

Mongolia

Executive Summary

In 2015 UNICEF Mongolia progressed on a path of transformation to improve relevance, influence and the strategic contribution to equitable results for children, whilst adapting to a rapidly changing external environment.

Mongolia's graduation to the upper middle income category offers tremendous economic potential. Amidst volatility and persisting disparities a landscape with new opportunities and challenges has been created which prompted the need to re-define UNICEF's role and programming approach. UNICEF Mongolia sharpened its balance between high-level upstream contribution to child-centred policy reforms and programme integration and convergence at local level to show replicable and affordable models of service delivery. This was accompanied by the opening of new programmatic areas that will increasingly define UNICEF Mongolia's identity in the country, including corporate social responsibility and environment/climate change (with the focus on air pollution). This was reflected in a significant expansion of UNICEF's partnership base and horizontal cooperation. This transformative process converged into the preparation of the new Country Programme Document for 2017-2021, including the elaboration of a "Vision 2025" paper, and organization of Strategic Moment of Reflection and Theory of Change workshops with partners. UNICEF also played an active role in the UNDAF 2017-2021 preparation process by leading the Country Analysis component and one of the outcome components.

Programme progress was evident at both policy and local level. The enabling environment for children was considerably enriched by key normative and strategic frameworks to which UNICEF contributed significantly. This included the finalization and adoption of the "National Maternal and Young Child Nutrition Strategy", the "Norms and Requirements for WASH in Schools, Dormitories and Kindergartens" adopted by four Ministries, and two Child Protection laws that made it to final parliamentary discussion. This policy progress was supported by the production of equity analyses on urban and early child disparities, as well as a Multiple and Overlapping Deprivation Analysis study, and partnerships with world-class think tanks for capacity development. Despite overall health budget cuts, UNICEF Mongolia's advocacy to address barriers to equitable budget allocation for peri-urban and remote rural areas contributed to an improved allocation methodology, approved by Parliament and applied in 2015 for the 2016 budget. This resulted to a four per cent increase for the Primary Health Care budget (US\$2.06 million) for 2016 compared to 2015. These upstream results were balanced by progress at local level, through the implementation of the Child Friendly Community strategy to influence local governance for children, removing key bottlenecks and providing scalable models for integrated service delivery. As a result, and on a year-to-year basis, UNICEF Mongolia contributed to a 6.6 per cent decrease in new-born deaths, six per cent increase to Early Childhood Education enrolment and an unprecedented increase of local development budget allocated to children reaching up to 22.5 per cent in one of its geographic focus areas. In addition, UNICEF Mongolia also played a key role in a prompt response to a measles outbreak on large national scale, reaching more than 347,000 children through vaccines and Vitamin A, supporting micro planning for supplementary immunization campaigns, and system

strengthening for better national preparedness.

UNICEF Mongolia started engaging in the Environment domain, and specifically on “Air Pollution and Children’s Health” by mobilizing leading national and international experts and Government partners, to generate evidence and raise awareness on the effects of air pollution on children’s health. This prepared the ground for policy dialogue on mitigation measures in Ulaanbaatar, one the world’s most polluted cities.

Challenges in 2015 were largely related to the national macroeconomic situation that degraded significantly due to dampening of commodity prices. The bust mining cycle resulted on significant budget cuts and a decrease in budget for social services at decentralized level.

Political volatility also affected existing partnerships with a number of ministries as significant turnover of staff hampered programme continuity. Despite institutional volatility, the expansion of UNICEF Mongolia’s partnership base remains a defining element of 2015 work. UNICEF Mongolia brokered a strategic cooperation between parliamentarians from the Republic of Korea and Mongolia – resulting in the creation of a Group of Parliamentarians for Children, a nationwide partnership with the Mongolian National Broadcaster (leading national TV) and with Ulaanbaatar City Municipality. Finally, the opening of a new programmatic area on corporate social responsibility was one of the highlights of the year, as it led to collaborative partnerships with Mongolia’s main business actors. This resulted in increased support from private companies to child related interventions, as well as the start of a ground-breaking partnership with the extractive sector to improve research and data on the impact of mining of children’s rights.

Humanitarian Assistance

Mongolia is exposed to recurrent natural disasters in the form of a dzud, an extremely snowy winter that isolates entire communities on most sparsely populated territory, and makes livestock grazing impossible, resulting in the starvation of livestock. Given high likelihood of a dzud in 2016 and an alert raised by national emergency authorities, in 2015 UNICEF Mongolia strengthened its preparedness to respond to combined impacts of drought and potential dzud on vulnerable herder households and their children. UNICEF Mongolia’s commitment to fulfil its Inter-Agency Standing Committee technical leadership roles was demonstrated in improving the capacity of cluster members including Government counterparts in emergency preparedness and response including Disaster Risk Reduction. As cluster lead in Water, Sanitation and Hygiene (WASH), Nutrition and co-lead in Education and sub-cluster lead in Child Protection, UNICEF Mongolia strengthened the cluster coordination and provided technical assistance in updating the preparedness and response plans for WASH, Nutrition, Education, Child Protection and Logistics clusters. Further, technical assistance was provided to enhance the preparedness and response capacity of the Nutrition cluster and Child Protection sub-cluster.

UNICEF Mongolia’s technical support to the Nutrition Cluster resulted on an updated Emergency Nutrition Cluster preparedness and response plan; a revised rapid assessment guidelines and tools; a Nutrition in Emergency Operations Guideline for Mongolia; and an emergency nutrition supply list for response scenarios. The Nutrition Cluster and key Government counterparts benefited from the Nutrition in Emergencies training conducted by the UNICEF East Asia Pacific Regional Office (EAPRO) Emergency Nutrition Specialist.

The Child Protection sub-cluster members including key Government partners and Police benefited from the child protection in emergencies training with improved understanding of the

general emergency context in which child protection issues emerge, the impact of emergencies on children, the scope and range of child protection interventions in emergencies.

UNICEF Mongolia's Early Warning Early Action preparedness were updated with ongoing Programme Collaboration Agreement frameworks for non-governmental organizations (NGOs) which include emergency response.

Summary Notes and Acronyms

Summary

Mongolia is divided administratively into 21 aimags (provinces); each aimag is divided into soums (sub-provinces) and baghs (the smallest unit). There are 329 soums and 1,568 baghs. The capital city, Ulaanbaatar, is divided into nine districts and 132 khoros (sub-districts).

Acronyms

ANC – Antenatal Care
CEDAW - Convention on the Elimination of Discrimination against Women
CFC - Child Friendly Community
CMT - Country Management Team
CRBP- Child Rights and Business Principles
CRC - Convention on the Rights of the Child
CSR - Corporate Social Responsibility
EAPRO - East Asia and Pacific Regional Office (UNICEF)
ECD – Early Childhood Development
ECE - Early Childhood Education
EENC - Early Essential Newborn Care
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit
HACT - Harmonized Approach to Cash Transfers
ICT - Information and Communications Technology
ILO - International Labour Organization
IMCI - Integrated Management of Childhood Illness
IP - Implementing Partners
IYCF - Infant and Young Child Feeding
KOICA - Korean International Cooperation Agency
LDF - Local Development Fund
LED - Light-emitting diode
LTA - Long Term Agreements
MCH – Maternal and Child Health
MNB - Mongolian National Broadcaster
MNCCI - Mongolian National Chamber of Commerce and Industry
MODA - Multiple and Overlapping Deprivations Analysis
MOE - Ministry Of Education
MOF - Ministry of Finance
MOFA- Ministry of Foreign Affairs
MOH - Ministry of Health
MOU - Memorandum of Understanding
MPDSP - Ministry of Population Development and Social Protection
NAC – National Authority for Children
NCC – National Council for Children
NGO - Non-governmental organization
NSO – National Statistics Office

OMT - Operations Management Team
OPCAT - Optional Protocol to the Convention against Torture
OR - Other Resources
PABX - Private Automated Branch Exchange
PCM – Programme Coordination Meeting
PER - Performance Evaluation Reports
PHC – Primary Health Care
REDS - Reach Every District and Soum
SISS - Social Indicator Sample Survey
STI – Sexually Transmitted Infections
SWA - Sanitation and Water for All
U5MR - Under-five Mortality Rate
UN - United Nations
UNCT – United Nations Country Team
UNDAF - United Nations Development Assistance Framework
UNESCO - United Nations Educational, Scientific and Cultural Organisation
VAT - Value Added Tax
WASH - Water, Sanitation and Hygiene

Capacity Development

In 2015, UNICEF Mongolia increased its investment in capacity development and high quality analysis to influence social policies. Partnerships with world class international think tanks and research centres resulted in Mongolia’s first Multiple and Overlapping Deprivations Analysis (MODA), a set of equity profiles (focussing on urban children and Early Childhood Education), models for costing of child protection services, results-based Monitoring and Evaluation management, and a bottleneck analysis in education. These analytical exercises were coupled with capacity development for partners to master research techniques and improve equity related statistical methodologies. Targeted disadvantaged populations at local level also benefitted by capacity development efforts using new technologies to introduce innovative approaches. This is the case of children who are unable to attend kindergarten due to geographical isolation. To reach them, UNICEF Mongolia supported the Ulaanbaatar City Education Department and the Nalaikh District Education Department to pilot an innovative distance learning kit that reached 1,700 children (800 boys and 900 girls) aged two to five.

Training of trainers had positive multiplying effects. In partnership with the Public Health Institute, 60 facilitators from nine districts were trained on Infant and Young Child Feeding (IYCF), who in turn trained 202 health workers from 63 primary health centres, reaching 53,000 children in Ulaanbaatar. Given the likelihood of Dzud (natural disaster due to extreme winter conditions), 130 nutrition cluster members and partners participated in a “Nutrition in Emergencies” training to improve their capacities implemented by UNICEF Mongolia and Ministry of Health. The exercise was followed by local level trainings for emergency officials from every province. Over 65 per cent of the population was reached by knowledge and information on the prevention and treatment of pneumonia through a national campaign using TV and social media and the involvement of UNICEF Mongolia’s national Goodwill Ambassador.

Evidence Generation, Policy Dialogue and Advocacy

UNICEF Mongolia’s focus on influencing policy reform for children led to successful development and adoption of important national strategies and plans. Examples include the National Maternal and Young Child Nutrition Strategy for 2015–2020 aiming at preventing and reducing malnutrition in children under five and the adoption of Mongolia’s first National Nutrition

Programme, which will incorporate funding requirements as part of the state budget. The completion of UNICEF-supported Breastmilk Substitutes Marketing Survey will inform the draft amendment of the Breastmilk Substitute Law.

UNICEF Mongolia supported Programme Based Budget and public finance management for children by providing high-level technical assistance. This contributed to increased and more equitable budget allocation for primary health care facilities (four per cent or US\$2 million increase in primary health care budget as reflected in 2016 national budget document).

Successful advocacy also led to increased resources for children at local levels: the share of Local Development Fund (LDF) allocated to children in Khuvsgul province reached 22.5 per cent in 2015 compared to 18.9 per cent in 2014 and 8.8 per cent in 2013. In the Nalaikh district the LDF for children reached 32.4 per cent in 2015 compared to 19 per cent in 2014 and 3.2 per cent in 2013.

UNICEF Mongolia also worked closely with the Ministry of Finance (MOF) on Water Sanitation and Hygiene (WASH) financing budgeting to map and analyse decision-making, financial flows, allocation criteria and spending levels relevant to WASH services both at national and sub-national levels. Further, with the support of the East Asia Pacific Regional Office, a budget review and costing of child protection services accompanied the implementation of two draft child protection laws and advocacy for increased budget for system-strengthening, which also benefited from the successful establishment of a Parliamentary Lobby Group on Children.

Partnerships

In 2015, one of the pillars of UNICEF Mongolia's programmatic shift was a greater investment in brokering strategic partnerships around children's rights, in line with the country's upper middle income status. In addition to traditional partnerships with line Ministries, UNICEF Mongolia started engaging private sector and major media outlets on a structured and systematic way. A new programmatic area on Corporate Social Responsibility (CSR) was opened by UNICEF Mongolia to leverage the important role of the private sector in the country.

As a result, a Memorandum of Understanding (MOU) was signed between UNICEF Mongolia and the Mongolian National Chamber of Commerce and Industry (MNCCI) and a partnership was established with the Business Council of Mongolia, two major private sector platforms. This was instrumental to advance the Child Rights and Business Principles (CRBP) and provide advice on CSR tools and policies to respect and support children's rights in the workplace, marketplace and community. UNICEF also worked with top cashmere companies in Mongolia to support breastfeeding and childcare policies, resulting in improved infrastructure for children. Growing involvement with Mongolia's prominent extractive industry was evident through collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to raise industry awareness on child rights and good practices for their integration into social performance management, as part of the GiZ-hosted 2015 CSR forum.

Partnership work also benefited vast peri-urban areas with the signing of an MOU with the Ulaanbaatar City government aimed at providing support to enhance pro-equity urban policies, especially for most deprived slum areas. As an effort to better position UNICEF as an influencer of public opinion for children, a partnership with Mongolian National Broadcaster (MNB) and Mongolia's National Library (also covering 16 local public libraries) was also formalised resulting in increased equity and child rights advocacy to much larger audiences.

External Communication and Public Advocacy

UNICEF Mongolia effectively influenced public opinion around key child rights issues by expanding strategic partnerships with major media actors and scaling-up use of social media. This resulted in higher prominence, including for new issues in Mongolia. As an example, UNICEF Mongolia succeeded in launching a public debate around child online protection, by introducing the topic of “Child Rights in the Digital Age” at the fifth International Freedom Online Conference in Ulaanbaatar, jointly publishing an article on online child protection with the Government of Mongolia, and disseminating industry guidelines, which led to nationwide media coverage.

The highlight of the year was the strengthened and more strategic communication partnerships. A collaborative agreement with the MNB led to nationwide campaigns to encourage behavioural change on WASH and child health. The press club for journalists on children was revamped, with increased frequency of press field visits to implementation sites to showcase programme progress. Efforts to strengthen networks of media were accompanied by continued capacity development. A training was organised on “UNICEF and Media: Giving Voice to the Next Generation” to enhance children and young people’s voices through different media outlets, as well as a training course on ethical reporting on children for media professionals. This led to an increased coverage on the importance of newborn care and children with disabilities. The UNICEF Mongolia National Ambassador singer Tumur Ariunaa promoted newborn health care at an event for World Prematurity Day in the Nalaikh district and through a public service announcement. Overall, 2015 saw a significant increase in the returns on UNICEF Mongolia’s investment in external communication, as the social media fan base almost tripled and engagement doubled compared with the previous year. These efforts were complemented with new quarterly e-newsletters, human interest stories and news articles on digital platforms to engage and communicate with more stakeholders.

South-South Cooperation and Triangular Cooperation

Being an effective broker of international knowledge and exchange for children was one of UNICEF Mongolia’s key strategies in 2015, with wider mobilization of expertise and political attention around Mongolia. A highpoint of the year was the beginning of a collaborative dialogue between parliamentarians of the Republic of Korea and Mongolia. This was initiated with a visit of the Korean delegation to Ulaanbaatar that facilitated the replication in Mongolia of a Parliamentary Lobbying Group on Children, presently in place at the Republic of Korea’s National Assembly. The group has already had a tremendous effect in boosting child protection legislation reform in Mongolia. The parliamentarian’s visit also triggered closer interest and dialogue between UNICEF Mongolia and the Korean International Cooperation Agency (KOICA) Mongolia Office and the strengthening of a broad-based partnership with the Republic of Korea.

UNICEF supported Mongolia as a convener of international discussions around child issues. As Mongolia chaired the 2015 Freedom Online Coalition, UNICEF collaborated with the Ministry of Foreign Affairs (MOFA) to include child safety and protection online as topics for the biannual conference held in Ulaanbaatar in May 2015. In addition, in June 2015, Mongolia hosted the sixth International School Social Workers Conference, focusing on child-friendly schools with about 300 professionals from 23 countries. UNICEF Mongolia supported the participation of social workers from all 21 provinces and presented on ‘The Protection of Children in Schools’, highlighting theory and practice of effective interventions.

UNICEF Mongolia also supported the National Human Rights Commission to organise a conference on the role of national human rights institutions in preventing torture and other forms

of ill-treatment. Representatives of national human rights commissions from Asia-Pacific shared their experience and knowledge, particularly on monitoring under the Optional Protocol to the Convention against Torture (OPCAT) and engagement with law enforcement and security forces.

Identification and Promotion of Innovation

UNICEF Mongolia focused on improving innovative thinking to address some of Mongolia's unique challenges: dispersed population over a massive territory and under extreme climate. Delivering services under these challenging operational conditions requires new and effective thinking. In this context, the design and implementation of a modified WASH Container unit was extremely successful and led to positive replication. This innovative, low-cost and environmentally friendly solution was tested in two local areas in Mongolia to provide kindergartens, schools and dormitories with indoor flushing toilets and hand-washing facilities. The approach was also adopted by private sector companies, including ING Bank (under the global partnership with UNICEF) that joined forces with a local bank to fund its replication for a kindergarten in the Nalaikh district through a public-private partnership with district authorities.

Due to Mongolia's challenging landscape and climate, many disadvantaged children miss out on vital early education, as they are unable to attend kindergarten, and reaching them requires innovation. In 2015 UNICEF, supported by Nalaikh district and the Ulaanbaatar City Education Department, developed a home-based distance learning kit that combined technology with visual aids and methods to improve parent-child interactions. A partnership agreement was set up with a television station to broadcast the video lessons, reaching 900 parents and 1,700 children aged 2-5 (800 boys and 900 girls). This marked the introduction of the first-ever home-based distance learning kit in Mongolia.

With UNICEF Mongolia's support, e-learning centres in six schools were piloted in two areas, integrating technology and traditional teaching methodologies to improve learning outcomes. Each school now has a dedicated classroom for e-learning with equipment and tools with e-learning content developed for almost all subjects. The impacts on children are significant, including more active class participation and improved communication skills that led to the planning for nationwide replication.

Support to Integration and cross-sectoral linkages

The continuation of the Child Friendly Community (CFC) strategy in 2015 is an example of inter-sectoral convergence of child and maternal health, education, nutrition and WASH interventions, coupled with improved planning and public finance management. Ninety per cent of the target population in Khuvsgul province and 95 per cent of the target population in Nalaikh received a package of antenatal care, integrated management of childhood illness, micronutrient supplementation and maternal nutrition, IYCF counselling, and free essential medicines. In Nalaikh, UNICEF Mongolia's support to delivery of integrated health and nutrition services contributed to a decrease in under-five mortality rate (U5MR) by 20 per cent, from 18.7 (2014) to 15 per 1000 live births (2015).

Multi-sectoral work was successful also at national level, in particular regarding a new programmatic area on "Air Pollution and Children". This area engaged both health, WASH, and Adolescents sectors on knowledge generation and policy responses around integrated mitigation measures for children in Ulaanbaatar, one of the world's most polluted cities in the world due to unplanned urbanisation and coal burning for heating. In addition, the finalisation of a multi-sectoral equity analysis will improve Government's ability to design and implement

crosscutting policies and programmes.

UNICEF Mongolia supported public and institutional awareness-raising on the rights of children with disabilities. Technical assistance to the Government improved the integration of children with disabilities within the National Programme on Child Development and Protection and the National Programme on Development, Participation and Rights of Persons with Disabilities. Furthermore, UNICEF Mongolia supported the Child and Family Development Centre and Association of Parents of Children with Disabilities on public awareness campaigns on the rights of children with disabilities. UNICEF's Disability in a Life Cycle video was adapted into local and sign languages and reached a wide audience across 21 provinces and the capital through national television.

Service Delivery

UNICEF Mongolia invested in local level interventions to demonstrate effective service delivery approaches for nationwide replication. In 2015 UNICEF Mongolia's Early Essential Newborn Care (EENC) contributed to a 6.6 per cent decrease in early new-born deaths in its initial roll-out in Ulaanbaatar in comparison to 2014 levels. EENC interventions reached 284,460 newborns, while nutrition interventions (counselling on maternal nutrition and IYCF, management of acute malnutrition) reached 15,100 children under two and 15,000 pregnant and breastfeeding mothers. Micronutrient powder coverage among children 6-23 months increased from 20.8 per cent to 88.6 per cent and from 61.5 per cent to 75 per cent in Khuvsgul and Nalaikh, respectively from 2013 to 2015. Access to Early Childhood Education increased by six per cent in Khuvsgul and by seven per cent in Nalaikh compared to 2014. Moreover, hygiene and sanitation campaigns reached about 80 per cent of the population in the focus areas.

UNICEF Mongolia timely responded to a measles outbreak in 2015, supporting micro-planning for national supplementary immunization campaign, supplying about 330,000 doses of vaccines and Vitamin A. The campaign achieved 93.5 per cent measles coverage: 347,685 children aged six months to five years. UNICEF Mongolia disseminated preventive messages among parents of children under five years old and young mothers, school and kindergarten teachers, reaching approximately 1.5 million people.

Most vulnerable children in remote areas were reached through ten mobile ger (tent) kindergartens, distant learning packages, and training modules for 1,700 parents. In Nalaikh district, all children aged two to five from poor households, including those with disabilities, were able to access quality early learning opportunities. In addition, UNICEF Mongolia supported the design of textbooks specifically for ethnic minority children (Kazakh and Tuvan) and reached over 700 out-of-school children, including 167 young monks in five Buddhist temples.

Human Rights-Based Approach to Cooperation

In 2015, the Government ratified both the OPCAT and the International Convention for the Protection of All Persons from Enforced Disappearance, following UNICEF Mongolia's continued advocacy and facilitation of technical dialogue. Moreover, the Optional Protocol to the Convention on the Rights of the Child (CRC) on a Communications Procedure was also ratified, providing a mechanism for children or their representatives to bring individual or group complaints of violations of the Convention to the Committee on the Rights of the Child, once any available national remedies have been exhausted.

The Government submitted its fifth State Party report on the CRC to the Committee on the Rights of the Child, and UNICEF Mongolia helped improve the skills of Government officials

involved in the process.

The United Nations (UN) Human Rights Council examined Mongolia's human rights record for the second time in the Universal Periodic Review cycle, in May 2015. The delegation of Mongolia noted that child labour and corporal punishment still remain significant issues in Mongolia. Further, a number of challenges concerning child rights and protection were discussed during the interactive dialogue and were included in the Concluding Observations. Accordingly, the Government will follow up on implementing the Concluding Observations such as adoption of legislation to prevent and end all forms of violence against children, explicit ban of all corporal punishment of children, including at home, development of a policy providing equal access to education for children with disabilities, as well as ensuring that children are protected from all forms of violence and exploitation, particularly from child labour in hazardous conditions.

Gender Mainstreaming and Equality

UNICEF Mongolia's increased efforts to include the perspective of girls and women in its WASH programming led to some concrete results as acknowledgement by civil society organizations and the education and health sectors. As in many countries, menstrual hygiene remains a taboo in Mongolia, with little information or access to toilets and washing facilities available to girls, particularly in schools. UNICEF Mongolia took part in the international WASH in Schools for Girls Project, funded by the Canadian Government, which focuses on understanding schoolgirls' experiences of managing menstruation, developing guidance for girls and others based on research, and raising awareness of the issue at the national level, especially in the education and health sectors. In this connection, the first-ever research on managing menstrual hygiene was conducted in 11 schools in Mongolia by a national NGO, whose team were trained by Emory University (USA). As a direct result, representatives from Mongolia were invited to present at the fourth Annual Virtual Menstrual Hygiene Management in WASH in Schools Conference in the USA, helping to raise awareness of the issue globally and adding to the growing global body of evidence. Building on this success, UNICEF Mongolia partnered with a second national NGO and the Ministry of Education to develop and pilot guidance materials for schoolgirls based on research. In addition, the recently adopted "National Norms and Requirements for WASH in Schools, Dormitories and Kindergartens" included specific norms and requirements relating to schoolgirls' needs around menstruation.

UNICEF Mongolia also contributed to capacity development of the National Committee on Gender Equality on gender mainstreaming, Convention on the Elimination of Discrimination against Women (CEDAW) State reporting, submission of a confidential UN report to CEDAW Committee and support to the Government participation at the 59th Committee on Status of Women.

Environmental Sustainability

Mongolia is ranked 8th among over 100 countries in the Global Climate Risk Index of 2014 with predictions of more extreme weather, droughts, dust storms, while Ulaanbaatar ranks among the most polluted cities in the world. In 2015, UNICEF Mongolia significantly stepped up its engagement on environmental issues that impact children, through its new flagship initiative, "Children and Environmental Change in Mongolia: Addressing the Effects of Rapid Urbanization and Air Pollution". UNICEF Mongolia received a one-year budget of US\$300,000 and the WASH team led an inter-sectoral taskforce with support from an international expert and UNICEF's Senior Advisor on Climate and the Environment. The approach focused on generating compelling evidence on health impacts of air pollution in Mongolia and facilitating an expert

policy discussion around mitigation strategies. The project builds on a close relation with Ministry of Health (MOH) and Environment and Public Health Institute. While a research paper was finalized in 2015 by a world-class expert, policy discussion will take place in early 2016 with the participation of global and national leading experts in this area. The research paper will also feed into a public awareness campaign on the impacts of air pollution on children's health in Mongolia.

In addition, UNICEF completed the Environmental Footprint Assessment, reporting on the 2014 greenhouse gas emissions for the office in Ulaanbaatar. Capitalizing on the presence of UNICEF's Senior Advisor on Climate and Environment in the Country, the inter-agency Operations Management Team (OMT) invited him to advise on ways that agencies can reduce the carbon footprint of UN House in Ulaanbaatar. As a result, a new initiative on greening projects will be introduced in the OMT work plan for 2016.

Effective Leadership

UNICEF Mongolia defined nine priorities in its Annual Management Plan: scaled-up approach to resource mobilization; Global Staff Survey action plan; improved Office storytelling; efficiency and effectiveness; Harmonized Approach to Cash Transfers (HACT) quality assurance; grant management and reporting; knowledge and innovations; improving equity at community level; expanded partnerships. These priorities were monitored twice in the course of 11 Country Management Team (CMT) meetings. At year end, all priorities were on track, with eight priorities completed and the remaining priority delayed due to external factors.

During the Annual Management Review, UNICEF Mongolia updated its risk profile in line with the Enterprise Risk Management framework. Of the 12 risk areas, the office profiled five low risks, five medium risks, one high risk and no additional undefined risks. Action plans were established, with the high-risk area of resource mobilization escalated as office priority. Regular Programme Coordination meetings convened on a monthly basis including special meetings for ad-hoc issues. UNICEF commissioned an external review of all its work-processes leading to significant improvement in quality and compliance, and conducted three refresher clinics. The Joint Consultative Committee met five times in 2015 to deliberate office-wide issues, including the Global Staff Survey action plan and the Programme Budget Review submissions as well as the creation of a Change Management Task Force.

A Results-Based Management workshop, Strategic Moment of Reflection and Theory of Change workshop were conducted in collaboration with UNICEF EAPRO, to support sound preparation of the new programme cycle.

UNICEF Mongolia led five clusters in the Humanitarian Country Team (Nutrition, Health, Child Protection, WASH and Logistics/Emergency Telecoms) and participated in nationwide emergency simulation conducted by the National Emergency Management Authority. In addition to the Business Continuity Plan measures in place, the Mongolian Red Cross was identified as an alternate office location in the event of an emergency.

Financial Resources Management

UNICEF Mongolia continued to strengthen its financial management and improve HACT implementation, both reviewed as standing items at CMTs. UNICEF led the UN inter-agency HACT Working Group, with a focus on quality assurance and capacity building. At year end, UNICEF Mongolia had completed its assurance plan, having conducted five simplified financial management capacity assessments, 10 spot checks, one shared micro-assessments and 27

programme monitoring visits.

Bank reconciliations were completed within the schedule set by UNICEF Headquarters. UNICEF Mongolia carefully monitored its monthly cash forecast and use, Value Added Tax (VAT) refunds and exchange rate gain/loss. The use of bank balances averaged 70 and 73 per cent for the Mongolian Tugrik and US dollar bank accounts, respectively. As of year-end, UNICEF Mongolia had received US\$71,105 from the Mongolian Tax Authority in VAT refunds.

UNICEF Mongolia analysed the gain/loss attributed to currency conversion by comparing the local bank-negotiated exchange rate with the prevailing United Nations exchange rate, which amounted to a gain of US\$2,610 during the first half of 2015. With the transition to the global bank optimization project in July 2015, all local currency trading was facilitated by UNICEF Headquarters.

As of year-end, UNICEF Mongolia utilized 100 per cent of the total funds allocated and the expenditure rate was 100 per cent. However, challenges remained due to the low absorption capacity of some implementing partners and last-minute direct cash transfer refunds. UNICEF Mongolia closely monitored its direct cash transfers; the number of those outstanding for more than six months was minimal and more than nine months was nil, in line with regional key performance indicators.

UNICEF Mongolia benefitted from additional allocations in global and regional thematic funds to support specific programmes, including Social Policy, WASH, Education, Child Protection, Health and Nutrition.

Fund-raising and Donor Relations

In 2015, UNICEF Mongolia boosted its fundraising performance with US\$4.3 million -- corresponding to 100 per cent of the Country Programme Other Resources (OR) annual ceiling. UNICEF also developed an integrated resource mobilization strategy to fundraise for the upcoming country programme. Main bilateral donors engaged in the programme include the Principality of Monaco, which supported the UNICEF Mongolia ECE programme, and the Government of Canada through a multi-country initiative on Advocacy and Capacity Building for Menstrual Hygiene Management. UNICEF Mongolia started building a strategic partnership with the Republic of Korea by opening multiple streams of cooperation including on funding support. In this regard, two proposals were submitted to KOICA: one on improved water supply and sanitation facilities for the most vulnerable in peri-urban Ulaanbaatar and a second proposal to foster Adolescent Girls Health and Development in peri-urban areas of the capital city.

Field visits were coordinated for the UNICEF Sweden and Korea national committees to UNICEF-supported projects. The office also hosted the visit of Mrs. Daniela Schadt, Germany's First Lady and UNICEF Germany Patron, to a UNICEF Mongolia-supported integrated health, nutrition, ECE and WASH intervention in the Nalaikh district.

The country programme is fully funded against the OR ceiling, including all work plans. The use of available funds were carefully monitored with 100 per cent utilization rate and no outstanding balance against expiring OR grants. Planned activities were monitored through regular CMT and Programme Coordination meetings, quarterly progress reporting and bilateral consultations. With efficient internal monitoring through programme coordination and country management team meetings and quality assurance system, all 18 donor reports with human interest stories were submitted on time.

Evaluation

The 2015 Integrated Monitoring and Evaluation Plan ensured that UNICEF Mongolia and partners had the necessary data to manage programmes and achieve the best results for children. Implementation and compliance with the Evaluation Policy was monitored regularly at Programme Coordination and CMT meetings. Overall, five studies and two evaluations were planned. The national MODA, further equity analyses of the Social Indicator Sample Survey (SISS) on Early Learning Experiences of Marginalized Children, Quality of Anthropometric Measures, Urban Profile of Children in Mongolia, Costing of Child Protection Law, and Bottleneck Analysis for Equity in the Education Sector were all completed by the end of the year. An Adolescents' Development Asset Profile was also finalized.

UNICEF Mongolia planned the use of US\$100,000 (2.4 per cent of total budget) for evaluation, of which US\$92,565 was utilized, primarily through an external evaluation of the WASH in Schools and Kindergartens project. Development of the management response was part of the evaluation process and was also monitored by the Programme team and the CMT. In addition, technical support provided by UN Headquarters and UNICEF EAPRO was essential to ensure quality assurance and standards. The CMT ensured the independence of the evaluations and facilitated partners' participation, while closely monitoring implementation of the management response to the 2014 Reach Every District and Soum (REDS) strategy evaluation. Following its recommendations, the Government collaborated with partners on the national work plan. The process has been hindered by a high turnover of staff within key Governmental partners. UNICEF Mongolia contributed to the evaluation of the current United Nations Development Assistance Framework (UNDAF) and led the inter-agency preparation of the Country Analysis for the new UNDAF 2017-2021, which has a strong equity focus, including the use of a determinant framework.

Efficiency Gains and Cost Savings

UNICEF Mongolia continued to encourage staff to travel economy rather than business class on all official trips, saving approximately US\$50,700 in 2015. The Environmental Footprint Assessment was completed, and with guidance from the Senior Adviser on Climate and Environment who was visiting in September, the inter-agency OMT included a greening plan for UN House in its 2016 workplan. As an immediate step, UNICEF Mongolia replaced all its office lights with energy-efficient light-emitting diode) lighting.

In a process involving all staff, UNICEF Mongolia revised and simplified work processes to improve efficiency. UNICEF continued to encourage staff to use more efficient means of communication, including Skype for meetings and recruitment interviews, and achieved savings of approximately US\$16,500 through using in-house conferencing facilities, instead of renting external facilities.

The Government provides the UN House building to accommodate all United Nations agencies on a rent-free basis, with agencies contributing to the ongoing operating costs. In 2015, UNICEF Mongolia contributed US\$114,714, compared to US\$161,743 in 2014, a decrease of 29 per cent. As a resident of UN House, UNICEF Mongolia achieved certain efficiency gains from participating in common premises and services. In comparison with the open market rental cost of an equivalent office space, UNICEF saved approximately US\$197,000 by being a resident of UN House. In 2015, UNICEF led the inter-agency joint procurement process for two Long Term Agreements (LTA) and participated in seven LTAs and common services to achieve time efficiency and economies of scale.

The efficient management of the Khuvsgul outpost office continued, with improved connectivity, communications and HACT monitoring. As a result of the workflow review to improve efficiency, the Khuvsgul outpost played a bigger part in monitoring direct cash transfer requests and liquidations for Khuvsgul-based implementing partners.

Supply Management

UNICEF Mongolia continued its shift from traditional goods delivery to technical support in its advocacy work and engagement with partners. Supply interventions were focused on pilot-to-policy initiatives for replication by Government partners. The supply plan was focused on technical and research expertise, collecting evidence and data, conducting evaluations and advocacy publications.

The value of all supply inputs was US\$935,333, with institutional services representing the majority of all procurement. While programme supplies totalled \$380,862, half of this figure represented supplies procured to support the Government during the measles outbreak in 2015; the regular programme supply component managed locally accounted for 20 per cent of the total supply input. Operational supplies were increased due to the procurement of a new programme vehicle and improvements in ICT equipment in preparation for the Global Shared Services Centre transition.

UNICEF Mongolia did not maintain any warehouse facilities. As part of capacity building, procurement of certain supplies were shifted to implementing partners with a proven procurement process, evidenced by a HACT assurance activity.

In 2015, the supply and services plan were monitored and amended in a timely manner when compared to previous years, though challenges remained with postponement of programme activities and delays in the institutional services contracting process.

UNICEF Mongolia continued to assist the Ministry of Health and Global Fund project with procurement services of US\$1.9 million.

| UNICEF Mongolia Procurement 2015 | Value in US\$ |
|---|----------------------|
| Supply input (goods & services) | |
| Programme supplies | 380,862 |
| Operational supplies | 131,063 |
| Services | 423,408 |
| Supplies channelled via Procurement Services | |
| Channelled via regular Procurement Services | 1,799,693 |
| Channelled via GAVI | 106,584 |
| Value of locally managed procurement | |
| Programme supplies | 187,025 |
| Operational supplies | 97,742 |
| Services | 423,408 |

Security for Staff and Premises

The current security level in Mongolia remained at minimal (level 1). Security for UN House premises was supported by the UN Department of Safety and Security and overseen by the OMT. A fire safety assessment of the building was conducted by the UN Department of Safety and Security and UNICEF Mongolia began to implement recommendations to strengthen safety measures. The MOU for common services and related Standard Operating Procedures was also developed and implemented.

UNICEF Mongolia replaced one programme vehicle using proceeds from the sale of the old one, in line with the organization's policy on vehicle management. All vehicles were installed with satellite phones and met the Minimum Operating Security Standards. Radio communications were upgraded from analog to digital, with new digital radios installed in the five office vehicles. All domestic field travel was arranged by road and subject to a mandatory two-vehicle rule, in line with the Minimum Operating Security Standards for Mongolia.

Basic first-aid training was conducted for all staff through the Mongolian Red Cross Society. First-aid kits were installed in all vehicles and UNICEF Mongolia-occupied floors. The Business Continuity Plan was updated and a fire warden and emergency telephone tree system was put in place.

Air pollution during the winter months caused by uncontrolled coal burning and the very harsh climate continued to pose a health challenge for staff. To maintain a healthy working environment, UNICEF Mongolia ensured that filters in the air purifiers and humidifiers that were installed in every office were replaced and in good working condition. All offices were also equipped with brighter and more efficient LED lights, and more ergonomic office chairs.

Human Resources

In 2015, staff movement triggered the recruitment of one fixed-term position and two temporary appointments. The average recruitment time was within the global key performance indicator of 60 days for all three recruitment processes. UNICEF Mongolia had four implementing partner positions and 30 national positions, with 68 per cent female and 32 per cent male staff. The completion rate for Performance Evaluation Reports (PERs) was 100 per cent for the 2014 year-end phase, the 2015 initial phase and 2015 mid-year phase within the global deadlines.

All recruitment for staff, temporary appointments and individual consultants had a competitive selection process. There were no single or sole-sourced selections in 2015. Service contracts were issued to 15 individual consultants and 14 institutions.

UNICEF Mongolia received US\$5,000 from the regional training budget to fund office-wide learning activities, including competency-based interviewing, results-based management, basic first-aid and ethics training, including the visit of UNICEF's Senior Ethics Advisor. All staff completed mandatory organizational training. UNICEF Mongolia continued its commitment to UN Cares (designed to reduce the impact of HIV on United Nations' workplaces) and contributed to annual inter-agency joint activities, as well as designating a UN Cares focal point. Additionally, all staff completed the UN Cares e-learning course. UNICEF Mongolia spent approximately US\$30,200 on office learning and individual staff development initiatives. Staff were encouraged to use Agora, UNICEF's hub for global learning and development.

The Staff Association collaborated with Management and Senior Human Resources on the Global Staff Survey Action Plan to respond to key areas of organizational efficiency, work-life

balance and career development. Follow-up actions were discussed and reviewed during Joint Consultative Committee meetings. UNICEF Mongolia encouraged staff to make use of flexible working arrangements, and eight staff worked staggered hours throughout the year.

Effective Use of Information and Communication Technology

UNICEF Mongolia continued to implement global application roll-outs in a timely manner, with minimum service disruption. The migration to Office 365 applications was completed effectively, and four learning sessions were held covering essential topics and features of the new platform, including Delve, Sway and OneDrive. One learning session was held specifically for critical staff members on business continuity essentials and connecting via Citrix. UNICEF Mongolia regularly used Skype and Skype for Business for conducting meetings with the Khuvsgul outpost office, regional office, UNICEF Headquarters and for recruitment interviews.

UNICEF continued to maintain a backup of its network database with external hard drives deposited in a restricted-access vault with the house bank. UNICEF maintained a primary and secondary internet link for smoother connectivity and Broadband Global Area Network and Iridium satellite phones. All office computers were equipped and supported by a stand-alone uninterruptible power supply unit to facilitate continued operations during a power outage in UN House.

UNICEF Mongolia maintained cost-efficient communications through the inter-agency unified common Private Automated Branch Exchange (PABX) system and negotiated a mobile network service plan which allowed complimentary calls within the same network.

Office vehicles were equipped with new digital radios that met current global standards and allowed smart communication with staff members during the field missions.

In efforts to bolster Information and Communication Technology for programming, two staff members took part in the regional RapidPro training. UNICEF Mongolia recruited a digital communications consultant to support its social media reach in the country. As a result, UNICEF Mongolia had 4,700 Facebook and 735 Twitter followers in 2015.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Evidence-based social policies and legislation, including pro-child budgeting principles, are in place and implemented for the equitable fulfilment of child rights.

Analytical Statement of Progress:

UNICEF Mongolia has continued to support the Government in understanding and addressing the root causes of inequity by generating quality research and equity analysis and initiating policy debates. An important strategy is to provide technical excellence and build the Government's capacity to generate evidence that will influence critical decisions on equitable access to services for children. UNICEF Mongolia supported a number of analyses and studies, such as MODA, and further analyses of the SISS on Early Learning Experiences of Marginalized Children, Quality of Anthropometric Measures, and Urban Profile of Children in Mongolia, resulting in the production of quality equity reports. This process was accompanied by systematic capacity building of the National Statistics Office (NSO) to prepare equity profiling in preparation for monitoring the Sustainable Development Goals.

The information which was generated informed UNICEF Mongolia's engagement with the Government and also laid the foundations for policy discussions resulting in new legislation and a significant number of new Government policies, programmes and procedures. Highlights include approval of the National Maternal and Young Child Nutrition Strategy for 2015-2020, amendment of the Breastmilk Substitute Law, concept papers for the Maternal and Child Health legislation, draft National Programme on Child Development and Protection (2016-2024), draft National Programme on Development, Participation and Rights Protection of Persons with Disabilities (2016-2023), draft Law on Child Protection and amendment of the Law on the Protection of Children's Rights.

UNICEF Mongolia successfully continued its collaboration with the Ministry of Finance and other ministries to improve planning and budgeting ability for inclusive social policies and interventions to ensure sufficient allocation of resources to children, especially the most vulnerable. To support the Government's public finance reform, UNICEF Mongolia cooperated with the MOF in several areas including support to their shift towards programme-based budgeting, health, WASH and child protection costing and expenditure reviews, which resulted in policy recommendations on sustainable social services for all children, especially the hardest to reach. The new methodology for health financing developed with UNICEF Mongolia and EAPRO's technical support resulted in four per cent increase in the Primary Health Care (PHC) budget compared to 2014. The WASH financing study provided a number of policy recommendations, such as revisions of the water tariff to make the WASH services decision-making and funding more favourable for the most disadvantaged children and communities, for which EAPRO thematic funds were provided to UNICEF Mongolia. Comprehensive models for budget review and costing social services were introduced to MOF and other Government partners, feeding into advocacy efforts to increase the budget for system-strengthening using child protection services as an example for which to implement two related laws, and relevant training was delivered to ensure sustained results.

UNICEF Mongolia made considerable efforts to improve national expertise in data management, as well as translating data into monitoring and action for children. The child statistics methodology was approved by NSO's Methodology Council, a critical step towards formalising the collection of child statistics and making it a norm. UNICEF Mongolia also supported the Government in harmonising data with Government monitoring mechanisms.

OUTPUT 1 By the end of 2016, national and sub-national capacity is strengthened to plan and budget for inclusive social policies and interventions to reduce child vulnerability.

Analytical Statement of Progress:

UNICEF Mongolia strengthened its collaboration with the MOF and sectoral Ministries to enhance national capacity to plan and budget for inclusive social policies and interventions to reduce multidimensional vulnerabilities of children. Consistent with the Government's public finance reform, UNICEF Mongolia cooperated with the MOF in several areas, including health, WASH and child protection. UNICEF Mongolia's technical assistance resulted in the approval of an allocation methodology addressing the drawbacks in the current financing of primary health care services. A WASH financing and budgeting assessment successfully analysed decision-making, financial flows, allocation criteria and spending levels relevant to WASH services both at national and sub-national levels, ensuing in policy recommendations to promote equitable and sustainable WASH services for children. The Child Protection Bill was costed, coupled with a capacity building workshop for partners.

Multidimensional child poverty was analysed for the first time and the relevant capacity of the Government to understand and analyse child poverty, as well as to formulate policies and programmes to address child poverty was improved through workshops.

UNICEF Mongolia continued its high-level engagement for policy advocacy. The National Council for Children's (NCC) meeting made strategic decisions to develop and implement a National Plan of Action on Child Development. This was based on findings from the adolescent needs survey supported by UNICEF Mongolia, which showed that adolescents identify the lack of spaces for leisure and parental support as their key concerns. Based on the discussion of the Child Protection Mapping outcomes, developed with extensive UNICEF technical support, the NCC meeting endorsed the submission of the Child Protection Draft Law for Parliament approval.

To tackle persisting disparities among Ulaanbaatar's children, UNICEF Mongolia formed a new partnership with the City Governor's Office, focusing on WASH and ECE services for peri-urban children, child protection, as well as the health impact of air pollution on children.

OUTPUT 2 By the end of 2016, the capacity of national authorities is strengthened in collection, analyses, and use of disaggregated data to support equity-focused priorities for children.

Analytical Statement of Progress:

UNICEF Mongolia continued to support the National Authority for Children (NAC) and NSO of Mongolia to improve national expertise in data management as well as in translating data into monitoring and action for children. The NAC and NSO collaborated on the development of child statistics methodology, which was approved by NSO's Methodology Council, a critical step towards formalising the collection of child statistics and making it a norm. NAC also coordinated the efforts of the Government through the Cabinet secretariat and the Ministry of Population Development and Social Protection (MPDSP) to monitor national programmes and policies related to children, families and gender. This helped harmonise data with Government monitoring mechanisms.

In 2015, UNICEF Mongolia's technical excellence helped to build expertise and generate evidence to influence critical decisions on equitable policies for children. UNICEF supported further analyses of the SISS on Early Learning Experiences of Marginalized Children, Quality of Anthropometric Measures, and Urban Profile of Children in Mongolia, in collaboration with Oxford Policy Management and the Population Teaching and Research Centre. Implementation of the analyses was complemented by training to improve expertise in issues around early childhood development, assessing the quality of anthropometric measures and understanding the urban profile of Mongolia. Over 100 researchers from academia and research institutions took part in the technical training. UNICEF Mongolia helped NSO build its skills in equity profiling in preparation for monitoring the sustainable development goals. As planned in the Integrated Monitoring and Evaluation Plan, UNICEF Mongolia also provided technical support for equity-focused research in other areas including MODA, Adolescents' Development Asset Profile, and Bottleneck Analysis for Equity in the Education Sector, Costing of Child Protection Law, an evaluation of the Australian Department of Foreign Affairs and Trade-funded WASH project and monitoring of the CFC initiative.

OUTCOME 2 Equity-focused awareness-raising and partnerships strengthened between the Government, civil society organizations, and the media for leveraging and coordinated initiatives with wider participation from communities and children.

Analytical Statement of Progress:

UNICEF Mongolia strengthened its existing partnerships and continued to influence national and international stakeholders on issues affecting children, and acted as a broker for international knowledge and good practice.

UNICEF Mongolia and the MNCCI signed a MoU to roll out the CRBP and leverage corporate leadership for children. Through this MoU, UNICEF Mongolia and the MNCCI rolled out CRBP training for two of its councils – CSR and Women’s Entrepreneurs.

In 2015, the Business Council of Mongolia welcomed UNICEF as a new member. This provided UNICEF Mongolia with great opportunities to influence the business community through its wide membership of over 250 companies, as well as its broad and engaged social media following. This partnership aptly demonstrated UNICEF Mongolia’s role as a broker between socially engaged private companies and disadvantaged communities to leverage resources for children, as well as its convening role and its solid reputation for data generation and analysis.

As part of trying to identify CSR champions and develop relationships with influencers who are leading in this area, UNICEF Mongolia also helped selected companies to develop a child-focused corporate social responsibility strategy. UNICEF worked with two top cashmere companies in Mongolia to support breastfeeding and childcare policies.

UNICEF Mongolia increased its close cooperation with the media sector through meetings and discussions with leading media outlets. An event for media professionals and opinion shapers, ‘UNICEF and Media: Giving Voice to the Next Generation’, increased the visibility of UNICEF Mongolia’s work in the country and highlighted potential areas for collaboration.

To maximise reach and impact through long term strategic partnerships, UNICEF Mongolia signed a MoU with the national broadcaster MNB to join forces for nationwide advocacy and behaviour changing campaigns, as well as for raising awareness on critical issues that affect children in Mongolia.

Press field visits were organised to Khuvsgul province, resulting in wider media coverage of UNICEF Mongolia’s programmes and their results at the local level. UNICEF Mongolia and UNICEF EAPRO jointly organised a practical training course for journalists on ethical reporting on children, in order to broaden relations with the press and bring children’s issues to the public as well as policymakers.

Thanks to internationally and nationally relevant and diverse content, as well as increased digital outreach, UNICEF Mongolia’s social media fan base almost tripled, and two-way conversation with key audiences through social media doubled compared with the previous year.

The singer and UNICEF Mongolia National Ambassador, Tumur Ariunaa, reaffirmed her commitment to UNICEF for the next two years, when she will focus on newborn health. New National Ambassadors will be identified and engaged in 2016, with a special focus on youth participation.

UNICEF Mongolia’s advocacy communications priorities and campaigns including State of the World Children report launch, World Breastfeeding Week, World Prematurity Day, and World AIDS Day were opportunities to advocate equal access to services for all children, and the

unfinished agenda for children in Mongolia was also captured in digital and traditional media outlets.

OUTPUT 1 Increased coverage of children's issues from a child-rights perspective in the media (newspapers/radio/TV).

Analytical Statement of Progress:

UNICEF Mongolia promoted key messages on children and their rights via traditional and digital media during the organization's key calendar events, including the launch of UNICEF's *State of the World's Children* report, World Breastfeeding Week, World Prematurity Day and other programme-relevant events and initiatives.

An event for media professionals and influencers, 'UNICEF and Media: Giving Voice to the Next Generation', highlighted the situation of children in the country and looked at opportunities for greater collaboration. UNICEF Mongolia and the broadcaster MNB also agreed to run nationwide campaigns in 2016 to encourage people to change their behaviour and to inspire innovative solutions for children.

Press visits were organised to Khuvsgul province, resulting in wider media coverage of results achieved at the local level. UNICEF Mongolia and the regional office jointly organised a practical training course on ethical reporting on children for journalists, to bring children's issues to the public as well as policymakers.

Thanks to high-quality content and increased digital outreach, UNICEF Mongolia's social media fan base almost tripled compared with the previous year. Human interest stories on UNICEF Mongolia's programme areas have attracted international attention. Singapore's prime-time documentary series, *Unusual Schools*, featured UNICEF Mongolia-supported mobile *ger* kindergartens in Khuvsgul province. The British Broadcasting Corporation has expressed interest in a feature on child jockeys in Mongolia, following a human interest story on the issue. Home Box Office Inc. plans to produce a documentary about the impact of climate change on children in Mongolia.

The singer and UNICEF Mongolia National Ambassador Tumur Ariunaa took part in a public service announcement, social media campaigns and public events organised by UNICEF to raise awareness of early essential newborn care with families and communities.

UNICEF Mongolia regularly supported UNICEF's global communications priorities and campaigns, as well as country-specific and local community materials and activities.

OUTCOME 3 Increased use of services and strengthened good practices for the fulfilment of young child's rights to health, nutrition, protection and school readiness, particularly for marginalised children.

Analytical Statement of Progress:

To address the bottlenecks preventing the most marginalised children from accessing quality services, UNICEF Mongolia influenced policies and legislation at the national level, and promoted child-focused governance, investment and integrated delivery of social services in the focus areas.

UNICEF Mongolia's technical support and advocacy on actions to address malnutrition were instrumental in the approval of the National Maternal and Young Child Nutrition Strategy 2015–

2020 and the National Nutrition Programme 2015–2025. UNICEF Mongolia's advocacy to address barriers to equitable budget allocation for PHC in peri-urban and remote rural areas contributed to an improved budget allocation methodology, approved by Parliament and applied in 2015 for the 2016 budget. This resulted in a four per cent increase for the PHC budget (US\$2.06 million) for 2016 compared to 2015. Despite overall health budget cuts, the primary health care increase resulted from re-allocation from tertiary and secondary levels to improve quality and increase access in remote facilities. UNICEF Mongolia technically supported the drafting of the amendments to the current Law on pre-school education for the expansion of equal ECE opportunity for all children and free of charge. The draft amended Law is pending Parliamentary approval.

The CFC Strategy contributed to strengthen child friendly governance mechanisms and participatory decision making processes and for an increased share of Local Development Fund allocated to children. In Khuvsgul province, LDF allocated to children reached 22.5 per cent in 2015 compared to 18.9 per cent in 2014 and 8.8 per cent in 2013. In Nalaikh district the LDF investment for children reached 32.4 per cent in 2015 compared to 19 per cent in 2014 and 3.2 per cent in 2013. Moreover, access to ECE for vulnerable children increased in Khuvsgul province by four per cent and in Nalaikh district by seven per cent.

Through the REDS strategy, 1,639 mothers and children in Khuvsgul (90 per cent of all target population and 670 children in Nalaikh (95 per cent of all target population) received basic health services such as Antenatal Care (ANC), Integrated Management of Childhood Illness (IMCI), vitamin micronutrient supplementation, Maternal and Child Health (MCH) book, and free essential child medicines. Moreover, 1,137 individuals - 38 per cent of the identified target population - received social protection services in Khuvsgul and Nalaikh.

UNICEF Mongolia's work to address and prevent maternal and child malnutrition reached 15,100 children and 15,000 pregnant and breastfeeding mothers in Khuvsgul, Nalaikh and Bayanzurkh. The child-friendly kindergarten concept was applied to 60 per cent and 70 per cent of the kindergartens in Nalaikh and Khuvsgul, respectively. The newly-fostered private sector partnerships helped increase the commitment of businesses to child-friendly practices, including breastfeeding and to support innovations in WASH and ECE.

These interventions contributed to a U5MR decline in Khuvsgul province from 27.3 in 2013 to 26.8 per 1,000 live births in 2015. In Nalaikh district, U5MR declined from 25.7 in 2013 to 15 per 1,000 live births in 2015. Mongolia now ranks 84th in the world in its U5MR, up 13 places from 2014.

OUTPUT 1 By the end of 2016, national and sub-national capacity to provide access to quality early childhood development services, especially for the most vulnerable children, is increased.

Analytical Statement of Progress:

UNICEF Mongolia provided technical assistance to the MOE in drafting amendments to the Law on Pre-school Education, ensuring a new provision was included for free-of-charge preschool enrolment for vulnerable children. The Draft Law was submitted to Parliament for approval.

UNICEF Mongolia facilitated the contribution of MOE's high-level policymakers at the regional advocacy meeting on Early Childhood Development (ECD). The ECD guidelines helped expand access to ECE for the most disadvantaged children, up four per cent in Khuvsgul province and seven per cent in Nalaikh district.

A distance learning kit for home-based ECD was developed for children who have been unable to attend kindergarten. It combined the innovative use of ICT with visual aids and methods to improve parent–child interactions. It also promoted the current Government policy of strengthening the role of parents in young children’s development and learning. Through a combination of 10 mobile *ger* kindergartens in remote rural areas of Khuvsgul province, and distance learning for children and parents on the outskirts of Ulaanbaatar in Nalaikh district, 1,980 children aged two to five (942 boys and 1,038 girls) had access to ECE in 2015.

In partnership with the National Universities, UNICEF Mongolia conducted a needs assessment of parents, teachers and local officials to inform the design of the training curriculum to support ECD in the family, and to improve training methodologies in reaching the most disadvantaged children. In 2015, 381 ECD professionals, 8,200 parents and 84 local officials were trained on home-based early learning and quality ECD for all children.

In 2015, kindergartens were assessed for their child-friendliness, producing important recommendations for local authorities and ECD professionals on good practice and increasing parents’ and community participation in decision-making on the provision of preschool education services.

OUTPUT 2 By the end of 2016, national capacity to legislate, budget and provide quality maternal and child nutrition services is strengthened.

Analytical Statement of Progress:

The Government endorsed the National Maternal and Young Child Nutrition Strategy 2015-2020 and the National Nutrition Programme 2015–2025. These define the framework of actions needed to accelerate progress on preventing and reducing malnutrition, and outline the Government commitments, including the integration of implementation funding requirements as part of the state budget for improved nutrition outcomes nationwide.

The draft amendment to the Breastmilk Substitute Law will be submitted for Parliamentary approval in 2016. To inform the amendment, a survey on Breastmilk Substitutes Marketing was conducted to provide information on the factors affecting increased use of substitutes, marketing, and hospital practices to support breastfeeding.

UNICEF Mongolia supported the delivery of nutrition services (counselling on maternal nutrition and IYCF, micronutrient powders for children aged 6-23 months and pregnant and breastfeeding mothers, management of acute malnutrition) in Khuvsgul (north), Nalaikh and Bayanzurkh (central), which benefited over 15,100 children and 15,000 pregnant and lactating mothers.

In addition to UNICEF Mongolia’s focus areas of Khuvsgul and Nalaikh, the UNICEF-IYCF counselling package was rolled out in Ulaanbaatar where about 45 per cent (53,000) of Mongolia’s under 2s live. Sixty facilitators from nine districts were trained and 202 health workers from 63 primary health centres and district hospitals received follow-up training and supportive supervision.

UNICEF Mongolia trained 30 nutrition cluster members and key emergency partners in nutrition in emergencies, particularly humanitarian nutrition standards and policies, and nutrition interventions and assessments in emergencies. As part of winter preparedness, 100 key emergency officials, including the emergency commission and 23 *soums*’ emergency teams in Khuvsgul. The ‘Guidelines on Nutrition Services in Emergencies’ were finalised.

In partnership with MOH, a Member of Parliament, a Trade Union and the Mongolian Employers Federation, MNCCI, and UNICEF Mongolia promoted breastfeeding at the workplace through TV channels, newspapers, websites and social media networks, reaching one million people.

OUTPUT 3 By the end of 2016, the capacity of local government to consult children and communities in local development planning and decision making processes is strengthened in rural and urban settings.

Analytical Statement of Progress:

A review of Child Friendly Community strategies (2014–2016) in Khuvsgul province and Nalaikh district recommended improvements that would align the strategy with Government planning, monitoring and evaluation, sharpen the equity focus, improve mechanisms for collaboration across sectors and ensure the participation of children in decision-making. As a result, priority issues for children were integrated in Khuvsgul province’s mid-term development plan (2017–2030); and Children’s Councils were set up in Nalaikh district, and in 18 of 24 *soums* in Khuvsgul province to encourage collaboration across sectors, the participation of children in decision-making, and Government leadership in monitoring results for children.

In 2015, children and communities played a bigger role in planning and budgeting. The Local Development Fund investment for children in Khuvsgul province reached 22.5 per cent in 2015 compared to 8.8 per cent in 2013 and 18.9 per cent in 2014. In Nalaikh district the LDF investment for children reached 32.4 per cent in 2015 compared to 19 per cent in 2014 and 3.2 per cent in 2013. These child-friendly investments meant the quality of and access to education, health, WASH services improved, and helped to ensure safe and developmentally supportive environments for children. These good practices were highlighted in a video and booklet that was used to replicate Khuvsgul province’s experience of child friendly governance and investment for children.

UNICEF Mongolia supported the MPDSP in inclusion of the issues of children with disabilities in national programmes, fostering discussion on interventions to fulfil commitments to the CRC, and to incorporate them into the National Programme on Child Development and Protection (2016–2024). UNICEF’s publication, *Promoting the Rights of Children with Disabilities* and the *Disability in a Life Cycle* video reached a wide audience through national TV channels and social media.

OUTPUT 4 National capacity is strengthened in legislation, planning and budgeting for equitable access to essential high impact maternal and child health interventions using REDS Strategy, by end 2016.

Analytical Statement of Progress:

Resulting from UNICEF Mongolia’s advocacy to address barriers to equitable budget allocation for PHC in peri-urban and remote rural areas, an improved budget allocation methodology was approved by the MOH and MOF. The methodology was used for the development of the 2016 budget following Parliamentary approval. Facility standards, geographical distance, road conditions, size of population and service radius were included in the new methodology; resulting in a four per cent increase for PHC budget (US\$2.06 million) for 2016 compared to 2015.

The UNICEF Mongolia EENC model reached 284,460 newborns (80 per cent of total children born in 2015). The model and behavioural change communications, contributed to a 6.6 per

cent decrease in Ulaanbaatar's early newborn death compared to 2014.

UNICEF Mongolia supported the Government in its response to the 2015 measles outbreak, in micro planning for a national supplementary immunization campaign for 1220 PHC workers, supplying vaccines, devices and Vitamin A for about 330,000 doses. UNICEF Mongolia's information and communication activities and dissemination of preventive messages among general public, targeted to parents of children under five years old and school and kindergarten teachers reached approximately 1.5 million people. The supplementary immunization campaign in May reached 93.5 per cent coverage, protecting 347,685 children aged six months to five years from measles.

The REDS strategy reached 1,639 mothers and children or 90 per cent of all target population in Khuvsgul and 670 children or 95 per cent of all target population in Nalaikh with basic health services including ANC, IMCI, vitamin micronutrient supplementation, MCH book, and free essential child medicines. 1,137 people (38 per cent of the identified target population) received social protection services in Khuvsgul and Nalaikh through the strategy. The Nalaikh district registered a 50 per cent decrease in children's hospital admissions in comparison with 2011 (despite an increase of child population) due in part to the improved availability of medical equipment, medicine and other supplies essential for child health and nutrition at PHC centres, integrated social service delivery and targeted C4D.

OUTCOME 4 Equitable access to Child-Friendly Schools that are inclusive, academically effective, gender-sensitive, healthy, safe protective, and involve families and communities.

Analytical Statement of Progress:

In the 2014–2015 academic year, national primary and secondary education net enrolment rates reached 99.1 per cent and 96.1 per cent respectively, an increase of 3.1 per cent and 2.6 per cent respectively compared to 2013–2014 (MOE Statistics).

Looking beyond national averages, disaggregated data from different sources reveals that specific groups of children (children with disabilities, monastic boys, children from poor, herder and migrant families and ethnic groups) are unable to fully realise their right to education in terms of access, attendance, attainment and achievement, according to the equity bottleneck analysis on education. The analysis revealed key bottlenecks to full implementation of equity-based policies: the lack of a database on marginalized children and analysis on their exclusion; little consideration of the demand-side factors marginalized children face; limited budget support and accountability system for implementing inclusive education interventions; and inadequate teacher preparation and sensitization to implement inclusive education approaches.

UNICEF Mongolia collaborated with the MOE on an inclusive education policy document with the objective to increase the coverage and quality of education services for children with disabilities, the most neglected group in terms of education access. UNICEF, in collaboration with the Teacher Training Institute, connected three special schools in Ulaanbaatar, two mainstream schools and one non-formal education centre in Nalaikh district to exchange knowledge and experiences on inclusive education with a view to build a partnership model for nationwide replication.

In collaboration with the Ethnic Minority Children's Unit of the Education Institute and local teachers from Bayan-Ulgii province (west), UNICEF Mongolia developed two textbooks and teachers' guides – *Tuva Language 1* and *Mongolian Language 2*, - which are used by about 2,300 second- and third-grade Tuvan and Kazakh students and 400 teachers. As a result of

these efforts, the local Government of Bayan-Ulgii province funded the re-publication of the UNICEF-supported textbook, *Mongolian Language 1*. They are the first textbooks ever to be developed specifically for ethnic minority children, and have helped improve learning.

UNICEF Mongolia collaborated with the National Human Rights Commission to translate and publish the UNICEF global publication, *Partnering with Religious Communities for Children*, which was used to promote partnerships between religious communities and Governmental and NGO's, and specifically to support the rights of monastic children in Mongolia. In addition, UNICEF Mongolia continued to support an initiative to reach over 700 out-of-school children, including 167 young monks in five Buddhist temples.

UNICEF Mongolia shared good practices from the child-friendly schools initiative in UNICEF focus areas with education departments from 20 other provinces and eight Ulaanbaatar districts, focusing on including children with disabilities in mainstream schools, innovative WASH practices in schools, dormitories and kindergartens and e-learning and distance learning tools.

Mongolia hosted the sixth International School Social Workers Conference, which focused on child-friendly schools and attracted about 300 professionals from 23 countries. UNICEF Mongolia enabled social workers from all 21 provinces to take part and presented on 'The Protection of Children in Schools' at the plenary session, to set the tone of the conference. It highlighted principles and commitments, the importance of the issue, the extent of the problem, and effective interventions.

OUTPUT 1 Increased national and sub-national capacity to legislate, plan and budget for and monitor equitable access to inclusive quality basic education.

Analytical Statement of Progress:

With UNICEF Mongolia's assistance, the Education Institute completed a study on the cognitive, social and physical development characteristics of out-of-school children, looking at 384 six to 17-year-olds in three *soums* in Khuvsgul province (north) and 260 out-of-school children in six Ulaanbaatar districts. The main recommendations focused on enabling children to express themselves better, and to develop their self-confidence in communicating with others.

UNICEF also supported the Education Institute to complete another study on possible options for educating six year-old children from herder families, since 68 per cent of a total number of 1755 out-of-school children aged 6-14 were from herders' families in rural areas in the 2013/2014 academic year. The study suggested three options, including a mixed classroom and home-based programme, summer mobile schools, and a distance learning programme through TV channels accessible by herder families.

With UNICEF Mongolia's support, the Education Institute trained 250 teachers and local education officers from Khuvsgul province and 100 teachers and local education officers from Nalaikh district to use special diagnostic tools. The primary school teachers were trained on applying age-specific tools to study students' cognitive skills, focusing on their attention focus, observation and memorization skills as well as their social development. The training managers were able to support teachers in student diagnosis and apply methodologies for conducting research and developing outcomes. The Institute also prepared 14 trainers from one provincial centre school and one *soum* school, as well as the provincial education department, to use diagnostic tools with 270 primary grade students.

With UNICEF Mongolia's support, e-learning centres were piloted at six schools in two target

areas, integrating ICT into traditional teaching methodologies. E-learning content was developed in almost all subject areas, from which about 7,000 students have benefited.

UNICEF Mongolia collaborated with the United Nations Educational, Scientific and Cultural Organization (UNESCO) on the launch of the 2014 Education For All Global Monitoring Report, *Teaching and Learning: Achieving Quality for All* and helped develop the national Education For All report, which highlights disparities in the provision of preschool and basic education services despite an increasing preschool enrolment rate and almost universal primary and secondary education enrolment rates.

OUTPUT 2 By the end of 2016, increased national and sub-national capacity to provide equitable access to sustainable drinking water and adequate sanitation in schools.

Analytical Statement of Progress:

In 2015, UNICEF Mongolia's WASH programme focused on high-level policy interventions and replication of innovative solutions and good practices. The technical support and evidence-based advocacy led to the development of a national policy document, 'Norms and Requirements for WASH in Schools, Dormitories and Kindergartens' which was approved in June 2015 with an official decree issued by MoE, MoH and MoF. This strategic achievement sets the normative framework on WASH standards. In addition, resulting from UNICEF Mongolia's technical review and recommendations, the 'National Standard on On-site Sanitation Facilities Technical Requirements' and 'Guidelines for Construction of On-site Sanitation Facilities' were revised to incorporate child-friendly specifications.

In 2015, Mongolia was elected as a Steering Committee Member of the global initiative "Sanitation and Water for All (SWA)". UNICEF Mongolia supported in strengthening the inter-sectoral coordination mechanisms to implement the Government's commitment the initiative.

Sanitation and hygiene awareness campaigns in Khuvsgul and Nalaikh covered 100 per cent of targeted schools and kindergartens and benefited approximately 5,500 girls and 4,500 boys. At community level, the Water Safety Plans and Community-Led Total Sanitation and School-Led Total Sanitation approaches benefited at least 80 per cent of the population in Khuvsgul and Nalaikh.

Building on these achievements, nationwide replication and scaling up of good practices in collaboration with local Governments and NGO partners have started. The innovative container WASH design in kindergartens was already replicated by NGO and private sector partners.

OUTPUT 3 By the end of 2016, national and sub-national capacity strengthened to plan and budget interventions that promote adolescent health, development and their engagement in decision-making processes.

Analytical Statement of Progress:

As part of the new programme on life skills for adolescents, UNICEF Mongolia along with the Government, NGO networks and academia, supported the design of 'My Environment', a programme for older adolescents that will reach at least 80 per cent of 15- to 17-year-olds in Khuvsgul and Nalaikh. Twenty five thousand handouts were produced and 120 social workers trained. This work helped improve the Government's ability to analyse and address the main challenges for adolescents in their personal and social development.

The 'My Family' life skills programme for younger adolescents was modified and rolled-out with all 281 10- to 14-year-olds in institutional settings. The NAC acknowledged the importance of this initiative, as it was the first life skills-based development programme designed for marginalised adolescents in institutional settings.

A survey of adolescents, 'Strengths and Supports in Lives of Mongolian Youth' was completed in 2015. This is the first ever survey to assess adolescents' life skills and their ability to manage themselves and adapt to life at home, in school and in public. Survey findings helped to prioritise issues, which will be addressed through an upcoming national programme on child development and protection.

UNICEF Mongolia collaborated with NGOs to support the sustainable management of Child Development Centres in all 40 schools in Khuvsgul province and Nalaikh district, where lively Student Publication and Debate Programmes, Student Councils, HIV and Sexually Transmitted Infections (STIs) prevention activities and other school clubs took place.

'NewGen' training on STI and HIV prevention, designed by regional Asia Pacific's network of young people, was adapted to the Mongolian setting and rolled out nationally and sub-nationally in Khuvsgul province and Nalaikh district, benefiting 155 student peer educators who in turn were able to support others to overcome their barriers to STI and HIV prevention services.

OUTPUT 4 By 2016, the Government demonstrates strengthened capacity to legislate, plan and budget for services and mechanisms to protect children from violence, abuse and exploitation.

Analytical Statement of Progress:

UNICEF Mongolia engaged with the Government to discuss its ratification of the Optional Protocol to the CRC on a Communications Procedure since its opening for signature in 2012. As a result, Mongolia ratified the Protocol in 2015 and that provides a mechanism for to bring individual or group complaints of violations to the Committee on the Rights of the Child.

UNICEF Mongolia provided technical support to the development of a stand-alone law on Child Protection that was submitted to the Parliament for approval. To ensure readiness of its implementation, UNICEF provided assistance to the Government in reviewing the standards for on residential care services focusing on family re-unification and in drafting of new standards to support alternative care services.

Further, in line with upcoming Law and as part of the costing exercise, UNICEF Mongolia organised a workshop with the key Government partners to establish a common understanding of relevant expenditure analysis and costing methodology, and develop a model and process for budget analysis and costing of child protection services in Mongolia.

UNICEF Mongolia partnered with the Social Work Department, State University of Education to review and update the social work pre- and in-service training curriculums on child protection.

Online child protection has become a new area of work for UNICEF Mongolia. Working closely with the MOFA in its capacity as the 2015 Freedom Online Coalition chair, UNICEF Mongolia incorporated child safety and protection in the conference agenda and presented on 'Child Rights in the Digital Age' gaining wide media coverage.

With UNICEF Mongolia's support, all 34 child protection teams in the focus areas have provided

prevention and referral services for children at risk of and victims of violence. Applying a multi-disciplinary approach, these teams followed up on over 1,800 cases of child maltreatment.

OUTPUT 5 By end of 2016, children and families in Khuvsgul and Nalaikh are equipped with the knowledge and skills to protect themselves from violence, abuse and exploitation

Analytical Statement of Progress:

To strengthen the protective environment, UNICEF Mongolia focused on the complex interaction between the protective environment elements, and social norms, beliefs and practices that cause harm to children.

UNICEF Mongolia engaged researchers to address the challenge of not having evidence to advocate for change of social norms and harmful practices concerning the rights of child jockeys in spring horse races. Together with the International Labour Organization (ILO), UNICEF Mongolia supported a study to examine the issues through collecting and analysing hard evidences and facts. The study looked at the legal framework, health risks and hazards faced by the child jockeys in spring horse races and their rights to education. It also sought to answer if the spring horse races are part of the cultural heritage of the traditional statehood of Mongolia and to determine if the use of children as a horse jockeys in the spring races is a form of hazardous child labour. As a result of this study, a number of recommendations were put forward to improve the legal framework for the protection of the rights of the child horse jockeys. The study also serves as evidence for advocacy and awareness-raising among policy-makers and the general public.

With UNICEF Mongolia's technical support, all 34 child protection multi-disciplinary teams in Khuvsgul province and Nalaikh district made great efforts to provide primary prevention services that focused on delivering messages to families through UNICEF Mongolia-trained community volunteers and media outlets to promote positive disciplining as alternatives to corporal punishment.

UNICEF also worked with schools to implement their child protection procedures. There has been a marked improvement in the reporting of child protection incidents, indicating that over 16,000 children are aware of where to report if they are at risk or are subjected to violence.

OUTCOME 5 Effective and efficient management, programme and operations support systems put in place to directly contribute to the delivery of strategic results for children.

Analytical Statement of Progress:

UNICEF continued to strengthen its programme and operations management to effectively support governance and oversight of office structures, human resources, financial management, information technology and procurement processes in a time and cost-efficient manner, in addition to strengthening its emergency preparedness efforts.

A one-day retreat was conducted in March to finalize the Annual Management Plan, taking into consideration the shifting social, economic and political environment. At year-end, all nine Annual Management Plan priorities were on track, with eight completed and the remaining priority indicator on convening a high-level technical consultation with key Government players and the private sector for better corporate social responsibility delayed due to external factors. The main challenge to achieving this priority was the uncertainty in the macro-economic and political situation of the country.

In 2015, UNICEF Mongolia initiated the planning process for the development of the next Country Programme 2017-2021 and engaged in several consultations with key Government partners. Additionally, a Results-Based Management workshop, Strategic Moment of Reflection and Theory of Change workshop were conducted in collaboration with the support of UNICEF, EAPRO, to ensure a systematic and transparent process.

UNICEF contributed US\$114,714 for its share of the UN House costs in 2015, a 29 per cent decrease from US\$161,743 in 2014. While this contribution remained considerable, the office achieved time and cost savings from participating in common premises and services. In comparison to the open market rental costs for a similar-sized space, UNICEF achieved savings of approximately US\$197,000 by being a resident of UN House. UNICEF Mongolia achieved savings of approximately US\$16,500 through the use of in-house conferencing facilities, instead of renting external facilities. One challenge that became increasingly evident was the significant rise in building maintenance costs due to quality of materials used in the construction and the aging of the building in an extremely harsh climate.

UNICEF Mongolia led five clusters in the Humanitarian Country Team (Nutrition, Health, Child Protection, WASH and Logistics/Emergency Telecoms) and participated in nationwide emergency simulation conducted by the National Emergency Management Authority. In addition to the Business Continuity Plan measures already in place, the Mongolian Red Cross was identified as an alternate office location in the event of an emergency with a formal agreement in place.

UNICEF Mongolia revised and simplified its office work processes to improve efficiency, and continued to conduct refresher clinics for all staff to improve the understanding of the organization's policies and processes. This was a significant achievement in streamlining transactions processing and clearly defining roles, particularly in preparation for the shift to the Global Shared Services Centre in 2016.

OUTPUT 1 Effective and appropriate governance structures established, supported by efficient information and communication systems, to adequately manage risks and achieve programme results.

Analytical Statement of Progress:

Office management committees continued to function well in providing oversight to management, procurement, contracting, asset management, staff appointments, project cooperation agreements, publications and staff learning and development. The Country Management Team convened 11 times, while regular Programme Coordination Meetings (PCMs) were held monthly, with special PCMs organized as needed, and Operations Team meetings convened quarterly. In particular, one special PCM was convened in the peri-urban district to provide a first-hand perspective to staff members on the effects of unplanned, rapid urbanization.

The Joint Consultative Committee met four times in 2015 to deliberate office-wide issues, including the Global Staff Survey action plan and the Programme Budget Review submissions, as well as the creation of a Change Management Task Force to support preparations for the new Country Programme 2017-2021 and Country Programme Management Plan.

UNICEF Mongolia continued to implement global application roll-outs in a timely manner, with minimal service disruption. The migration to Office 365 applications was completed effectively, and four learning sessions were held covering essential topics and features of the new platform,

including Delve, Sway and OneDrive. One learning session was held specifically for critical staff members on business continuity essentials and connecting via Citrix. UNICEF Mongolia regularly used Skype and Skype for Business for meetings.

Office vehicles were equipped with new digital radios that met current global standards and allowed smart communication with staff members during the field missions. Significant improvements were made in ICT equipment and services in preparation for the transition to the Global Shared Services Centre.

OUTPUT 2 Effective and efficient management of operational resources and processes, including financial resources and administrative assets, to timely and adequately support programme results.

Analytical Statement of Progress:

UNICEF Mongolia continued to strengthen its financial management and improve HACT implementation and led the inter-agency HACT Working Group, with a focus on quality assurance and capacity building. At year-end, UNICEF Mongolia had completed its assurance plan, having conducted five simplified financial management capacity assessments, 10 spot checks, one shared micro-assessments and 27 programme monitoring visits. Three HACT refresher trainings for Implementing Partners were conducted during the year.

Bank reconciliations were completed on time, in line with the schedule set forth by UNICEF headquarters. The bank signatory panel was timely revised to reflect staff movements. The office carefully monitored its monthly cash forecast and utilization, Value Added Tax refunds and exchange rate gain/loss. The utilization of bank balances averaged 70 and 73 per cent for the Mongolian Tugrik and US dollar bank accounts, respectively. As of year-end, UNICEF Mongolia received US\$71,105 from the Mongolian Tax Authority in VAT refunds. UNICEF Mongolia analysed the gain/loss attributed to currency conversion, and compared the negotiated exchange rate with the prevailing UN exchange rate, which amounted to a gain of US\$16,120 in the first half of 2015, before local currency trading was centralized by UNICEF Headquarters.

UNICEF Mongolia staff members continued volunteering to take economy class for official travel and in 2015, this practice saved the office approximately US\$50,700 in travel costs.

UNICEF Mongolia closely monitored its direct cash transfers; the number of those outstanding for more than six months was minimal and more than nine months was nil, in line with regional key performance indicators.

OUTPUT 3 Effective and systematic management of human resources and capacity, including staff recruitment, well-being, learning and development.

Analytical Statement of Progress:

In 2015, staff movement triggered the recruitment of one fixed-term position and two temporary appointments. The average recruitment time was within the global key performance indicator of 60 days for all three recruitment processes. UNICEF Mongolia had four international positions and 30 national positions, with 68 per cent female and 32 per cent male staff. The completion rate for Performance Evaluation Reports was 100 per cent for the 2014 year-end phase, the 2015 initial phase and 2015 mid-year phase within the global deadlines.

All recruitment for staff, temporary appointments and individual consultants had a competitive

selection process, with no single or sole-sourced selections. Service contracts were issued to 15 individual consultants and 14 institutions to support programme implementation.

Office-wide learning activities conducted in 2015 included competency-based interviewing, results-based management, basic first-aid and ethics training, in addition to individual learning activities and operations refresher clinics. UNICEF Mongolia spent approximately US\$30,200 on office learning and individual staff development initiatives. Staff were encouraged to use Agora, UNICEF's hub for learning and development.

The Staff Association collaborated with Human Resources on the Global Staff Survey Action Plan to respond to key areas of organizational efficiency, work-life balance and career development. Follow-up actions were discussed and reviewed during Joint Consultative Committee meetings. UNICEF Mongolia encouraged staff to employ flexible working arrangements and eight staff exercised staggered working hours throughout the year.

OUTCOME 6 Effective management of the supply and logistics functions to support the achievement of programme results, and efficient operational oversight and processes in place to strengthen coordination with the Khuvsgul office.

Analytical Statement of Progress:

Management, operations and programme coordination were further strengthened with the Khuvsgul office, with 14 total field trips organised in 2015. The efficient management of the Khuvsgul outpost office continued, with improved connectivity, communications and HACT monitoring. As a result of the workflow review to improve efficiency, the Khuvsgul outpost played a larger role in monitoring direct cash transfer requests and liquidations for Khuvsgul-based implementing partners. Staff members in the Khuvsgul office were invited to participate in the office-wide learning activities and the planning processes for the development of the next Country Programme 2017-2021.

The office continued to bolster its supply and logistics function to better support programme results, with a focus on improving the contracting processes and supply monitoring. 2015 marked a considerable decrease in service delivery and increase in technical support and advocacy work through institutional service contracts.

Procurement work processes were reinforced and appropriate segregation of duties in VISION were strongly implemented. The capacity of the Contracts Review Committee members and secretariats was strengthened to ensure proper review of the contract submissions. In 2015, there were a total of four cases submitted for review. In 2015, UNICEF led the inter-agency joint procurement process for two Long Term Agreements and participated in seven LTAs and common services to achieve time efficiency and economies of scale.

OUTPUT 1 Effective and appropriate governance structures established, supported by efficient information technology and communication systems, to adequately support programme coordination including the Khuvsgul office.

Analytical Statement of Progress:

In 2015, the management of the Khuvsgul office was further strengthened through quarterly updates between the Operations team and the Khuvsgul office to ensure the office was operating effectively. ICT equipment and systems were upgraded and delivered to the outpost office, in combination with scheduled field visits. The Khuvsgul office participated in All Staff Meetings, PCMs and relevant statutory committee meetings via Skype for Business. All field

visits, programme assistance and HACT assurance activities, including capacity building of counterparts, were coordinated through the Community Development Officer based in Khuvsgul.

A new work process was implemented to improve timeliness in Direct Cash Transfer payment requests and liquidations, whereby the Khuvsgul office maintained original copies of the FACE form and shared scanned copies with the Ulaanbaatar office for processing. The originals would then be delivered to the main office during the next scheduled field visit for recordkeeping. This practice improved the coordination in administering transactions with Khuvsgul implementing partners and shortened the processing time.

OUTPUT 2 Effective and transparent procurement of goods and services, contract management and supply monitoring to adequately support programme results.

Analytical Statement of Progress:

In 2015, UNICEF Mongolia continued its shift from traditional goods delivery to technical support in its advocacy work and engagement with partners. Supply interventions were focused on pilot-to-policy initiatives that can be replicated by Government partners.

The total value of all supply inputs was US\$935,333, with institutional services representing the majority of all procurement which is in line with the supply strategy. While programme supplies totalled \$380,862, half of this figure represented health and nutrition supplies procured to support the Government during the measles outbreak in 2015; the regular programme supply component managed locally was mainly on printing advocacy materials and supplies for specific programme interventions, accounting for 20 per cent of the total supply input. Operational supplies were increased due to the procurement of a new programme vehicle and significant improvements in ICT equipment in preparation for the transition to the Global Shared Services Centre.

In 2015, the supply and services plan were monitored throughout the year and amended in a timely manner when compared to previous years, which was attributed to an increased emphasis on contract management.

Due to the continued restrictions in air travel to the Khuvsgul outpost office and the decrease in procurement of goods, greater emphasis was placed on coordinating routine meetings with Government partners in combination with programme and supply monitoring visits.