City and expenditures in child health (See Annex V for draft TOR).

Key Result Area 4: Supporting alignment of subnational plans, M&E frameworks and budgets with the SDV and SDGs in Uvurkhangai

Building on prior activities of the Poverty-Environment Initiative (PEI), the pilot initiative in Uvurkhangai aimag will support the alignment of subnational medium-term planning with the SDV, help strengthen linkages between subnational planning and budgeting, and improve the M&E framework of the subnational plan.

As part of the project Phase I, a local governance mapping will be conducted to assess the readiness of the local administration to deliver on the SDV and implement their revised mid-term development plans. The mapping will include a rapid analysis of the legal and fiscal environment

and highlight the administrations' strengths and challenges to perform their core functions (planning, budgeting, coordination, execution/outsourcing and monitoring). To complement the mapping, a roadmap will suggest interventions to enhance policy coherence, institutional arrangements, functional assignments, fiscal and capacity issues. The roadmap will also serve as an advocacy tool.

The Poverty-Environment Initiative has supported formulation of a draft development vision of Uvurkhangai aimag, informed by the national Green Development Strategy. Phase I of the project will support a broad-based consultation process to fine tune and adopt the vision.

Following the June 2016 elections, newly appointed aimags governors will develop aimag medium-term development plans. Phase I of the project will support Uvurkhangai aimag by conducting a Rapid Integrated Assessment (RIA) of the alignment of its medium-term development plan with the aimag long-term vision and the national SDV and SDGs. The RIA will help identify indicators for monitoring the medium-term plan, based on the SDGs.

Phase I of the project will also support estimation of costs of implementation of the medium-term plan.

The project will also conduct an assessment of development financing flows in Uvurkhangai, reviewing key sources of subnational public and private financing. The assessment, which will build on a recent PEI study on decentralization of mining revenues, will improve the capacity of the aimag authority to quantify expected flows of financing (including quantifying non-fiscal, private flows of financing).

The assessments in Uvurkhangai will feed into the Phase II, when a comprehensive set of interventions will be proposed to strengthen policies, systems and capacities of other aimags to implement and monitor the SDV.

Key Result Area 5: Supporting alignment of subnational plans, M&E frameworks and budgets with SDV and SDGs in the UB City

The pilot initiative will support the alignment of the UB City's medium-term development plan with the SDV and SDGs. While the pilot in the UB City will be similar with the pilot in Uvurkhangai aimag in that it will help align the subnational planning with the national Long-Term Sustainable Development Vision and the SDGs, it will reflect the specifics of the UB City, which include greater de facto autonomy, greater and self-sufficient financing capacity of the city, and greater role of the private sector in demanding accountability and contributing to development.

Desk review and consultations will be conducted to review capacity, needs of the UB City departments in budgeting, monitoring and implementing its medium-term plans.

The project will support the UB City authority by conducting a Rapid Integrated Assessment (RIA) of the alignment of the UB city Master Plan and Green Development Strategic Action Plan with the national SDV and SDGs. The review will help identify the areas where there are substantive gaps between the SDV and the SDGs Agenda 2030 – identify areas for policy incoherence and trade-offs. It will also help identify indicators for monitoring the medium-term plan of UB city that are consistent with national SDGs.

A methodological approach to engaging with the UB City residents/ youth/ private sector will be developed, which informs the overall outreach, communication and engagement strategy and plan of the UB City Authority to mobilize the public and the private sector in formulating a participatory UB City Vision 2030, and formulating and implementing interventions leveraging the power of citizens/ youth/ private sector and promote greater accountability.

On the basis of the above, the Phase I of the project will help develop a programme for inclusive and sustainable UB City development to achieve the SDGs. The programme will support the UB City develop its long-term vision for inclusive and sustainable development, a medium-term implementation plan, and an outreach, communication and engagement strategy. The programme

will also implement innovative initiatives on sustainability and inclusion, which will be designed during the Phase I of the project.

Key Result Area 6: Communication and Advocacy

A communication and advocacy strategy will be developed to support the government in the implementation of the SDV and 2030 Agenda. The strategy will seek to 1) crystallize the key messages of the SDV and SDGs Agenda 2030 to the general public and the media; 2) simplify the process of SDG-based SDV M&E framework for policy makers; and 3) identify and promote key messages requiring broader societal change and consensus.

Resources Required to Achieve the Expected Results

A senior technical expert will be hired to provide overall quality assurance, to ensure linkages between and overall coherence of various outputs. The TOR can be found in Annex X. These linkages will include ensuring coherence and cross referencing across terms of references for different outputs, ensuring common communications across outputs, shared implementation plans across outputs (including shared technical assistance) and systematic cross-referencing of the analyses under different outputs.

Experts from UNDP's Bangkok Regional Hub from the Inclusive and Sustainable Growth Team and the Governance team will provide technical substantive inputs and advice to deliver various outputs listed above as necessary as well as support the development of Phase II.

The indicative overall project budget required for Phase I and Phase II is estimated at USD 10 million. UNDP's initial contribution of USD 1 million is to be viewed as the seed funding that should leverage additional resources from government, development partners, other UN agencies and private sector.

Partnerships and Stakeholder Engagement

This project will closely involve number of government institutions in the implementation of the Phase I. Ministry of Finance will be the main counterpart in preparing deliverables detailed in the Project Initiation Phase I. At the same time, UNDP will close involve and consult at all stages of the Phase I with the newly established National Development Agency under the Prime Minister's Office, National Statistical Office. Also, the project will work with the UB City and Uvurkhangai aimag for piloting SDGs localization at sub-national level.

In addition, the project will have seek opportunities for greater involvement of the Parliament standing and sub-standing committees, relevant sectoral ministries and agencies, private sector and civil society to create ownership of key assessment findings and build understanding across various stakeholders of how these can be further addressed in the framework of the SDGs and SDV implementation in Mongolia. Specific entry points for the SDGs acceleration and support required from UN and development partners thereto will be explored as part of the broader government coordination efforts. Specific attention will be given to a more systematic involvement of private sector and NGOs in the SDGs and SDV implementation and avenues for their more active participation will be explored.

Risks and Assumptions

The main risks related to the implementation during Phase I include:

- Capacity constraints and high-staff turnover – as mentioned above, the Ministry of Finance has limited capacity and authority to coordinate the work of other ministries and to ensure overall policy coherence. With the recent elections, many senior level staff are likely to change which will affect overall continuity. This will be mitigated by the project's phased approach. During Phase I the focus will be on assessments of institutional capacities and systems for delivering on the SDV and 2030 Agenda. Findings of these assessments will be discussed and a roadmap developed in consultation with the new government.

- Difficulty of finding appropriate, suitably qualified domestic TA – some of the assessments require specialised expertise and an understanding of the integrated nature of development which may be difficult to find on the domestic job market. This risk will be mitigated by a strong engagement of CO staff and support from UNDP's Bangkok Regional Hub.
- Lack of resources for scaling-up – Phase I will develop a roadmap for implementing the SDV and the 2030 Agenda and identify entry points for UNDP support during Phase II. With many donors exiting or scaling down their development assistance in Mongolia, it may be difficult to mobilize sufficient resources for an ambitious Phase II. Similarly opportunities for government cost-sharing are constrained by the very tight fiscal situation. This risk will be mitigated by the joint resource mobilisation between UNDP and the government as well as prioritisation of government's budget allocation towards those interventions that have biggest potential to accelerate achievement of the SDGs.
- Government policy priority might be changed due to county's current economic downturn and budget situation and it might lead to more short term measures rather than longer term planning.
- SDGs and SDV priorities are not sufficiently reflected in the new medium-term Government Action Plan (GAP), UB city and Uvurkhangai Governor's Action Plans that are to be developed within upcoming approximately 45 days, implementation of the SDGs and the SDV will become more challenging.

Sustainability and Scaling Up

The overall sustainability of the project is anchored in Mongolia's Long-Term Sustainable Development Vision 2030 (SDV) and the government's planning process, expected to be renewed through the recently adopted Planning Law. The project will support translation of the national vision (SDV) into national and subnational plans, which is consistent with the needs and aspirations of the government of Mongolia.

Specific key result areas of the Phase I of the project will be scaled up during the Phase II and where relevant replicated. Sustainability of these results will be ensure through close linking of the project activities with the on-going government processes to roll out and implement SDGs in Mongolia. For instance, the key result area 2 supports the work of the government Working Groups on SDGs, established in April 2016 and mandated to develop Mongolia's specific SDGs; it is also consistent with the work plan of the National Statistical Office in developing SDG indicators and targets. The key result area 3 will support the government in identifying future flows of revenues to finance sustainable development, which is expected to inform the government's financing strategy – a key priority in the context of the current fiscal crisis. Key result area 4 will support alignment of subnational planning, budgeting and M&E with the national SDV, with a focus on poverty and environment SDGs in one aimag; the experiences and lessons learned from this pilot are expected to inform a similar process of alignment across other aimags of Mongolia.

The phased approach adopted for the project will help the sustainability of the project, as assessments conducted during Phase I will be used to develop a roadmap for next steps and for developing Phase II.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Geographically, the project has a national scope, with the initial two pilot interventions to be implemented in the Uvurkhangai and the UB City during the Phase I. It is expected, that during Phase II, project geographic scope will expand and build on the experience from the two pilots.

The project will tap into the existing expertise of national and local governments, UN agencies and other development partners as relevant. Cooperation with NGOs committed to actively pursue the

SDGs Agenda 2030 in Mongolia will be sought for the dual purpose of their own capacity building and advocacy and broader public outreach initiatives. Experience from other countries in the SDGs implementation will be shared through UNDP global and regional networks as relevant and applicable to Mongolia.

Since SDGs are new and substantially expanded their coverage compared to MDGs, consultancy services of both national and international experts will be sought. Whenever possible, the project will attempt to pair international and national experts for the purpose of local capacity development and building of a pool of experienced national experts. Cost-efficiency will be achieved through relying also on in-house expertise both in government as well UNDP, other UN agencies such as UNICEF and Mongolia academia and think tanks.

Furthermore, the project aims to leverage and create synergies with a number of global UN/DP initiatives implemented in Mongolia, such as Poverty and Environment Initiative, PAGE and Biodiversity Finance Expenditure Reviews Initiative, since they all touch upon the issues of planning and policy making and are directly relevant to the localisation of certain indicators or targets of the SDG 2030 Agenda.

Project Management

During Phase I, there will be no PIU established and the project activities will be delivered by UNDP as per the Project Initiation Plan (Section VI). UNDP Program Officer will be responsible for the overall project coordination and a technical expert will be sub-contracted by UNDP to substantively guide the completion of the Phase I deliverables. Short-term national and international technical experts will be hired to deliver on specific activities as needed using UNDP procurement policies and procedures.

Task-specific technical working groups will be established with relevant national and sub-national institutions to conceptualise, guide and design the focus, scope and methodological approach to the deliverables outlined under each key result area. This way, strong linkages with on-going national and sub-national governmental processes will be ensured throughout the whole Phase I with understanding, that deliverables from the Phase I should not only inform the design of the project Phase II but also feed into the key government decision-making, policy-review and planning processes as relevant.

In terms of the project management, during the Phase II, the core team members of the project constituted in the Project Implementation Unit (OIU) will be kept to a minimum: Project Manager, M&E Officer, Administrative and Financial Officer. All the PIU staff will be hired through an open, widely advertised and structured competitive process to attract highly qualified and motivated candidates. Additional support officers will be hired on a short-term basis during peak periods in terms of workload such as organizing training workshop and big meetings, and inter/national technical advisers will be hired for specific tasks with clear deliverables. This way, the project will ensure cost-efficiency as well as diversifying the expertise.

During Phase II, a National Implementing Partner Institution will provide office space for the Project Implementation Unit as in-kind government contribution to the project.

The project will be audited annually by an external audit firm which has a long-term agreement with UNDP to conduct audits for all UNDP supported projects. The cost of audits is shared among the projects. In line with the UNDP Executive Board approved Policy on Cost Recovery (EB document DP-FPA/2012/1, and DP-FPA/2013/1 and EB Decision 2013/9), organizational costs incurred by UNDP in terms of staff time and other implementation costs of a policy-advisory, technical and implementation nature essential to deliver development results of the project will be included in the project budget and directly charged.

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring plan. Given that the project covers only the initiation Phase I, detailed Results and Resources Framework and Evaluation Plan will be prepared as part of the project development for the Phase II and progress of the results against the RRF indicators will be carried out only during the Phase II. During the preparatory Phase I, the progress of activities as outlined in the preparatory implementation plan will be monitored and reported on.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track key results progress as per the PIP	Progress data against the key result areas deliverables will be collected and analysed to assess the progress of the Phase I in achieving the agreed deliverables	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Ministry of Finance, Uvurkhangai aimag, UB City	\$ 5,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Ministry of Finance, Uvurkhangai aimag, UB City	\$ 1,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	Ministry of Finance, Uvurkhangai aimag, UB City	As applicable per PIP
Annual Project Quality	The quality of the project will be assessed against	Annually	Areas of strength and weakness will be reviewed	UNDP	As applicable per PIP

Assurance	UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.		by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Monthly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	As applicable per PIP
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the deliverables achieved against PIP, an updated risk long with mitigation measures, or review reports prepared over the period.	Semi-Annually,	Regularly inform all key stakeholders about the progress, bottlenecks and course corrections vis-à-vis the agreed PIP.	UNDP	As applicable per PIP
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the PIP to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up with relevant audiences.	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP	As applicable per PIP

VI. PROJECT INITIATION PLAN (PIP), PHASE I ²⁸²⁹

As applicable per PIP	UNDP	Performance data, risks, lessons and project board will be discussed by the project board and used to make course corrections	Monthly	Internal review of data and evidence from all monitoring actions to inform decision making.	Review and Make Course Corrections
As applicable per PIP	UNDP	Regularly inform all stakeholders about the progress, bottlenecks and course corrections vis-à-vis the agreed PIP.	Semi-Annually	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the deliverables achieved against PIP, an updated risk log with mitigation measures, or review reports prepared over the period.	Project Report
As applicable per PIP	UNDP	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Quarterly	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the PIP to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss	Project Review (Project Board)

²⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁹ Changes to a project budget affecting the scope (key result areas), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

ACTION WORK PLAN 2016 August - 2017 August									
PROJECT TITLE:	Preparatory Assistance for the Implementation of the SDGs Agenda 2030 in Mongolia								
IMPLEMENTING PARTNER:	UNDP								
Expected Outputs	Planned Activities	Remarks	2016	2017	Total budget	Responsible party	Description of Funding	Bud/ Acc.	Remarks/ Comments
Output 1. Assessing Institutional Options and Capacities Development of a Roadmap for Implementing the SDV and 2030 Agenda	1.1. Draft options paper outlining institutional options for implementing SDV and 2030 Agenda	Institutional consultancy	17,000	-	17,000.00	UNDP	TRAC		
	1.2. Roadmap for supporting the implementation of the SDV and Agenda 2030; development of the Phase II produc	LTC/Senior Adviser	4,200	8,400	12,600.00	UNDP	TRAC		
		BRH support	2,000	2,000	4,000.00	UNDP	TRAC		
	Sub total			23,200.00	10,400.00	33,600.00			
Output 2. Supporting alignment of SDV and SDGs, assessing capacity for monitoring SDV and SDGs	2.1 Conduct Rapid Integrated Assessment to determine alignment between SDV and 2030 Agenda (support to the preparation of the GAP)	Consultant	8,000	-	8,000	UNDP	TRAC		
		LTC/Senior Adviser	1,400	2,800	4,200	UNDP	TRAC		
		BRH support	1,400	-	1,400	UNDP	TRAC		
	2.2 Support to WGs in defining SDGs data baselines and targets (focus on 3 to 4 WGs)	LTC/Senior Adviser	1,400	2,800	4,200	UNDP	TRAC		
		BRH support	3,000	3,000	6,000	UNDP	TRAC		
	2.3 Conduct workshop and policy dialogue to discuss findings from the assessment	Workshop	5,000	5,000	10,000	UNDP	TRAC		
	2.4 Conduct SDGs data mapping (based on data availability and data ecosystem mapping) and develop roadmap	Consultant	6,100	10,000	16,100	UNDP	TRAC		
		LTC/Senior Adviser	1,400	2,800	4,200	UNDP	TRAC		
BRH support		2,000	-	2,000	UNDP	TRAC			
Sub total			29,700	26,400	56,100				
Output 3. Strengthening the Links between Finance and Results to Deliver on SDV and 2030 Agenda	3.1 Conduct Development Finance Assessment	Consultants	30,000	16,000	46,000	UNDP	ADB and Swiss		
		Travel	5,000	-	5,000	UNDP	ADB and Swiss		
		Institutional consultancy	22,500	-	22,500	UNDP	ADB and Swiss		
		Workshop	1,500	5,000	6,500	UNDP	ADB and Swiss		
		Printing, design etc	5,000	-	5,000	UNDP	ADB and Swiss		
		LTC/Senior Adviser	4,200	8,400	12,600	UNDP	TRAC		
	3.2 Conduct Public Expenditure and Institutional Review (PEIR) of selected SDGs related to climate change	BRH support	4,200	6,000	10,200	UNDP	TRAC		
		Consultants	70,000	-	70,000	UNDP	TRAC		
	3.3 Conduct analysis of trade-offs between expenditures to mitigate air pollution in UB city and child health expenditures.	Consultants	83,000	25,000	108,000	UNDP	UNICEF and TRAC		
		BRH support	12,000	-	12,000	UNDP	TRAC		
Sub total			237,400.00	60,400.00	297,800.00				
Output 4. Supporting alignment of subnational plans, M&E frameworks and budgets with SDV and SDGs in Uvurkhangai	4.1 Support in developing aimg medium-term policy (Governor's AP) for Uvurkhangai aimg	Consultant	10,500	-	10,500	UNDP	PEI		
		SDGs and Communication Specialist/LC	2,000	3,000	5,000	UNDP	PEI		
		BRH support	-	-	-	UNDP	PEI		
	4.2 Workshops, travel and activity support	Workshop/activity support	29,000	-	29,000	UNDP	TRAC		
	4.3 Conduct assessment of development financing flows (including governance assessment) and use findings to inform revision of aimg medium-term plan	Institutional consultancy	5,000	-	5,000	UNDP	PEI		
		Consultant	11,200	5,000	16,200	UNDP	PEI		
4.4 Support in preparing M&E framework for implementing aimg medium-term policy	SDGs and Communication Specialist/LC	2,000	3,000	5,000	UNDP	PEI			
	BRH support	-	-	-	UNDP	TRAC			
Sub total			59,700.00	11,000.00	70,700.00				
Output 4. Supporting alignment of subnational plans, M&E frameworks and budgets with SDV and SDGs in UB city	5.1 Conduct Rapid Integrated Assessment for UB city and develop roadmap with follow-up actions	LTC/Senior Adviser	1,500	3,400	4,900	UNDP	PAGE		
		BRH support	2,800	-	2,800	UNDP	TRAC		
		Consultants	6,400	-	6,400	UNDP	PAGE		
	5.2 Prepare UB city Vision document reflecting social/economic and environmental aspects into the existing master plan	Workshop, advocacy	10,000	15,000	25,000	UNDP	TRAC		
		LTC/Senior Adviser	1,900	3,400	5,300	UNDP	TRAC		
		BRH support	-	-	-	UNDP	TRAC		
	5.3 Conduct assessment of development financing flows and use findings to inform UB city medium term plan	Institutional consultancy	15,000	-	15,000	UNDP	PAGE		
		Workshop and advocacy	-	12,700	12,700	UNDP	TRAC		
	5.4 Support in preparing M&E framework for implementing UB city long-and medium-term plans (defining SDGs baseline and targets in UB city)	BRH support	3,000	-	3,000	UNDP	TRAC		
		Consultants	12,400	11,600	24,000	UNDP	PAGE		
		Workshop advocacy	8,000	22,000	30,000	UNDP	TRAC		
	5.5 Support to the PPP financial mechanism advise on selected projects/feasibility study for bankable project/lessons learned from best practice	BRH support	3,000	-	3,000	UNDP	TRAC		
		Institutional consultancy	54,000	-	54,000	UNDP	TRAC		
Consultant		12,000	-	12,000	UNDP	TRAC			
Workshop travel		6,000	-	6,000	UNDP	TRAC			
Sub total			136,000	68,100	204,100				
Output 6. Advocacy and Communication	6.1 Develop a communications and advocacy Strategy and other advocacy materials (leaflets, publications materials, videos, info graphics, design etc..)	SDGs and Communication Specialist/LC	8,000	15,000	23,000	UNDP	TRAC		
		consultant	12,000	6,000	18,000	UNDP	TRAC		
		advocacy materials/printing/workshop	20,000.00	10,000.00	30,000	UNDP	TRAC		
		BRH support	-	-	-	UNDP	TRAC		
Sub total			40,000.00	31,000.00	71,000				
Project management	Project Manager/UNDP PO		5,000	10,000	15,000	UNDP	TRAC		
Project monitoring			3,000	5,000	8,000	UNDP	TRAC		
Total budget required			534,000	222,300	756,300				
Of which:									
PEI			30,700.00	11,000.00	41,700				
PAGE			35,300.00	15,000.00	50,300				
ADB/Swiss			64,000.00	-21,000.00	85,000				
UNICEF			83,000.00	-	83,000				
REQUIRED TOTAL BUDGET deducted PEI and PAGE			468,000	196,300	664,300				

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Phase I, the preparatory phase, of the Project will be implemented directly by UNDP as per the preparatory inception plan (PIP) for the maximum period of 12 months as approved by the Local Project Appraisal Committee.

Phase II of the Project will be nationally implemented under UNDP's National Implementation Modality (NIM). An Implementing Partner of this programme will be assigned based on the results of prior capacity assessments and subject to the post-election institutional set up agreed upon by then newly elected government. The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. *The National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures* (issued in July 2011) and *Framework for Cash Transfers to Implementing Partners* (issued in 2005) will be used as overall guiding documents for programme implementation.

The project will adopt a phased, flexible approach to ensure that activities can be adjusted as entry points for engagement arise and institutional arrangements within the Government become clearer. Once the institution responsible for the implementation of the SDV and the 2030 Agenda in the Government has been set up (expected by Q3) and the findings from the assessments are becoming available, the full project document for Phase II will be developed (see also figure 2).

UNDP will be responsible for implementing the planned activities according to the approved Project Inception Plan under Phase I and will be accountable to the Project Board for the disbursement of funds and the achievement of project outputs and deliverables.

In particular, UNDP will be responsible for:

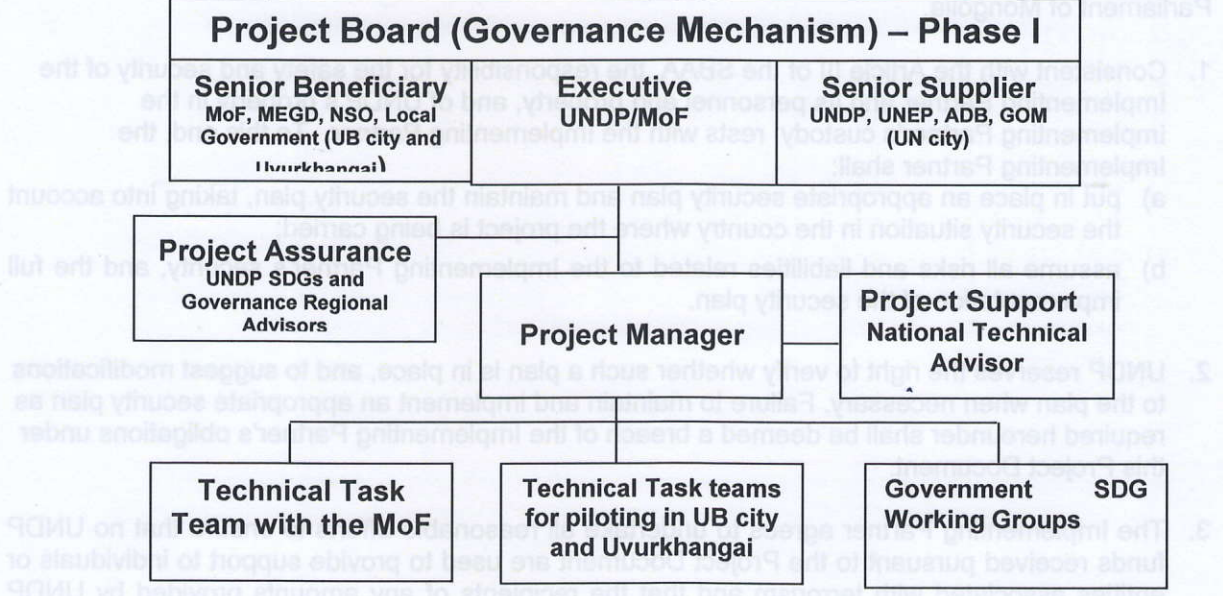
- coordinating activities to ensure the delivery of agreed activities;
- certifying expenditures in line with approved budgets and work-plans;
- facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs;
- approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and
- reporting on project financial delivery and results.

While there will be international technical support on some of the thematic areas, the project will be locally driven by national teams for different components.

The Project Board will be responsible for making management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP. Detailed Terms of Reference for the Project Board are in the Annex VII.

The overall project governance structure is as shown below:

Project Organisation Structure



Document

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ees) and related Accountability Mechanism (http://www.undp.org/secr-sm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards; (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards; and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitment or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mongolia and UNDP, signed on 28 September 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." The implementing partner for this project is the Parliament Secretariat, the Parliament of Mongolia.

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. ANNEXES

S	Title of the project	Year	Objective	SDG and other relevant goals	Key activities and outputs	Governance and reporting
1	SDG and other relevant goals	2016	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)
2	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	2016	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)	SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land)

Project ID: 00103230
 Date: August 2018

Annex I: Risk Log

Project Title: Preparatory Assistance for the Implementation of the SDGs		Award ID: 00102620		Date: August 2016	
Output ID: 00102620					

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political Regulatory Strategic Other	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
1	Weak policy and institutional coordination among Government will result in silo and fragmented approach to SDGs and SDV implementation.	August 2016	Strategic	SDGs are interlinked and success of achievement in certain goal depends on achievement of others. If actions to implement SDGs are not strongly coordinated from the outset, their achievement and implementation down the road may be jeopardized. P = 4 I = 4	Ensure involvement of key officials from respective Ministries and Agencies in the Project steering committee and continue to advocate for and encourage government in its broader efforts to strengthen not only donor but also policy and planning coordination.	UNDP Program Analyst on SDGs and Governance	UNDP Program Analyst on SDGs and Governance	Aug 2016	
2	High staff turnover in the key Government institutions after the recent elections	August 2016	Operational	Loss of institutional memory and longer time required to familiarise new staff with the SDGs and SDV and development	Ensure necessary information, training and advocacy to be provided as necessary from UNDP.	UNDP Program Analyst on SDGs and Governance	UNDP Program Analyst on SDGs and Governance	Aug 2016	

			<p>planning.</p> <p>P = 3 I = 3</p>					
<p>3</p> <p>Government policy priorities change due to country's current economic downturn and budget situation.</p>	<p>Aug 2016</p>	<p>Strategic Political Financial</p>	<p>More short term measures introduced rather than longer term 'planning'. Outlining systematic pathway to achieving SDGs and SDV targets may not be prioritized as it may require rigorous, consistent and sustainable forecasting and interventions funding for which may not be currently available and/or difficult to envisage.</p> <p>P = 3 I = 3</p>	<p>Continue to advocate, at both political and technical levels, for realistic SDGs/SDV target setting which is linked to rigours financial and budget analysis and understanding of trade off implications on target achievements.</p>	<p>UNDP Program Analyst on SDGs and Governance</p>	<p>UNDP Program Analyst on SDGs and Governance</p>	<p>Aug 2016</p>	
<p>4</p> <p>SDGs and SDV priorities are not sufficiently reflected in the new GAP and UB city and Lvurkhangai Governor's Action Plans</p>	<p>Aug 2016</p>	<p>Political Operational Strategic</p>	<p>If not mainstreamed in the government mid-term action plans, implementation of SDGs and SDV implementation and monitoring will become a parallel process that may face challenges in financial commitments from Government side.</p> <p>P = 2 I = 4</p>	<p>Ensure necessary TA provided from UN and UNDP to the WGs for drafting the GAP and Governor's Action Plans.</p>	<p>UNDP Program Analyst on SDGs and Governance</p>	<p>UNDP Program Analyst on SDGs and Governance</p>	<p>Aug 2016</p>	

5	Shortage of funding allocated to implement the identified roadmap activities in the Phase II	Aug 2016	Financial	Only limited number of supporting interventions may be implemented	Agree on joint resource mobilisation between UNDP and government (Ministry of Finance) to source funding for all identified interventions.	UNDP Program Analyst on SDGs and Governance	UNDP Program Analyst on SDGs and Governance	Aug 2016
4	Budgetary constraints and low GDP and TB revenues at the	Aug 2016	Strategic Operational Policies	I = 3 b = 3 to evaluate strategic budget options not as currently funded for which may and interventions strategic foresight and consistent and technical options identified as if may SDV leaders may not be achieving SDGs and alternative pathway to financing. Original ledger from budget form measures introduced from spot term	I = 3 b = 3 to evaluate strategic budget options not as currently funded for which may and interventions strategic foresight and consistent and technical options identified as if may SDV leaders may not be achieving SDGs and alternative pathway to financing. Original ledger from budget form measures introduced from spot term	UNDP Program Analyst on SDGs and Governance	UNDP Program Analyst on SDGs and Governance	Aug 2016
3	Government budget allocation and economic context due to policy choices	Aug 2016	Financial Policies Strategic	I = 3 b = 3 to evaluate strategic budget options not as currently funded for which may and interventions strategic foresight and consistent and technical options identified as if may SDV leaders may not be achieving SDGs and alternative pathway to financing. Original ledger from budget form measures introduced from spot term	I = 3 b = 3 to evaluate strategic budget options not as currently funded for which may and interventions strategic foresight and consistent and technical options identified as if may SDV leaders may not be achieving SDGs and alternative pathway to financing. Original ledger from budget form measures introduced from spot term	UNDP Program Analyst on SDGs and Governance	UNDP Program Analyst on SDGs and Governance	Aug 2016

Annex II: TOR for Institutional Set up to implement SDGs in Mongolia

1. Background

At the UN Summit (25-27 September 2015), Member States of the United Nations adopted the 2030 Agenda for Sustainable Development with a set of Sustainable Development Goals (SDGs). The Agenda strives for a world that is just, rights-based, equitable and inclusive. It commits stakeholders to work together to promote sustained and inclusive economic growth, social development and environmental protection and to benefit all, including women, children, youth and future generations. The 2030 Agenda includes 17 SDGs with 169 targets.

Informed by the global SDGs the Parliament of Mongolia adopted the Sustainable Development Vision (SDV) of Mongolia 2030 in February 2016. The SDV defines the nation's economic priorities as to intensify agriculture, create and export Mongolia's organic brands, promote value-added final production, and attract more tourists. The document also sets the goal to improve the quality of and access to healthcare, form a national system of lifetime education, eradicate all forms of poverty and reduce unemployment rate. Other objectives indicated in the document include protecting water reserves, building national capacity of climate change adaptation, developing sophisticated green urban planning, and improving waste management.

2. Rationale

The integrated development vision of the 2030 Agenda and the SDV requires institutional arrangements which can facilitate policy coherence and involve multiple ministries, departments, and government institutions at national and sub-national level. This level of cross-sectoral cooperation requires innovative planning, implementation and monitoring instruments that use frameworks to coordinate cross-ministerial activity. Cross-sectoral planning requires improving the capacity and incentives of ministries to collaborate effectively for the purposes of better information sharing, human resources, technology, strategy formulation, and monitoring and evaluation. Institutional arrangements should also reflect multi-stakeholder partnerships.

In November 2015 the Parliament approved the Law on Development Policy and Planning and the Government is now taking measures to ensure horizontal and vertical policy coherence in terms of alignment with the SDV of Mongolia 2030. In addition, for the law to be implemented, existing national, sectoral and sub-national level policies and strategies will need to be reviewed and updated if necessary.

UNDP is currently preparing a project to support the implementation of the SDV and the 2030 Agenda. During Phase I of the project a roadmap for strengthening systems and capacities for delivering on the SDV and 2030 Agenda will be developed. This includes assessing systems and capacities for delivering on the SDV and 2030 Agenda with a particular focus on systems and capacities for aligning strategies and policies, aligning development finance with SDV and 2030 Agenda, for monitoring and evaluation and strengthening the results orientation. Phase I also aims to pilot strengthening of systems at sub-national level.

3. Objective

The objective of this consultancy is to provide options for setting up appropriate institutional arrangements for coordinating the implementation monitoring and evaluation of the SDV and 2030 Agenda. This will be based on a review of existing government institutions in terms of their functions and also look at international good practice.

It is expected that such institutional arrangements not only at Governmental level but also involvement of other stakeholders would contribute to improved effectiveness, strengthened national ownership and alignment, improved accountability as well as capacities for long term policy implementation, coordination, monitoring and evaluation.

This consultancy contributes to a series of assessments including in-depth analysis of systems and capacities for aligning strategies and policies, managing and aligning development finance with SDV and 2030 Agenda, for monitoring and evaluating including data generation and use of data and strengthening the results orientation.

4. Scope of the Work

The study will be conducted through desk review, interviews with relevant key officials and other stakeholders and cover the following areas:

- Review the lessons learnt from MDG implementation/ implementing the previous national development strategy with focus on policy coordination in view of strategic mandate and directions;
- Develop a methodology to review existing institutional set up in relation to policy coordination within and across national and sub-national level including the following functions
 - o Coordinating the alignment of strategies and policies;
 - o Coordinating the alignment of development finance with SDV and 2030 Agenda;
 - o Coordinating monitoring and evaluation including data generation and use;
 - o Coordinating strengthening results orientation (localizing SDG targets for monitoring).
- Conduct interviews and consultations with representatives from the Government and other stakeholders to establish effectiveness and gaps in the current institutional set up for implementing the DPP law, SDV and SDGs;
- Review institutional arrangements that other countries have set up and factor experiences with these models, to the extent possible, into the study;
- Map out decision making authority and mandate of assessed institutions regarding strategies, partnership, programs and finance/budgets
- Review coordination linkages within and between national and sub-national institutions ;
- Prepare an options paper for the establishment of a potential new institutional arrangements for coordinating the implementation and monitoring and evaluation of the SDV and SDGs. This will build also on international good practices; Each option should clearly outline the pros and cons.

5. Expected Outputs/Deliverables

The following outputs are expected:

- A detailed Work plan for Study with appropriate methods and tools and share with UNDP. This workplan should also outline consultative steps (lists of stakeholders)
- A draft report for review and feedback by UNDP and stakeholders;
- Organisation of consultative meetings;
- Options paper including list of stakeholders consulted.

6. Team Composition, Level of Effort and Timeframe

The study will carry out by a legal entity (NGO, company or academic institution) with at least two national consultants for a duration of one month period. The contract shall enter into force on the date of signature by UNDP. The execution of the tasks may not start before the contract has been signed.

The following timeline applies:

No	Description of activities	Days	Results
1	Contract signing	25 August	Signed contract
2	Detailed plan of work with appropriate methods and tools	31 August	Tools and methods for the task is approved
4	Stakeholder interviews and	8 Sep	Necessary information collected

	consultations and other desk study		for the work
5	Draft report	15 Sep	Draft report produced and circulated
6	Consultative meeting to discuss the report	20 Sep	Minutes of meeting and participant's list
7	Review comments and updating the report	22 Sep	Updated report
8	Final report	25 Sep	Final report in English and Mongolian

7. QUALIFICATIONS AND REQUIREMENTS

A legal entity as NGO, company or institution shall have the following qualifications:

- A minimum of two years of experience in the areas of development policy and public administration;
- Experience in conducting survey, focus group discussions and other data collection methodologies and interacting with different stakeholders, in particular Government officials;
- Experienced in producing analytical report and developing strategy documents;
- Experience in organisation of stakeholders' meetings, consultations and workshops; and
- Previous work experience with UNDP and other donor agencies is an asset.

The qualification requirements for consultants are:

- Minimum Master's degree with level related to economics, social science, preferably development studies, public policy and public administration;
- Minimum of 5 years of experience in the areas of development and policy studies in Mongolia;
- Extensive analytical and research skills;
- Excellent knowledge and understanding of Mongolia's sustainable development vision and SDGs;
- Experience working with multi-stakeholders: Governments, bilateral institutions and donor organizations;
- Excellent written and spoken English and Mongolian.

8. Evaluation Ethics

Evaluation at UNDP will be conducted in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation" and must follow the procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

9. Institutional Setting and Reporting Mechanism

A legal entity will be contracted by UNDP Mongolia and will report directly to the Team leader of HD and MDG Unit. Day-to-day supervision will be by a national coordinator for Partnership for Action on Green Economy. HD and MDG Unit of the CO will provide required guidance and support in undertaking the consultancy and shall have the following responsibilities:

- Provide relevant documents;
- Assist in organising the meetings;
- Coordinate review work by PAGE partners and UNDP;
- Support for participation and involvement of key stakeholders at the meeting;
- Monitoring the assignments and outputs.

UNDP Technical experts from Bangkok Regional Hub will provide technical input and guidance to the consultants.

The present TOR may be subject to modification, without changing the overall objective and the scope of work, on the basis of mutual consultations. UNDP will hold the copyright of the assignment outputs.

Annex III: Draft TOR for the Rapid Integrated Assessment

FOR ADVISORY SERVICES ON SUPPORT TO IMPLEMENTATION OF MONGOLIA'S SUSTAINABLE DEVELOPMENT VISION AND 2030 AGENDA

- RAPID INTEGRATED ASSESSMENT (Key Result Area 2)

1. BACKGROUND

In September 2015, 193 UN Member States unanimously adopted the 2030 Agenda for Sustainable Development, along with a set of 17 bold new Sustainable Development Goals (SDGs) and 169 associated targets. The 2030 Agenda is a universal, integrated, and transformative vision that seeks to address the unfinished business of the MDGs and aspires to 'leave no-one behind' and to 'reach the furthest behind first'. The interlinkages and integrated nature of the SDGs are of crucial importance in ensuring that the purpose of the new Agenda is realized in the next fifteen years. Governments have committed to implement the Agenda within their own countries and at the regional and global levels, taking into account different national realities, capacities and levels of development and respecting national policies and priorities.

Informed by the 2030 Agenda the Parliament of Mongolia adopted the Sustainable Development Vision (SDV) of Mongolia 2030 in February 2016. The SDV includes 20 key results indicators and covers three thematic areas namely sustainable economic development, sustainable social development and environmental sustainability. In November 2015 the Parliament approved the Law on Development Policy and Planning. For the law to be implemented, existing national, sectoral and sub-national level policies and strategies will need to be reviewed in terms of their alignment with the SDV and updated if necessary. This provides also an entry point to re-visit the alignment of the SDV, sector strategies as well as sub-national strategies and the 2030 Agenda.

UNDP has developed the Rapid Integrated Assessment, a simple tool to facilitate the alignment assessment. This assessment constitutes one of the outputs of Phase I of UNDP's Support to the Implementation of the SDV and 2030 Agenda. It serves as an important entry point and first step for developing a roadmap for implementing the 2030 Agenda in Mongolia.

2. OBJECTIVE

The Rapid Integrated Assessment will review the SDV, relevant sector strategies and sub-national strategies from Uvurkhangai and UB city to:

- provide an overview of the level of alignment between the SDV, SDGs and various sector strategies and programs (at national and subnational level), thereby supporting the work of government Working Groups on SDV/ SDGs;
- in this process, identify interlinkages of SDG targets with targets of the SDV and sectoral strategies and programmes, inconsistencies between objectives and targets, and key advocacy messages for UN(DP). Specific focus will also be on assessing whether the SDV and sectoral strategies address the ambitions of the 2030 Agenda in terms of policy coherence, 'leaving no one behind' and 'reaching the furthest behind first.'

The primary audience for the tool is policymakers at the national and sub-national levels or practitioners/planning experts supporting the government.

3. SCOPE OF WORK

The review will comprise the following steps:

1. Mapping SDV against SDGs.

- Identify the main broad thematic areas under which the SDV is structured.
- Once the thematic areas have been identified, map under which thematic areas each of the SDG Goals/Targets would fall.
- Provide an indicative overview of the level of alignment between the SDV and SDGs;
- Identify inconsistencies and potential trade-offs between various objectives and targets;
- Identify interlinkages across SDG targets as well as SDV objectives and targets and areas for multi-sectoral coordination;
- Assess whether the SDV addresses the ambitions of the 2030 Agenda in terms of policy coherence, 'leaving no one behind' and 'reaching the furthest behind first.'
- Based on above, identify key advocacy messages for (UN)DP.

2. Mapping key sectoral strategies and programmes against SDV/ SDGs

(Tentatively, the focus of this deliverable will be on poverty, environment and sustainable urban settlements, which correspond to government Working Groups 1, 6 and 7, respectively. These focus areas are to be agreed by UNDP and the Working Groups).

- In consultation with Working Groups (WG 1 on Poverty, WG 6 on sustainable water management, climate change ... and WG 7 on sustainable urban settlements - TBA) identify key sector strategies and programmes to be reviewed.
- Provide an overview of the level of alignment between SDV/ SDGs on the one hand, and key sector strategies and programmes on the other hand;
- From key sectoral strategies and programmes, identify closest goals/targets addressing the issues in the corresponding SDG goal/target.
- Identify the nationally measured indicators associated with the closest target.
- Prepare a gap analysis based on the outcomes of the above steps, focusing on the goals/targets that have not been addressed and/or partially addressed in the planning documents. This analysis should also outline any inconsistencies or trade-offs between various objectives and targets as well as whether key ambitions of the 2030 Agenda in terms of policy coherence, 'leave no one behind' and 'reaching the furthest behind first' have been addressed.

3. Mapping key sectoral strategies and programmes against subnational strategies/ SDGs

Repeat the processes in points 1 and 2 above for Uvurkhangai and UB city.

Specifically:

- Map subnational programme/ masterplan against SDV and SDGs;
- Identify and review key subnational sectoral strategies and programmes in consultation with aimag/ capital city administration;
- Identify corresponding SDG goals/ targets which can be quantified at subnational level;
- Identify subnational indicators associated with the closest target;
- Prepare a gap analysis as above.
- Based on above mappings, develop guidelines for mapping key sectoral strategies and programmes against the SDV/SDGs for use by the Working Groups/ sectoral ministries and other relevant stakeholders.

The results of the assessment should inform national/subnational consultations to define the best entry points for implementing the SDGs and will form part of a roadmap to implement the SDGs.

In conducting the assessment, the consultant will work in close collaboration with relevant national and subnational institutions and structures (Government Working Groups on SDV/ SDGs at national level; aimag and capital city administration at subnational level).

The consultant will combine desk review along with consultative meetings and interviews.

The results also need to be validated by a broader constituency, including government officials across multiple sectors, NGOs, civil society and private sector.

4. EXPECTED OUTPUTS AND DELIVERABLES

Deliverables:

- Mapping of relevant SDG targets that are prioritized in the SDV and identification of targets that are not prioritized (Template 1)
- SDG profile card that elaborates on the prioritized targets, the associated indicators, and the institutions responsible for implementation of the targets (Template 2)
- Based on the above, a gap analysis (written assessment).
- Key advocacy messages for UN(DP).

5. INSTITUTIONAL ARRANGEMENTS

Advisory services will be provided by the Inclusive Growth Team of UNDP BRH, namely:

- Michaela Prokop, Regional Programme Advisor, SDGs – overall guidance on methodology and ensuring linkages with project/ platform Support to Implementation of SDV and 2030 Agenda and corporate tools.
- Uyanga Gankhuyag, Policy Specialist – mapping, consultations with stakeholders, identification of targets/ indicators, gap analysis and formulation of advocacy messages.

The SDV/ SDG assessment will be supported by UNDP Mongolia. Specific areas of support include, but are not limited to the following:

- Overall guidance and leading the exercise;
- Interface with Government Working Groups on SDV/ SDGs;
- Leading on identification and agreement on key focus areas, as well as key strategies and programmes to be included in the assessment;
- Agreement with key stakeholder organizations (MOF, Uvurkhangai and UB city administration) on the scope of work and mutual responsibilities;
- Engagement of UNDP Mongolia programme teams (depending on the focus areas (tbc)) and engagement of UN agencies;
- Organization of consultation and validation meetings;
- Provision of background information; and
- Necessary logistical and translation support.

6. DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The assignment will commence as soon as possible over a period of 3 months.

Services will be provided based on a lump sum payment of USD 30,000. This includes two travels to Ulaanbaatar over the period and all inputs from UNDP BRH.

1) BACKGROUND

Following the rise and decline in mineral prices, Mongolia's economy has experienced a pronounced economic boom and bust cycle in the past decade. After a peak of 15.3 percent growth in 2011, the growth started declining and in 2015, GDP per capita has registered near zero growth.^{30,31} In July 2016, Mongolia was reclassified by the World Bank from the upper middle-income group, which it inhabited briefly, to lower middle-income country group. The fiscal deficit has expanded from 1.2 percent of GDP in 2012 to xxx percent in 2015 and is expected to increase further in 2016. The fiscal debt has expanded to 76 percent of GDP at end-2014 and the country was assessed at risk of high debt distress in the medium term, although the long-term debt sustainability is considered good. Moreover, repayment of major debts will start from 2017, as Mongolia has borrowed heavily on concessional terms since the early 1990s; additionally, in recent years it has increasingly borrowed on non-concessional terms.

The economy is undiversified, with large dependence on mining, livestock herding, and variety of service sectors, including construction, which to some extent rely on mining growth, and a small industrial (mainly agro-processing) sector. Foreign direct investment is concentrated in the mining sector, and it had sharply contracted in recent years due to the decline in mineral prices, although there are signs of FDI flows reviving in the past half-year.

The income poverty rate is estimated to have declined from 38.8 percent in 2010 to 21.6 percent in 2014. However, there are issues of comparability of poverty figures; there are indications that poverty might have increased due to the decline of economic growth and removal or reduction of government social assistance benefits. The population growth, which had declined to negative in the early 1990s, has accelerated in recent years and there has been a renewed baby boom of sorts since mid-2000s. This cohort of new baby boomers has hit elementary schools three years ago, requiring additional fiscal expenditures on education. During the recent economic boom the government has increased its spending on health and education, but sustaining these expenditures would be challenging as the fiscal situation deteriorates.

The growth of the mining sector has exerted significant pressure on the environment, exacerbating land degradation caused by livestock growth, climate change effects, and increased population concentration in central regions. Mining also puts pressure on water availability, particularly in arid regions of Mongolia. Other environmental challenges such as winter air pollution, waste treatment and water quality, are largely experienced in Ulaanbaatar city, although they also present problems in other cities and towns.

The political situation in Mongolia has been unstable, with the country experiencing two changes of the cabinet during the 2012-2016. The results of the recent national and local elections of June 2016 - landslide winning of the Mongolian People's Party, previously in opposition - are considered to be largely because of the lack of governance capacity of the previously ruling Democratic Party resulting in political instability, with weak economy becoming a contributing factor.

The formation of the new government in July has resulted in a number of mergers or abolishments of ministries and government agencies over the months of July and August. Following the political appointments, there are wide expectations of changes through to mid-management government personnel in the coming months.

Administratively, Mongolia has three subnational tiers of the government. The third tier is represented by the capital city and 21 aimags, the second tier is represented by districts (within the capital city) and 364 soums. Districts are further subdivided into khoroos, while soums are subdivided in baghs.

The capital city and two of the 21 aimags are fiscally self-sufficient, while the rest of the aimags are subsidized through central government transfers. Ulaanbaatar, the capital city, is home to nearly half of Mongolia's population and generates about 60 percent of the country's GDP. The two self-sufficient aimags include Orkhon aimag (which is the city of Erdenet, home to a large state-owned copper mining enterprise), and Umnugovi, or South Gobi aimag (home to two mega mines which went into

³⁰ National Statistical Office of Mongolia, www.1212.mn, accessed on 18 August 2016.

³¹ GDP growth was 17.3 percent in 2011 and 2.4 percent in 2015.

operation in the past three years – copper and coal). Since the transition in the 1990s, the fiscal distribution mechanism oscillated several times from centralized to decentralized, then back to more centralized, and now since 2013, with increasing decentralized features. While the degree of political decentralization is significant, the degree of fiscal decentralization is limited.

Since the abolishment of the central planning system in 1990, there were several attempts to institute strategic, long-term planning. However, these plans have remained mostly ineffective, without realistic planning and budgeting. Some of the key challenges with long-term planning in Mongolia include: changes in political priorities with every election cycle of four years, instability of the government, proliferation of planning documents, and the dependence of its small open economy on the volatile mining and livestock sectors. More effective have been the medium-term planning documents (Action Programmes) at the national and subnational levels produced by each new government following the elections.

To rectify this situation, in 2016, the major parties have agreed and developed a Long-Term Strategic Development Vision of Mongolia till 2030 (SDV) and the parliament passed the Law on Long-Term Planning, which required shorter-term, sectoral and subnational plans to be based on the SDV. The SDV seeks to achieve greater continuity of policy and greater coherence between national and subnational development plans.

Mongolia, along with other UN Member States, has adopted the Agenda 2030 in 2015, signalling its commitment to sustainable development. In parallel with development of the SDV, the government also initiated an effort to localize the Sustainable Development Goals with a view of adopting them as the monitoring and evaluation framework for the SDV.

Although medium-term budget planning (MTEF) is used, the budget is assessed as having low credibility and the medium-term budget planning not very effective. The problems include the lack of capacity to produce budget forecasts, political pressures to expand budgetary expenditures, non-coverage of extra-budgetary expenditures in the MTEF, lack of linkages between MTEFs and between MTEFs and plans, disconnect between budget planning for capital and recurrent expenditures.³²

Both planning and budgeting functions are vested in the Ministry of Finance; however, there is now a new National Development Agency established to oversee sectoral planning.

As a contribution to the inception of this project, this concept note is for an assessment of the links between finance and national development priorities and the scope for stronger alignment of finance with Mongolia's Sustainable Development Vision and Sustainable Development Goals moving forward. In particular the assessment will help provide recommendations for a road map for establishing an Integrated National Financing Framework as part of the second phase of the programme, which will help facilitate the achievement of Mongolia's Sustainable Development Vision and the Sustainable Development Goals.

2) OBJECTIVES

Overall objective:

Objective: To deliver a Development Finance Assessment which provide an overview of development finance flows and the institutions and policies that align this finance with national development priorities, to include recommendations for a roadmap which will increase the alignment of financing flows – both public and private - to Mongolia's Sustainable Development Vision and the 2030 Agenda.

In particular the DFA will:

- Provide an overview of the evolution of the flows of financing for development and their allocation and contribution to national priorities and results, as expressed in plans and policies at national, sector and sub-national levels. In particular the overview will look to how systems can be strengthened to better align finance and the recently launched Mongolia Sustainable Development Vision (SDV) and the Sustainable Development Goals (SDGs) – with a particular focus on results related to poverty and environment
- Assess the role of the planning and budgeting process in linking both public and private finance

³² The World Bank (2015). "Mongolia: Public Financial Management Performance Report".

with results, in the context of the SDV and SDGs

- Assess the roles and responsibilities of national institutions and their associated policies in managing or influencing the development of individual financial flows to contribute to the SDV and SDGs
- Analyse the interface between different flows and the complementarities between the different sources of development finance in contributing to achieve the SDV and the SDGs

The assessment will look at the national level as well as the sub-national level. The sub-national assessment will focus on assessing the financing flows, the roles and responsibilities of various players and policies, in two jurisdictions, one urban (Ulaanbaatar city) and one rural. The assessment will also look at the linkages between the national and sub-national levels.

3) SCOPE OF WORK

The scope of work provided below will be further expanded and detailed as part of the consultations to be undertaken under the auspices of the DFA Oversight team (see below, *Institutional Arrangements*). The scope of work should be read in association with the *DFA Guidance* (**INSERT WEB LINK**). Additional Terms of reference will then be developed for the technical assistance team to support the delivery of the DFA.

i) Assessment of national planning and budgeting systems and their results orientation. The DFA will focus on the potential means to finance the country's national development priorities. The assessment will seek to identify how priorities have been formulated in plans and strategies in the last planning cycle at thematic levels (e.g. the Green Development Strategy and social protection policy); sector (e.g. agriculture and health) and sub-national levels, as well as in the recently agreed SDV. The DFA will include a particular focus on an assessment of the systems of national development priorities and targets with financial strategies and allocations. The analysis will include an assessment of the degree to which plans and policies include targets which are costed; how results frameworks function in practice; the coherence between sector / thematic plans and the SDV; and the extent to which multiple stakeholders are involved in the planning and monitoring process. Beyond the assessment of the degree to which plans are costed, the DFA will also assess the degree to which there are financial estimates / resource mobilisation targets associated with the results framework and if these estimates are translated into Medium Term Expenditure Frameworks or other types of fiscal planning documents which are associated with the national budgeting process. An overall question for the agencies dealing with development planning and finance is whether there are both results oriented systems and procedures as well as a results oriented organisational culture. Options for improving the results-focus of national development strategies and plans may be provided as part of the road map moving forward.

ii) Mapping and analysis of financing for development flows and their associated policy and institutional frameworks. Development finance flows are analysed according to two main categories: by source (domestic/external) and distinguishing them by public or private nature (see DFA Guidance Annex 3 for a list of the main flows according to the classification proposed and relevant institutions and policy documents). This analysis will look to assess both quantitative trends in the changing nature of the development finance landscape since 2000, including a focus on the impact of commodity price fluctuation, as well as the policy and institutional coherence across flows in terms of their alignment with development priorities and the SDV. The analysis will also review fiscal and quasi-fiscal debt stocks and debt implications on fiscal expenditures to situate the assessment of development financing flows in the context of debt, based on available debt analyses. The analysis will include an institutional assessment of current mechanisms for promoting coherence and coordination across flows as well as the strengths and weaknesses of existing data systems for providing evidence upon which to base financing policies. Finally the analysis will assess the potential opportunities and constraints in expanding and aligning future development finance flows with the SDV.

While covering all types of financing flows, including public, private, domestic and external, this assessment will focus on public domestic and private flows, as there is a currently ongoing study on ODA flows commissioned by ADB. This assessment will use findings of the ADB study on ODA as an

input; coordination will be ensured through the Oversight Team at the Ministry of Finance.

iii) In depth analysis of policy and institutional options and finance flows for strengthening the alignment of priority flows with the SDV and SDGs [and projections of future trends with these selected flows - if possible and desirable. Given volatility and feedback from the Central Bank this may not be possible]. The DFA Oversight team chaired by the Ministry of Finance will determine 3-4 selected priority flows or case study areas for further in depth analysis to determine options for strengthening their potential for accelerating progress in the implementation of the SDV and SDGs. If sufficient quantitative evidence is available, this analysis will include projections of the future evolution of these priority flows into the next 5-10 years. Initial consultations have suggested that this area of the DFA in Mongolia might focus on specific dimensions of private sector flows (e.g. PPPs; extractive industries; inclusive financing of MSMEs). Finally the analysis would particularly focus on the impact of these selected private sector flows on poverty and environment. In addition to potential quantitative analysis, the assessment will include more detailed policy and institutional analysis of the options to make the best use of these resources for financing the SDV and SDGs.

iv) Development finance assessment at subnational level – Ulaanbaatar city and a pilot aimag

The DFA will review the fiscal decentralization system in Mongolia and subnational planning and finance systems to assess the results orientation of subnational planning and finance, analyze financial flows at subnational level and analyze policy, institutional options to strengthen the alignment of subnational level financial flows with the SDV and SDGs. In this regard, it will focus on two subnational jurisdictions – Ulaanbaatar city and a selected aimag (province). Within the context of the current fiscal decentralization system, it will review local governments' own revenue sources and fiscal transfers from the central government (such as vertical funds and LDF), official development assistance and other non-commercial flows, as well as private financing for development.

iv) Roadmap to establish an Integrated National Financing Framework for achieving the SDV and SDGs. The DFA will provide the government with policy and institutional recommendations for strengthening the alignment of development finance flows with national priorities and results, as well as alignment of subnational finance flows with subnational priorities and results. Part of the dialogue embedded in the DFA process will lead to the agreement of a roadmap to which will support the government to: i) implement the main recommendations of the DFA analysis; ii) visualise the next logical and feasible steps to develop an Integrated National Financing Framework (INFF) as well as subnational financing framework; and iii) to identify the basis for support to be provided to the government as part of the proposed broader efforts to implement the SDV and SDGs This will require consultation with a range of stakeholders within the Oversight Team and beyond, throughout the process.

3) EXPECTED OUTPUTS AND DELIVERABLES

Following the agreement of the DFA concept note, terms of reference for the Technical Assistance (TA) team will be developed to include a team leader, as well as specific expertise as required for the DFA including the more in depth analysis of priority flows (e.g. PPPs; extractives; MSMEs and inclusive finance) and case studies (e.g. sub-national; poverty and environment focused).

The TA team will work together under the guidance of the DFA Oversight Team to deliver the following:

- 1. Inception report:** building on the DFA concept note, the TA team will prepare a brief document presenting the objectives, scope, expected outputs and approach. This will be reviewed during an inception workshop. This document will outline key issues to be analysed, linking with existing data sources and assessments in progress, and include a work plan with key milestones.
- 2. Flow analysis fiches:** the TA team will prepare individual flow fiches (see Annex 1 of the DFA Guide) for the flows selected according the DFA concept note. The information provided should draw on the existing studies used for the analysis, including references for documents quoted and separate tables with all numerical data (and their sources) used for developing charts and figures. The TA team will deliver the flow analysis fiches and a databank folder containing all the documents and numeric data used in the study.
- 3. Draft report:** the TA team will prepare a draft report for review by the DFA Oversight Team which

will include analysis and preliminary conclusions/road map for implementation. The report should follow the standard content and should be a maximum of 80 pages (see Annex 1 of the DFA Guide).

4. **Final report:** the TA team will finalise the report on the basis of feedback from the DFA Oversight Team and as reviewed by a wider range of stakeholders during the validation workshop. This report will include the implementation road map as approved by the DFA Oversight Team.

Expected outputs are summarized in the following table with timelines.

Deliverable	Dates
DFA Concept Note and terms of reference for technical assistance finalised	End August 2016
Inception report and workshop delivered	End September 2016
Flow fiche completed	End October 2016
First draft DFA report and consultations	End November 2016
Final Draft DFA and validation workshop	End December 2016
Publication and Launch	End January 2016

4) INSTITUTIONAL ARRANGEMENTS

An Oversight Team for the DFA will be established under the overall leadership of the State Secretary of the Ministry of Finance. The facilitation of the Oversight Team will be managed by Director of the Macro Economic Policy Department, Ministry of Finance. The Oversight Team (Terms of Reference attached) will agree the scope of the Development Finance Assessment and the workplan for its implementation. They will also agree the final DFA and its associated recommendations for moving forward.

With UNDP support a Technical Assistance team will be contracted to support the implementation of the DFA. They will work under the supervision of the Director of the Macro Economic Policy Department, Ministry of Finance with technical back stopping and quality assurance from UNDP Country Office and Bangkok Regional Hub. Terms of Reference for the TA team are attached at Annex 4.

The Oversight team will include: (this needs further thought from UNDP CO and MoF)

- Mr. Batkhurel.G, Director, Macro Economic Policy Department
- Mr. Gantulga.B, Director General, Development Financing and Debt Management Department
- Mr. Ganbat.J, Director, Fiscal Policy and Planning Department
- Mr. Batgerel.M, Head, General Local Development Fund Division
- Mr. Munkhbayasgalan.A, Head, Investment Budget Department
- Mr. Tavinjil.Ch, Head, Development policy and planning division
- Cabinet Secretariat, TBD
- National Development Agency, TBD
- Investment agency, TBD
- Mongol Bank, TBD
- UB city governor's office, TBD

- Pilot aimag governor's office, TBD

5) ANNEXES

Annex 1: Key literature to be reviewed regarding development finance context in Mongolia

Reports on fiscal situation and fiscal management:

1. The World Bank (2015). "Mongolia: Public Financial Management Performance Report".
2. The World Bank (2009). "Mongolia: Consolidating the Gains, Managing Booms and Busts, and Moving to Better Service Delivery. A Public Expenditure and Financial Management Review"
3. The World Bank (2010). "Mongolia: Improving Public Investment Budgeting and Planning"
4. Government of Mongolia (2015). "Note on the Medium-Term Fiscal Framework Statement for 2016-2018 and Fiscal Projections"
5. IMF (March 2015) "Staff report for the 2015 article IV consultation—debt sustainability analysis"
6. IMF (April 2015) "2015 article IV consultation staff report; press release; and statement by the executive director for Mongolia"

Government's overarching planning and policy documents:

7. Parliament of Mongolia (2016). "Mongolia's Sustainable Development Vision 2030: Rationale and scope"
8. Parliament of Mongolia (2014). "Green Development Policy".

On MDGs and public expenditures:

9. Government of Mongolia (2013). "Achieving the Millennium Development Goals: Fifth National Progress Report"
10. Gankhuyag, U. and O. Banzragch (2014). "Mining and financing of child-inclusive social development in Mongolia". Study by UNRISD and UNICEF.

On subnational fiscal arrangements:

11. Lkhagvadorj, A. and M. Altankhuyag (2014). "Review paper on fiscal equalization system in Mongolia"
12. Lkhagvadorj, A. (2012) "An analysis of the new Budget Law of Mongolia of 2011".
13. Gerege Consulting (2016). "Extractive Industries Revenue Management System in Mongolia." Study by UNDP-UNEP Poverty Environment Initiative.

On business investment and CSR investment:

14. UNCTAD (2013). "Mongolia: Investment policy review"
15. ADB (2013). "Government of Mongolia: Public Private Partnership Development". Technical Assistance Consultant's Report
16. World Bank (2011). "Mongolia: Strategy for Public-Private Partnerships".

Relevant laws:

17. Law on Integrated Budget, 2011
18. Law on Fiscal Stability, 2011
19. Law on Public Procurement, 2011
20. Law on Budgetary Organizations' Management and Financing, 2002
21. Law on Concessions, 2010
22. Law on Government Special Funds, 2006
23. Law on Mongolian Development Bank, 2011
24. Law on Future Heritage Fund, 2016

Annex V: Draft TOR for the Public expenditure analysis of treatment of respiratory disease of children, including pneumonia, caused by air pollution and costs of inaction or ineffective air pollution mitigation measures

Background

Mongolia is experiencing rapid urbanization and over 68 per cent of the population resides in urban areas. With winter temperature as low as -40°C for several months, burning of raw coal for heating contributes to air pollution. On top of it, about 64% of Mongolians aged 19-49 years old regularly smoke (Social Indicator Sample Survey, SISS, 2014, MOH, UNICEF, UNFPA). The Lot Quality Assurance Sampling (LQAS) survey conducted in Khovsgol and Nalaikh districts revealed that about 43% of households with children aged 0-59 months have at least one member of the family who smokes (LQAS survey report, 2014, UNICEF/LSTM).

Ulaanbaatar is among the cities with the highest levels of air pollution in the world during winter season, which is likely to increase over the next ten years unless major mitigating initiatives are taken. Although the Mongolian Government has undertaken a number of significant measures to address air pollution in the last 5 years, growing population combined with high emissions from burning raw coal in winter result in annual average concentrations of fine particulate matter ($\text{PM}_{2.5}$) over 7 times higher than WHO health-based guidelines and over 3 times higher than annual average Mongolian National Standards of $25\mu\text{g}/\text{m}^3$ resulting in devastating impacts on child health, including reduced foetal growth, preterm birth, and pneumonia.

Pneumonia, the 'forgotten' killer³³, is the second leading cause for under-5 mortality rate (U5MR) in Mongolia and has only been reduced by 5% since 2000. One in six children dies before reaching his or her fifth birthday due to pneumonia. The main cause for pneumonia is lung infection often complicated among children with poor nutrition status. Air pollution is among the critical contributing factors of pneumonia. The 2010 global burden of disease study demonstrated the significant impact of air pollution on health in Mongolia, where pneumonia is one of the three air pollution related diseases that resulted in the most lost life years.

Air pollution exposures in children also result in lung damage that affects health and wellbeing throughout the rest of their lives. Children living in a highly polluted districts of central UB were found to have 50% lower lung function than children living in a rural aimag. During winter time morbidity due to acute respiratory infection and pneumonia reaches its peak and all children's hospitals are full or under excess demand. Hospitalization rate during winter time is twice high compared to summer rate particularly children aged under five. About 60% of children affected admit hospital for average of 7-9 days.

Health services are unable to respond effectively to this seasonal epidemic. Key causal factors include lack of free quality essential medicines at the point of service, failure by health workers to promote preventive and protective practices by parents and caregivers, lack of budget allocation to support life-saving interventions and relevant essential commodities such as zinc and pneumococcal vaccine, and inefficient use of available funds.

In Nalaikh district, UNICEF implemented a project on pneumonia and combination of Communication project to improve parent's knowledge on danger signs, provision of free quality medicines and nutrition commodities at Family Health center brought to 50% reduction of hospital admission and 35% of child mortality decrease. Vaccine against pneumococcal infection is not yet in the routine immunization schedule for which government needs to invest along with provision of nutrition commodities (MMP, zinc).

Reducing air pollution related health burdens in children will need political commitment to a transition to cleaner fuels, and long term investments in human and equipment resources. In order to get political comment there is need for robust evidence.

Therefore, an analysis of costs of treatment of child health issues related to air pollution (hospital costs, medicines, parents' absence days and lost income, investment to nutrition, efficiency of use of current public sources for medicines procurement), as well as the analysis of the future costs of inaction now, due to life-long health impact of respiratory disease caused by air pollution, in terms of human capital, social welfare, reduced productivity and performance in schools, increased

³³ Global Action Plan on Pneumonia and Diarrhea

medical care etc., is expected to enable some evidence for policy advocacy and political commitment.

Hence, it is proposed to carry out a public expenditure and institutional review study to strengthen advocacy for political commitment to reduce air pollution and protect children's health.

Purpose

The overall purpose of the analysis/study is to collect overall evidence to support policy for reducing/eliminating the consequences of respiratory diseases caused by air pollution in Mongolia through coherent policy commitment.

The specific purpose of the analyses is to:

UNDP component:

1. Conduct Public Expenditure and Institutional Review (PEIR) of the total public sector costs of respiratory diseases of children in Ulaanbaatar, including:
 - a. Review existing policies and programmes related to air pollution and child health such as (but not limited to) child health care, medication, insurance, energy, migration, urbanization, spatial planning, district heating, indoor smoking, etc
 - b. Review institutional mandates and coordination mechanisms / lack thereof, including at the national and municipal level]
 - c. Assessing the existing level of public expenditure on treatment of respiratory disease of children caused by air pollution.
 - d. Analyzing the existing level of public expenditure on energy sector that directly contribute to the respiratory diseases (including negative expenditures that fuel in public expenditure on environment sector as a result of energy sector interventions).
 - e. Analyzing public expenditure benefit incidence of public health and other services in relation to respiratory diseases (*to be confirmed*)

UNICEF component:

2. Conduct causality analyses and incidence analysis of respiratory disease due to air pollution
3. Assessing private costs of respiratory diseases due to air pollution (e.g. out-of-pocket expenditures, opportunity costs, pollution prevention or avoidance costs, and long-term socio-economic costs impeding human capital development, such as labor productivity in adulthood and low performance in schools, social welfare etc.) differentiated by income and other socio-economic characteristics where possible.
4. Assessing the public and private costs of inaction or ineffective measures of air pollution mitigation on the basis of existing public and private costs

Joint UNDP/UNICEF component:

5. Formulation and advocacy of specific recommendations on future steps to address the policy issue of the respiratory diseases in Mongolia, including:
 - a. Development/ review and analysis of policy options in the energy sector (including expected investment and future operating costs) to decrease the negative impacts of the air pollution.
 - b. Conducting Benefit Cost Analysis of alternative policy interventions
 - c. Developing the package of the recommended policies, regulations and public expenditure intervention mix for the key stakeholders

The analyses and recommendations will be proposed to key stakeholders for validation.

Expected results

The specific results, expected from UNICEF and UNDP from the analyses are the following:

- Current public expenditure and institutional review of treatment of children's respiratory disease caused by air pollution
- Estimated current and future costs of inaction or existing ineffective measures of air pollution mitigation
- Cost Benefit (or Cost Effectiveness) Analysis of proposed policy interventions
- Key messages and recommendations for policy makers and development practitioners

Annex VI: Draft TOR for the Senior National Public Policy Advisor/ Economist

Position:

Senior Public Policy Specialist/ Economist – Support to Implementation of Mongolia's Sustainable Development Vision and 2030 Agenda

Project/Programme: Preparatory Assistance for the Implementation of the SDGs Agenda 2030 in Mongolia
Work Station: Ulaanbaatar, Mongolia

2. PROJECT DESCRIPTION

Mongolia, along with other UN Member States, has adopted the Agenda 2030 in 2015, signalling its commitment to sustainable development. Recent adoption of the Long-Term Sustainable Development Vision 2030 (SDV) provides a framework for anchoring the SDGs and Agenda 2030 in Mongolia. The SDV seeks to achieve greater continuity of policy and greater coherence between national and subnational development plans.

UNDP's new Country Program Document 2017-2021 prioritizes support to the Mongolia government in the roll out and implementation of the SDG Agenda 2030 and the SDV. This support will be provided through a comprehensive program approach that is being rolled out in two phases.

Objective of the Phase I is to support the government of Mongolia in making use of the SDGs/ Agenda 2030 to improve the effectiveness of its planning, budgeting and M&E processes to achieve its Long-Term Sustainable Development Vision. During the Phase I, UNDP will be working with the government at both national and sub-national level.

During the Phase I, the project will focus on assessing Mongolia's systems and capacities for implementing the SDV and Agenda 2030. These assessments will inform the development of a roadmap for supporting the implementation of the SDV/2030 Agenda in Mongolia. During Phase I, SDG 'accelerators' will also be identified which will help focus UN/DP's support to the implementation of the 2030 Agenda in Mongolia on specific SDGs and sustainable development priorities. Phase I will also provide the building blocks for setting up a platform for supporting the implementation of the 2030 Agenda encouraging all development partners including the UN to align their support under one umbrella and approach.

While the overall strategy of the project has been identified, specific outcomes, outputs and activities of Phase II of the project are to be identified on the basis of findings from Phase I.

2. OBJECTIVE

Selected consultant is to substantively advise on and support policy dialogue, provide substantive technical support to implementation of different outputs of the Phase I and their quality assurance. The consultant is to ensure outputs' substantive and advocacy coherence, identify entry points for greatest synergies and strengthen the overall approach to the implementation of the SDV/2030 Agenda in Mongolia in light of new partnership opportunities or government initiatives that may arise.

Based on results of the Phase I and extensive stakeholder discussions, the consultant will provide overall substantive guidance to setting up a platform supporting the implementation of Mongolia's SDV and the 2030 Agenda and lead project formulation for Phase II in close coordination with UNDP CO and UNDP Bangkok Regional Hub.

3. SCOPE OF WORK AND DELIVERABLES

The scope of work includes the following:

1. Overall Support to Implementation of the Phase I and Development of SDV/2030 Agenda Platform

- Ensure linkages between and overall coherence of various outputs. Linkages could include ensuring coherence and cross referencing across terms of reference for different outputs,

common communications across the outputs, shared implementation plans across the outputs (including shared technical assistance) and systematic cross-referencing of the analyses under different outputs.

- Support and provide guidance to the Steering Group of the project.
- Ensure linkages between the project outputs and activities with government strategies and workplans, provide guidance to consulting teams supporting various output deliverables and, in close consultation and coordination with UNDP CO and UNDP BRH, provide quality assurance to various outputs.
- In close coordination with UNDP CO and BRH contribute to policy dialogue with various stakeholders on issues related to mainstreaming and implementing the 2030 Agenda in Mongolia with a particular focus on the poverty-environment nexus.
- Ensure involvement of multiple stakeholders in various activities and identify opportunities for greater engagement of the private sector and civil society at national as well as sub-national level.
- Identify entry points for aligning UNDP's country programme/projects to SDG platform and identify entry points for greater involvement of other UN agencies and development partners in Phase I and in particular for Phase II.
- Lead advocacy and provide inputs to communication strategy around 2030 Agenda and setting up of platform.
- Identify financing opportunities and support CO and government counterparts with resource mobilization efforts.
- Support consultations with UN country team and other development partners to ensure greater coherence of efforts. Based on various assessments conducted during the Phase I and extensive stakeholder discussions, prepare draft project document for longer term engagement (Phase II).

1. Assessing institutional options and capacities for implementing the SDV and 2030 Agenda.

- Building on experiences of other countries, support policy dialogue on an appropriate institutional set-up for implementation of the SDV and 2030 Agenda.
- In close consultation with the UNDP BRH, support development of terms of reference for a local governance assessment/diagnostic focusing on Uvurkhangai (tbc) and Ulanbaatar and provide support to recruitment of consultants. Provide guidance to consultants/ research team and quality assurance.
- Provide guidance to and review of the local governance assessment/diagnostic and ensure that findings are fed into the Uvurkhangai development plan and in the UB Master Plan and Vision document.

2. Assessing alignment of national and sector strategies with SDV and SDGs

- Review initial findings of Rapid Integrated Assessment (RIA) (alignment of SDV and key development strategies with 2030 Agenda) and in consultation with RIA expert support drafting of findings.
- In consultation with UNDP CO and BRH support development of key advocacy messages emerging from RIA and support discussions with other UN agencies and policy dialogue.

Sub-National Level

- Provide guidance to and review findings of RIA (alignment of development plan in Uvurkhangai/ Master Plan in Ulaanbataar with SDV and 2030 Agenda.
- In close consultation with consulting team, PEI team, the Governance team, UNDP CO and BRH, support drafting of findings and key advocacy messages.
- Based on consultations with stakeholders, develop a roadmap with follow-up actions for Uvurkhangai, UB and UNDP.

- Provide guidance on how to integrate findings from RIA into development plan/Master Plan and medium-term strategy and recommend way forward for costing and budgeting.

3. Assessing institutional capacity and readiness for monitoring SDV and 2030 Agenda

- Review data availability assessment as well as gender/ sex disaggregation study with a view towards identifying follow-up actions.
- Provide guidance to conduct of data ecosystem mapping, review findings and lead consultations with stakeholders on identifying the way forward.
- Draft terms of reference for developing a roadmap for filling data gaps and capacity development. This should include a mapping of data gaps (based on various studies and discussions with stakeholders) with special attention to disaggregation (by location and other categories).
- Draft terms of reference for a data availability assessment for the UB city (tbc).
- Support UNDP and Government with resource mobilization efforts.

4. Support to assessing baselines, determining targets and to establishing an M&E framework for the SDV and 2030 Agenda

- Provide guidance to government on identifying baselines for the SDV and 2030 Agenda as well as sub-national strategies in Uvurkhangai and UB city.
- Provide guidance to the government Working Groups on developing targets (short,- medium and longer term) for the 2030 Agenda and facilitate consultations with various stakeholders.
- Provide guidance to setting up an M&E framework for the SDV and 2030 Agenda.

5. Assessment for strengthening the links between finance and results to deliver the SDV and SDGs

- Provide oversight of a development finance assessment (DFA) with a view to strengthening linkages with other outputs under the Phase I, and in particular:
- Ensure that findings of the DFA feed into other project outputs and activities both at national level and sub-national level.
- Support consultations with various stakeholders, in particular the private sector.
- Provide guidance to the DFA assessment in Uvurkhangai and UB city (tbc) and ensure that findings of the national DFA are fed into revision of aimag/ UB city level strategy/ies.
- Working with the environment team ensure that the BIOFIN work feeds into the Phase I assessment and design of the Phase II project.
- Working with UNICEF to support the linkages between potential work on financing child health in the context of emissions in UB city and the Phase I assessment process and Phase II project design
- Drawing from the DFA, BIOFIN and UNICEF support work identify next steps as part of a roadmap for developing a national integrated financing framework for the SDV and SDGs.

4. EXPECTED OUTPUTS AND DELIVERABLES

Deliverables:

- One communications brief outlining Phase I and intentions towards Phase II.
- Draft Project Document for Phase II/Platform by December 2016.
- Key deliverables and activities of the Phase I workplan implemented.
- SDG communication and advocacy strategy by October 2016.

5. INSTITUTIONAL ARRANGEMENT

The Consultant will report to the Deputy Resident Representative, UNDP, Mongolia and work closely with BRH advisors.

6. DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The assignment is for a duration of 12 months starting end August 2016.

7. DEGREE OF EXPERTISE AND QUALIFICATIONS

- Advanced university degree in economics, development, public policies, public administration and management or other fields relevant to sustainable development.
- At least 12 years of work experience in a relevant field.
- Proven track record in developing complex monitoring and evaluation systems, data analysis and policy formulation and policy advocacy.
- Fluency in spoken English is essential.
- Proven excellent English writing skills.

8. REQUIRED DOCUMENTS

- Letter of Confirmation of Interest and Availability, including financial proposal, indicating proposed daily fee in USD.
- Personal CV or [P11](#), indicating relevant experience.
- Writing sample demonstrating candidate's English language writing and analytical skills.

9. CRITERIA FOR SELECTION OF THE BEST OFFER

The award will be made to the qualified/responsive individual who had the highest score from both availability, relevant experience and financial proposal.

10. PAYMENT TERMS

Daily rate based on an approved monthly timesheet.

Annex VII: Project Board Terms of Reference

Overall responsibilities: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager/UNDP PO, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between

the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: UNDP will chair the Board in the Phase I
- 2) Senior Supplier: UNDP, ENEP, ADB, Swiss and GOM (UB city) representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: MOF, Cabinet Secretariat, MOET, NSO, Local Government (UB city and Uvurkhangai) representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Proposed members of the Project Board are reviewed and recommended for approval during the Project Review Meeting. Additional Project Board members may be suggested as necessary.

Specific responsibilities:

Defining a project

- Review and approve the Project Initiation Plan

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project results from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available

- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated