In 2014 UNICEF Mongolia sharpened its role and improved its relevance in the country following the Mid Term Review (MTR) of the Programme of Cooperation 2012-2016 with the Government of Mongolia. This resulted in a better focus on equity and a more explicit upstream approach to connect policy development with equitable service delivery for children at local level. This shift was timely and relevant considered that Mongolia achieved the (lower) Middle Income status, thanks to its economic growth driven by the extractive sector although with increasing external and financial volatility in 2014.

The MTR recommended a gradual transition from direct service delivery to provision of technical support for strengthening policies, legislations, norms and standards, connected with improving child outcomes at local level. This approach would help UNICEF to work more sustainably towards key development challenges such as persisting disparities (mostly geographical and income related) and unplanned urbanization, and towards emerging trends and opportunities. In this context, one of UNICEF Mongolia’s key achievements in 2014 was the design and adoption of an equity based decentralized approach (Child Friendly Communities Strategy) in two most deprived areas (Khuvsgul Province and Nalaikh District) and its operationalization.

UNICEF’s advocacy led to better ownership and accountability of local governments with significant allocation of newly created local government’s development fund (LDF) to services for children (17 per cent in Khuvsgul and 19 per cent in Nalaikh respectively). The Government’s service delivery in the two geographical areas became more equitable by reaching the most vulnerable populations in the focus areas with Early Essential Newborn Care (EENC) interventions showing the potential for scale-up. As part of this strategy, UNICEF Mongolia supported high impact interventions especially in the area of maternal and child health, through identification and removal of bottlenecks and barriers. Delivering of essential health and nutrition packages for hardest-to-reach families in the two areas showed models for replication and also provided a critical contribution in a significant reduction of under-five mortality by 32 per cent in Khuvsgul and 24 per cent in Nalaikh from 2013 levels.

Another major achievement relates to innovation. Mongolia is characterized by some unique features; a dispersed semi-nomadic population over a vast territory and under extreme climate conditions, which presents an interesting testing ground for new low cost/high return solutions. This was the approach taken by WASH and Early Childhood interventions: innovative facilities were designed and tested to provide unreached children with mobile-kindergartens and access to improved hygiene and sanitation.

These achievements in 2014 were mirrored by important results at policy level. UNICEF Mongolia played a role as a provider of high impact knowledge by collaborating with the National Statistic Office on the first-ever district and province level Multiple Indicators Cluster Surveys (MICS). This provided a new and reliable evidence base to identify the most vulnerable children and inform pro-equity social policies and service delivery. This analytical work coupled with a second innovative study on ‘Reducing Preventable Deaths from Pneumonia, Diarrhoea
and Newborn Complications’ that helped address behavioural and social patterns behind some of Mongolia’s most worrying causes of child mortality.

UNICEF Mongolia was also active in strategic collaborative partnership around building an integrated system of protective services for children victims of abuse and violence. Together with the National Authority for Children, Save the Children and World Vision, UNICEF helped set up the first-ever national phone Child Helpline. A close alliance with Mobicom, a leading national communication company, was a key element of success. UNICEF’s partnership work also involved the launch of the Child Rights in Business Principles, and the start of collaborative work with a series of private sector companies, as well as an early engagement with the extractive corporate sector. These results were not achieved without challenges. Mongolia’s middle income status resulted in changed donor behaviour with a decreased presence in the country and challenges in raising funds. A related additional challenge was that in 2014 Mongolia started experiencing financial and macro-economic challenges with tighter fiscal space and budget availability. All this challenged UNICEF Mongolia’s work to make public finance more child-friendly and leveraging national resources. Despite these challenges, in 2014 UNICEF Mongolia continued sharpening its equity focus by making disparities visible, identifying key barriers and bottlenecks and better connecting policy and local level interventions for more equitable and sustainable services for children.

**Equity Case Study**

In 2014, UNICEF Mongolia sharpened its equity focus by implementing a two-fold approach that included: a) data generation and equity-based analysis, and; b) convergence of integrated programmatic efforts towards two of the most lagged-behind geographical focus areas (GFA) in terms of human development and child indicators - Khuvsgul province and Nalaikh district of Ulaanbaatar. The approach was based on identification of key barriers and bottlenecks affecting the most disadvantaged and development of integrated programmatic responses to target these, coupled with policy advocacy with central and local authorities for better planning and budget allocation for the most vulnerable. As a result, UNICEF Mongolia conducted the first-ever district and province level Multiple Indicators Cluster Survey. This formed a solid evidence base to direct programmatic interventions and successfully advocate with local governments for increased and equitable child-focused budget allocations.

Following UNICEF Mongolia’s support in capacity building and technical assistance on public finance for children, the allocation of local government’s budget for children has increased significantly. In 2014, the Khuvsgul province spent 17 per cent of its Local Development Fund (LDF) exclusively to improve child well-being including improving health, education and water, sanitation and hygiene (WASH) services, compared to 10 per cent in 2013. In addition, the share of the LDF allocated to children’s needs in Nalaikh nearly tripled between 2013 and 2014, from 6.5 per cent to 19 per cent. In 2014, UNICEF Mongolia’s equity focus particularly addressed health-related barriers and bottlenecks. The Formative Study on Reducing Preventable Deaths from Pneumonia, Diarrhoea and Newborn Complications, finalized and released in 2014, provided elements to foster behavioural and social change outcomes. In particular, findings related to three key areas: barriers that prevent the adoption of healthy practices and timely care-seeking; identification of positive drivers that influence healthcare-seeking behaviours for childhood pneumonia, diarrhoea and newborn complications; and decision-making processes associated with childcare and treatment seeking for childhood illnesses. Considering that pneumonia and diarrhoea are Mongolia’s second and third causes of child deaths respectively, the study provided highly relevant evidence for equity-based responses as the findings and policy recommendations were applied in the development of a
number of highly strategic national documents. These directly influenced the National Communication for Development (C4D) Strategy on Pneumonia, Diarrhoea, Newborn Care and Injuries; the national Ministry of Health (MoH)-approved strategy for Early and Essential Newborn Care; local C4D Strategies for the GFA and the mobile health (mHealth) initiative.

Resulting from this initiative and building on the knowledge base produced, the Government agreed to monitor progress on behavioural change through self-funded annual follow-up surveys as part of the 2015 national C4D strategy. With a view to removing barriers to health services, UNICEF Mongolia and local health departments integrated and delivered essential health and nutrition packages (antenatal care, Integrated Management of Childhood Illness, counselling on infant feeding, micronutrient supplementation, prevention and treatment of moderate and acute malnutrition and free essential child medicines) through the Reach Every District and Soum (REDS) strategy. These reached the poorest and hardest-to-reach families in the GFA and contributed to improve maternal and child health indicators, such as the decrease of under-five mortality rate (U5MR) by 32 per cent in Khuvsgul and by 24 per cent in Nalaikh, compared to 2013 levels. Beyond the immediate benefit for children, the REDS results and evaluation led to the revision of the Government’s neo-natal care framework and the development of new policy guidance for its nationwide implementation within the universal health approach.

A strong equity approach was also adopted in Early Childhood Education (ECE) where UNICEF maintained its role in setting quality standards and showing linkages between locally tested approaches and policy implementation. Mobile “Ger-kindergartens” were designed and tested for children unreached by early childhood development (ECD) programmes due to their geographic isolation and the mobility of Mongolian nomadic populations. The programme implementation increased ECE enrolment by two percentage points from 2013 to 2014 and provided an evidence base to include and finance the expansion of alternative ECE training programmes within the Government pre-school policy. Given the positive impact of this approach, local authorities applied guidelines for child-friendly kindergartens in 70 per cent and 60 per cent of the kindergartens in Khuvsgul and Nalaikh, respectively.

Partnerships with local authorities have also yielded positive results in the inclusion of children with disabilities in the programmes of concerned departments and service providers at the sub-national level, particularly through the Child-Friendly School (CFS) and Child-Friendly Community (CFC) platforms. The child-friendly community strategy helped shift from a purely medical approach to a human rights-based approach and social models. This was achieved by incorporating specific indicators for inclusion of children with disabilities in local government policy and planning, requiring sub-provinces to take measures to ensure a better environment andfriendlier access to basic social services. As a result, the local governments in the GFA adopted an incremental approach that includes capacity building, support to parents of children with disabilities, public awareness raising and access to basic social services. As a benchmark to showcase high quality standards and positive impact on children, UNICEF Mongolia worked directly with selected schools in the GFA by creating learning and recreational spaces for children with disabilities and other developmental activities. As a result of this investment, provincial and district education authorities from the two GFA decided to include inclusive education for children with disabilities as a 2015 planning and implementation priority.

Summary Notes and Acronyms

Summary
Mongolia is divided administratively in 21 aimags (provinces) and each aimag is divided into
soums (sub-provinces) and baghs (the smallest unit). There are 329 soums and 1,568 baghs. The capital city of Ulaanbaatar is divided into 9 districts and 132 khoroo (sub-districts).

Acronyms
AMR – Annual Management Review
BCP – Business Continuity Plan
BGAN - Broadband Global Area Network
CFC – Child Friendly Communities
CFS – Child Friendly Schools
CPWG – Child Protection Working Group
CYP – Child and Youth Participation
C4D – Communication for Development
CRC – Convention on the Rights of the Child
CSR – Corporate Social Responsibility
CMT – Country Management Team
DCT – Direct Cash Transfer
DRR – Disaster Risk Reduction
DFAM - Division of Financial and Administrative Management
EAPRO – UNICEF East Asia and Pacific Regional Office
ECD – Early Child Development
ECDLS - Early Childhood Development and Learning Standards
ECE – Early Childhood Education
EENC – Early and Essential Newborn Care
E&E – Effectiveness and Efficiency
EPR - Emergency Preparedness and Response
ERM - Enterprise Risk Management
FDI – Foreign Direct Investment
GFA – Geographical Focus Areas
GSSC – Global Shared Services Centre
GDP – Gross Domestic Product
HACT – Harmonized Approach to Cash Transfers
HR – Human Resources
ICT – Information and Communication Technology
IMEP - Integrated Monitoring and Evaluation Plan
IP – Implementing Partner
IT – Information Technology
IYCF – Infant and Young Child Feeding
JCC - Joint Consultative Committee
KPI – Key Performance Indicators
LDF – Local Development Fund
LQAS - Lot Quality Assurance Sampling Survey
MDT – Multi-disciplinary Teams
MHM – Menstrual Hygiene Management
MICS – Multiple Indicators Cluster Survey
MoES – Ministry of Education and Sports
MoF – Ministry of Finance
MoH – Ministry of Health
MOSS - Minimum Operating Security Standards
MoU – Memorandum of Understanding
MP – Member of Parliament
MPDSP – Ministry of Population Development and Social Protection
One of the key roles played by UNICEF Mongolia is to bring technical excellence to partners to build capacity and generate evidence to influence critical equity-focused policy decisions. To this end, UNICEF Mongolia helped develop capacity of National Statistics Office (NSO) and the National Authority for Children (NAC) in evidence-based planning in survey design and operationalization, as well as to the National Centre for Health Development and the General Registration Office on child mortality statistics. This selective technical assistance has generated a direct improvement of partners’ capacity to measure and track child inequalities.

Capacity building was also critical to expand the coverage of social services for children, as the country’s low population density makes outreach a vital intervention to tackle violence against children. In this regard, UNICEF invested in building the capacity of the newly-established child helpline operators in call-response and qualitative case management. This was coupled with capacity building on community-based child protection mechanisms for prevention and referral services for over 200 members of multi-disciplinary teams (MDT) in all communities in UNICEF
Mongolia’s GFA and dissemination of behavioural change messages to 12,200 families on positive disciplining. Following a series of trainings, over 60 per cent of the schools in the GFA developed specific child protection policies inclusive of awareness-raising on child abuse, outlining staff roles on child protection, recognizing signs of abuse, appropriate follow-up, reporting and timely responses.

Dormitory teachers from nine provinces and Ulaanbaatar improved knowledge on child rights to provide better care to 12,000 children from herding families.

To address nutrition disparities, UNICEF and partners trained and supervised 90 per cent of primary health workers in the GFA on integrating nutrition packages into routine health services at primary health facilities (counselling on infant and young child feeding, micronutrient supplementation, growth monitoring, prevention and treatment of malnutrition). These reached 7,123 children aged under two years and 7,701 pregnant and lactating women. Following local-level integration of services, the MoH included it as part of the draft Infant and Young Child Feeding Strategy (IYCF) for nationwide implementation.

**Evidence Generation, Policy Dialogue and Advocacy**

Following the 2014 MTR UNICEF Mongolia increased its investment in high-impact data analyses for advocacy and support to pro-child and pro-equity policy development. Among these, the fifth round of MICS updated key child well-being indicators and disparities. The MICS was combined with the Reproductive Health Survey (RHS) to form the Social Indicator Sample Survey (SISS), with a bigger sample and higher quality data.

In addition, a UNICEF-supported Formative Research on Reducing Preventable Child Deaths from Pneumonia, Diarrheal and Newborn Care (major causes of under-five mortality in Mongolia), included a Qualitative Survey and Lot Quality Assurance Sampling Survey (LQAS) and was finalized in early 2014. These provided solid evidence on community and family behaviours, attitudes and practices on young child health, bottlenecks and possible solutions.

Findings and policy recommendations informed the development of the National C4D Strategy on Pneumonia, Diarrheal, Newborn Care and Injuries, the national EENC strategy, local C4D Strategies and the mHealth initiative.

To improve the enabling environment, in partnership with the Child Protection Working Group (CPWG) at the Ministry of Population Development and Social Protection (MPDSP) - a key mechanism for joint advocacy action and inter-sectoral coordination - UNICEF assisted the Government in establishing a platform for regular information and experience sharing. The CPWG reviewed the Concept Note for the Law on Child Protection, which is currently at the drafting stage, and designed the National Mapping of the Child Protection System. The mapping highlighted system gaps and provides recommendations to inform future planning conducive to a comprehensive system.

The on-going UNICEF East Asia and Pacific Regional Office (EAPRO)-led multi-country assessment of WASH financing and budgeting at national and sub-national levels helped identify entry points for leveraging resources for children and improving WASH services for children. In addition, a health sector financing study, which started in 2014, will generate evidence and recommendations for shifting towards programme-based budgeting with a focus on effective and equitable service delivery for children.
Partnerships

The MTR analysed the growth of the private sector in Mongolia over the last few years and its potential as a development actor, particularly for children. The process concluded that Corporate Social Responsibility (CSR) is a strategic area of investment where advocacy, policy dialogue and technical assistance are key to ensure business practices respect and support children’s rights. Within this programmatic shift, the national release of Child Rights and Business Principles co-hosted with Save the Children, the Mongolian National Chamber of Commerce and Industry and the National Authority for Children, was a significant step towards engaging and building alliances with the private sector to maximize the business community’s potential to advance child rights. As a result, UNICEF Mongolia initiated dialogue with selected large and medium-size companies in Mongolia to implement CSR actions with direct benefit for children.

The global UNICEF-ING partnership proved to be a key opportunity to showcase the importance of the private sector in advancing child rights. Under this global partnership, UNICEF Mongolia provided technical assistance to ING in identifying CSR projects in accordance to their corporate goal of supporting education. This collaboration resulted a public-private partnership between ING and local authorities to expand access to pre-schools in a UNICEF Mongolia GFA, with ING providing capital investment for additional classroom space and the local authorities assuming recurrent expenses.

The Government in cooperation with World Vision, Mobicom (a telecommunications company) and UNICEF Mongolia established the first-ever, three-digit, nationwide toll-free, 24/7 child helpline to tackle child abuse and strengthen a systems approach to child protection. In addition to Mobicom’s commitment to support, maintain and enhance the helpline as part of their CSR, UNICEF provided technical assistance for case management of incoming calls and to develop capacity of helpline staff.

To address the recent decrease of exclusive breastfeeding, UNICEF partnered with female Members of Parliament under the 2013 UNICEF -Women’s Parliamentary caucus Memorandum of Understanding (MoU) to publicly advocate for exclusive breastfeeding for six months within the World Breastfeeding Week campaign at the community level and through media appearances to reach out to young mothers, decision-makers and employers.

External Communication and Public Advocacy

Mongolia is an increasingly interconnected country with internet penetration growing from 60 per cent to 74 per cent between 2010 and 2013. For this reason, UNICEF Mongolia prioritized a digital media strategy through the creation of social media platforms (Facebook, Twitter and the blog) and the publication of several human-interest stories (one featured on Global website) and regular expert blog posts on programme areas. These received local and international media attention, particularly through Facebook, contributing to increase knowledge of UNICEF’s work and child issues among the Internet public.

Simultaneously, UNICEF Mongolia developed integrated communication strategies incorporating traditional media with social media for the coverage of key events, such as World Breastfeeding Week, engaging an audience of young mothers in a two-way conversation, through social media and a national television talk show. In monitoring key outlets, UNICEF Mongolia identified misinformation on breastfeeding and countered it with evidence-based messaging on best practices.
UNICEF Mongolia and partners designed a comprehensive approach to mark the 25th anniversary of the Convention on the Rights of the Child (CRC@25) with a mix of large-scale and targeted events and activities. The ‘Activate Talks’ focused on Mongolia’s establishment of its first child helpline through effective partnership between Government, private sector, international organizations and non-governmental organizations (NGO’s). The event was actively and widely followed on social media, particularly on Twitter with a 78 per cent follower growth. An event entitled “CRC and Mongolia” engaged over 700 people and focused on the 25 key achievements for children in Mongolia since 1990, while also highlighting the need to tackle disparities and ensuring equity for all children through inclusive growth. Both events were widely covered and part of a strategy to engage digital media but also traditional ones through press conferences, press releases, television interviews and joint newspaper advertisement with key children’s agencies; These events served to increase the visibility and significance of the anniversary and children’s rights.

UNICEF Mongolia also partnered with members of the Government, Members of Parliament, NGO’s and activists to promote inclusive education for children with disabilities through the “Flying High for Kids” initiative, which catalysed attention in both central and peri-urban Ulaanbaatar.

South-South Cooperation and Triangular Cooperation

Being a knowledge broker and a facilitator of international exchanges of technical excellence is an inherent part of UNICEF’s role in Mongolia, with South-South cooperation as a critical element of cooperation.

To ensure that Mongolia benefits from knowledge sharing, skills, and world-class expertise UNICEF Mongolia supported two major exchanges in 2014.

- In the area of public finance for children, a Government delegation led by the Mongolian Ministry of Finance (MoF) visited Malaysia and met with the Malaysian Ministry of Finance/Economic Planning Unit and sectoral ministries to gain knowledge on output-based budgeting and strengthening linkages between planning and budgeting with a child-sensitive budgeting focus. This exchange between government officials will contribute to improve Public Finance Management for children in Mongolia addressing inequity and reducing disparities in access to social services.

- Within its decentralised approach to strengthen local planning for children, UNICEF supported a mission of key local government decision-makers from the UNICEF Mongolia GFA, NAC and the Ulaanbaatar City municipality to learn from good practices on child-friendly local governance in the Philippines. Resulting from the study tour, the Khuvsgul Governor’s Office revised the Terms of Reference and responsibilities of the Provincial Children’s Council, sub-province governors and department chiefs in heightening accountability for the realization and monitoring of child rights. In addition, the Ulaanbaatar City Child and Family Development department approached the Municipal Government to use CFC indicators to measure local development planning. Overall, the study tour resulted in improved key stakeholders’ understanding of child-friendly governance principles and actions to enhance the leadership of the local government in child-friendly planning and budgeting.
UNICEF Mongolia co-hosted the Third Asian Child Rights Forum with the National Human Rights Commission and NAC. The forum was an optimal venue to discuss regional implementation status on the CRC and identify advocacy points, including the ratification of the Third Optional Protocol on a Communications Procedure, comprehensive bans on violence against children, and advancement of child rights monitoring systems. Government representatives, researchers, young people and NGOs from seven countries attended the forum and shared experiences of child–friendly city/community approaches.

Identification Promotion of Innovation

Mongolia’s unique features, a dispersed population over a vast territory, extreme weather and accelerated mobile phone and internet penetration, provide an interesting testing ground for innovative approaches. Capitalizing on the latter, UNICEF Mongolia partnered with the MoH and mobile companies on mHealth technologies. Designed in 2013, the project reached momentum in 2014 disseminating text messages on antenatal and newborn care to 685 pregnant women in Nalaikh and 790 pregnant women (28 per cent of all pregnant women in Khuvsgul) in five remote and peri-urban sub-provinces.

In tandem with mHealth, UNICEF Mongolia supported the development of subnational C4D strategies and community-based behavioural change projects to address preventable child mortality. The processes identified community-based projects and mobile phones as the most appropriate channels to reach the hardest-to-reach. With local health centres, each community designed and implemented behavioural change projects matching its interests, values and communication channels, reaching 60 per cent of parents and caregivers in the GFA with messages on pneumonia and diarrhoea prevention. This is an important result considering the overall aim of integrating these approaches into nationwide strategies. With sustainability in mind, local governments will monitor the C4D strategy implementation through self-funded annual follow-up surveys as part of the national C4D strategy. Following the process evaluation, UNICEF and the MoH will expand mHealth content and cover all Khuvsgul sub-provinces.

Innovative designs were also used to provide lower-cost, high-quality WASH solutions to schools and kindergartens. Most kindergartens, especially mobile ones, lack in-house sanitation facilities, and the cold weather prevents children from using outdoor facilities with adverse impact on child health. To address this, UNICEF designed an alternative model using a discarded shipping container to provide indoor flushing toilets and hand-washing. The transformed container can be attached to gers or buildings without expensive and cumbersome renovation or sacrificing classroom space. In 2014, UNICEF installed eight WASH containers in schools, dormitories and kindergartens with models for girls and boys reaching about 1,400 children. The container is undergoing testing through the winter and UNICEF is engaging private companies to scale-up this approach through CSR.

Support to Integration and cross-sectoral linkages

Given its equity-based geographical focus, UNICEF Mongolia, through its Child Friendly City strategy and in partnership with local governments, supports local level high-impact integrated interventions. Integration of services worked particularly well through schools and kindergartens.

To improve the quality of early childhood development services, UNICEF Mongolia has integrated WASH interventions into ECD programming to ensure that pre-schools have appropriate water and sanitation facilities. These include the innovative WASH Container Unit that was connected to schools, dormitories and mobile kindergartens providing an excellent environment for pre-school children to practice proper hygiene.
UNICEF Mongolia accelerated efforts for the inclusion of children with disabilities in an integrated and cross-sectoral manner. Local government coordination/consultation meetings on disability issues in the GFA resulted in increased inclusion of children with disabilities in local planning and services. Multi-sectoral commissions on education, health and protection of children with disabilities were operationalized with inter-sectoral teams of professionals and parent peer-supporters. These assisted 198 children with disabilities in the GFA for referral to social services, access to welfare entitlements and parenting support. UNICEF also advanced integration and cross-sectoral linkages at the national level, providing strategic support to the National Council for Children (NCC), the inter-sectoral governmental body legally assigned to decide on child well-being issues and protection. UNICEF’s technical assistance focused on ensuring a more integrated approach in discussing strategic priorities for children. A recent example was the NCC’S early 2014 resolution establishing the Child Helpline as the foundation of a comprehensive child protection system.

**Service Delivery**

In order to reflect Mongolia’s middle income status and the increasing capacity within Government, UNICEF has progressively shifted from direct service provision to upstream policy work and a better connection to removal of barriers and bottlenecks at local level.

In this context, UNICEF maintained a strategic service delivery role by contributing to set quality standards and good practices from high-impact interventions to reach the most disadvantaged children through their replication and institutionalisation in policy, budgetary and legislative frameworks. As an example, the REDS strategy (and its evaluation) showed the potential of quality-integrated approaches to neonatal care for replication and policy development beyond their immediate benefit for children. In 2014, REDS reached 2,221 children (61 per cent of all target population) in Khuvsgul and 2,149 children (20 per cent of all target population) in Nalaikh with basic health and social protection services. Based on the REDS results, the Government will revise its neo-natal care framework and develop policy guidance for nationwide implementation.

Support was provided to local authorities in expanding ECE services to the hardest-to-reach communities in the two GFA. This was the case of the work done to benefit the Tsataan, also known as reindeer people, who herd reindeers and live in taiga forests about 200 kilometres from the nearest settlement. To provide Tsataan children with access to ECE, UNICEF and local authorities designed and implemented an alternative form of ECE services: a Hut-Kindergarten, run by staff trained on Early Childhood Development and Learning Standards (ECDLS). The proximity of the Hut-Kindergarten to the community provided better opportunities for communicating with parents and delivering key messages on early childhood development and child-rearing. As part of the efforts to meet “Minimum Requirements for WASH in Schools, Dormitories and Kindergartens”, policy document pending final Government approval, UNICEF demonstrated models of WASH service delivery in schools, dormitories and kindergartens, now under consideration for government financing and scale-up at sub-national and national levels. In addition to this policy significance, the UNICEF directly benefited 11,600 children (14 schools and 14 kindergartens), who now have access to improved WASH facilities.

**Human Rights-Based Approach to Cooperation**

In 2014, the Government of Mongolia prepared the 5th State Party report on the CRC. The report includes information on the implementation of the two Optional Protocols. The reports were endorsed by the Cabinet on 26 November and were subsequently translated into English.
The Government aims to submit the report to the Committee on the Rights of the Child within the first quarter of 2015, following a consultative and engaging process closely supported by UNICEF, who provided sessions for relevant technical officials on the guidelines.

A Prime Minister-issued decree assigned roles and responsibilities of all the members of the working group on the CRC report. UNICEF provided technical assistance at several Government-led consultations on the Optional Protocol No. 3 on a Communications Procedure to the CRC to sensitize key audiences on its objectives and potential, including translation and preparation of a child-friendly version for dissemination to professionals and children. A draft law on the Ratification of Optional Protocol No. 3 on a Communications Procedure to the CRC was drafted by the MPDSP for Cabinet endorsement, with sustained advocacy provided for its ratification through different channels including the Universal Periodic Review (UPR) by the United Nations Country Team (UNCT) and the Declaration of the 3rd Asian Child Rights Forum.

**Gender Mainstreaming and Equality**

UNICEF supported the Government in the finalization of major revisions of the law on Combating Domestic Violence. The law now incorporates clear provisions for the protection of children at home, based on the best interests of the child. The current draft bans all forms of violence against children in the homes. The draft further clarifies the procedures for detection, reporting and responding to cases of child maltreatment. The draft was endorsed by the Cabinet and is on the agenda for parliamentary approval. UNICEF Mongolia contributed by bringing key legal expertise, including for the costing of the law, and by supporting technical exchanges with the Government of Canada on the systems approach to address domestic violence. The UNICEF Mongolia support to this initiative amounted to approximately US$30,000.

UNICEF began implementation of the Global WASH in Schools for Girls Project on Menstrual Hygiene Management (MHM). The goal of the project is to: 1) increase understanding of current MHM practices and barriers girls face in schools through conducting formative research; 2) increased incorporation of gender sensitive MHM into existing national WASH in Schools programme, and; 3) increased leadership of the Ministry of Education in the area of MHM at the national level. UNICEF support amounts to US$475,000 and the project is anticipated to finish in December 2015. Key stakeholders from Government and non-government institutions have been mobilized and are attending a distance e-Course designed to help shape the research for Mongolia.

**Environmental Sustainability**

Mongolia on the brink of a veritable environmental crisis, where harsh winter, extreme air pollution in the capital city due to uncontrolled coal burning and rapid urbanization constitute a high-risk mix already threatening the health of thousands of children. In 2014, UNICEF started positioning on environmental issues building a multi-year approach for the last biennium of the cycle. Meanwhile, UNICEF Mongolia started a partnership with the Child and Youth Participation (CYP) Network of NGOs to implement small-scale project initiatives in the GFA. Fifty projects from eleven schools were selected for implementation, reaching over 30,000 children and teachers through initiatives including creating clean/green environment in schools. Adolescent life skills development activities reached around 850 students in the GFA including through involvement in eco-clubs. Furthermore, UNICEF Mongolia supported the local governments within the GFA in the development, implementation and institutionalization of Water Safety Plans in 12 rural districts, benefiting approximately 9,400 school children. Educating these children on environmental issues and sustainable ways of managing and
protecting water sources through the implementation of safety plans goes beyond ensuring water safety and helps to ensure the environmental sustainability and availability of water sources for the future. UNICEF Mongolia is exploring innovative approaches to wastewater treatment and renewable energy solutions. With the aim of reducing the country office’s environmental footprint, UNICEF volunteered to participate in the roll-out of the East Asia and Pacific environmental footprint assessment, which will take place in 2015. Given that Ulaanbaatar is one of the most polluted capital cities in the world, UNICEF Mongolia distributed re-usable face masks to with filters for inhaled airborne contaminants and equipped the office with air purifiers and humidifiers.

**Effective Leadership**

UNICEF Mongolia defined eight key annual priorities in early 2014 for improved performance in office-wide management, operational management and programme implementation. These priorities were proposed during the Annual Management Review (AMR), which was held in March with the participation of all staff to encourage a consultative process, and endorsed by the Country Management Team (CMT). The eight identified priorities were:

(i) Organisation of a Strategic Moment of Reflection (SMR) and Expanded Annual Review, which, in consultation with the Regional Office, was later revised to include the MTR;
(ii) Resource Mobilization;
(iii) Harmonized Approach to Cash Transfers (HACT);
(iv) Efficiency and Effectiveness (E&E);
(v) Business Continuity Plan (BCP);
(vi) Human Resources (HR);
(vii) EENC, and;
(viii) Violence Against Children

These priorities were formally reviewed and monitored twice by the CMT during its eleven meetings throughout the year. Some of these, such as HACT and E&E, were standing agenda items at CMT meetings. At year-end, all priorities were on-track, with six fully completed and the remaining two on schedule for completion by the first quarter of 2015.

In February, UNICEF Mongolia undertook a comprehensive Risk and Control Self-Assessment exercise with the participation of all staff, in line with the organizational Enterprise Risk Management (ERM) framework. Based on the 12 risk areas, the office profiled one low risk, eight medium risks, two high risks and no undefined risks. Realistic action plans with indicators and targets were established for each of the risks, with an added emphasis on the high risks areas that were included as office priorities for 2014. In particular, to address the funding related challenges, targeted proposals for Global Thematic funds, UNICEF National Committees, and public sector donors were submitted for 2015 and 2016 funding.

Risks associated with HR were primarily consequences of the Global Shared Services Centre (GSSC) establishment and the potential impact on staff. A Change Management Task Force was formed with the objective of supporting the office through such transitions.

UNICEF Mongolia made significant efforts to strengthen its emergency preparedness and BCP in 2014. In addition to the minimum level of measures already in place, UNICEF Mongolia conducted two tests each of its office-wide SMS and telephone tree systems.

UNICEF Mongolia contracted a secondary internet service provider to ensure appropriate back-up connectivity for its systems and installed wireless access throughout the office. The critical
staff lists were revised and endorsed by the CMT, and all critical staff were provided laptops to facilitate alternative work location measures. Satellite phones were provided to the office’s senior management and installed in all official vehicles.


In April, a joint emergency simulation exercise was conducted between the Humanitarian Country Team, the National Emergency Management Authority (NEMA) and partners. UNICEF Mongolia also conducted an Emergency Preparedness and Response (EPR) training in October. To further bolster emergency preparedness, UNICEF Mongolia recruited a Disaster Reduction Officer to support all sectors in mainstreaming emergency in programming and contingency planning.

Financial Resources Management

UNICEF Mongolia strengthened its financial management through systematizing financial assurance activities and moving towards HACT compliance. UNICEF led the inter-agency HACT Working Group and initiated an inter-agency Assurance Plan. With UNICEF driving HACT efforts and completing the procurement process for a third-party service provider for micro-assessments, 2014 marked the first year of concrete results with HACT. At year-end, UNICEF conducted 28 spot checks and nine micro-assessments, representing 100 per cent completion of the spot check and assurance plan. UNICEF conducted five financial management capacity assessments for new Implementing Partners (IPs).

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 monthly cash forecast and utilization, Value Added Tax (VAT) refunds and exchange rate gain/loss were closely monitored. The utilization of bank balances averaged 86 per cent from January to December. During the year, UNICEF received US$218,480 back from the Mongolian Tax Authority in VAT refunds. The overall utilization rate for UNICEF Mongolia was 100 per cent of the total funds allocated with an expenditure rate was 95 per cent. Eleven 11 grants expired in 2014 and all funds were fully utilized. UNICEF Mongolia closely monitored its DCTs and the level of outstanding DCTs for more than 6 months were minimal, and in line with the regional Key Performance Indicators (KPIs).

Fund-raising and Donor Relations

In 2014, UNICEF Mongolia submitted all due nine donor reports on time. An estimated 93 per cent of the Country Programme Other Resources ceiling was raised by the end of 2014. All 2014 planned activities as per the Annual Workplan were fully funded. All grants were utilized as planned, while special emphasis was placed on the monitoring as their expiry dates drew closer.

The Office closely monitored the implementation of planned activities via the regular CMT, Programme Coordination Meetings (PCM) and reviews, quarterly progress reporting and frequent bilateral consultations.

Despite 87 per cent of the country programme ceiling being secured, the office developed fundraising initiatives, mainly with UNICEF National Committees (Korea, Japan and Australia) and bilateral donors (the Principality of Monaco and the Korea International Cooperation Agency).
UNICEF Mongolia’s Other Resources income (OR) increased by US$2,834,767 in 2014, with funds received from the Australian Government, consolidated funds from UNICEF National Committees, the Japan Committee for UNICEF, Government of Canada, along with UNICEF’s global thematic and Set-Aside funds.

UNICEF Mongolia organized joint field visits with the Australian Department of Foreign Affairs and Trade (formerly AusAID), to project sites, the Korean Committee for UNICEF and the World-Wide Charity for Children.

**Evaluation**

UNICEF Mongolia successfully completed one study, the Situation Analysis (SitAn), and one evaluation of the REDS Strategy, as planned in the Integrated Monitoring and Evaluation Plan (IMEP).

Two additional studies were initiated, the SISS and a Survey on Adolescent Development, which are at the final stages of completion.

The CMT closely monitored implementation of the IMEP, which was reviewed in detail at two CMT meetings held throughout the year. UNICEF Mongolia relied on valuable technical support from UNICEF Headquarters and UNICEF EAPRO, particularly the Regional Evaluation Advisor, to facilitate the quality assurance process and ensure that standards were met.

The REDS Strategy evaluation was completed in close coordination with the MoH and partners, including the World Health Organization (WHO) and the United Nations Population Fund (UNFPA). One of the challenges faced was staff changes in the Government, which slightly delayed the timing of deliverables. As of year-end, the recommendations were discussed and agreed with all parties involved and will be reflected in the plans for 2015 and 2016. The REDS Strategy evaluation was particularly notable, as it was the first evaluation exercise undertaken in collaboration and coordination with the Government and partners. This joint process helped build a better understanding and awareness of the requirements and standards in evaluations for development work.

**Efficiency Gains and Cost Savings**

In April, the CMT approved a decision to encourage staff members in volunteering to take economy class for all official travel. Since implementation of this office decision, UNICEF Mongolia saved approximately US$47,000 in travel costs. The actual total amount spent on economy-class airfare was US$27,600, compared with US$74,700 for the same tickets on business class.

The Government of Mongolia provided the UN House building for UN Agencies on a rent-free basis in December 2012. UN Agencies make an annual contribution to support the on-going operating costs, and for the initial years, certain one-time investment costs. In 2014, UNICEF contributed US$161,742 for its share of the UN House costs, compared to US$173,084 in 2013, a decrease of 6.5 per cent.

As a resident of UN House, UNICEF achieved certain efficiency gains from participating in common premises and services. In comparing UNICEF’s share of UN House costs to the open market rental costs for an equivalent office space, UNICEF saved approximately US$151,000
by being a resident of UN House. In terms of common services, the savings was approximately US$25,400.

As part of the inter-agency Operations Management Team (OMT) work plan, UNICEF participated in joint procurement activities with other UN Agencies to achieve time efficiency and economies of scale. In 2014, UNICEF led the joint procurement process for three activities and participated in eight activities led by other agencies.

The efficient management of the Khuvsgul outpost office was further strengthened through improved connectivity and communications. A system was put in place starting to conduct quarterly calls between the operations team and the Khuvsgul office to ensure that the office was operating effectively.

**Supply Management**

As UNICEF Mongolia shifts from direct provision of service delivery to more upstream policy work, piloting innovative supply interventions and packaging good practices for broader replication was a key element to the supply management in 2014. Supplies were strategically utilised to demonstrate low-cost, high-impact interventions for government partners to finance and replicate. While the first half of the country programme (inclusive of 2014) was more oriented towards traditional supply-intensive development approaches, the second half of the cycle will see a shift towards the advocacy needed for its replication.

The total supply component was US$1,851,608, which represents 32 per cent of UNICEF Mongolia’s programme throughput of US$5,767,056. Programme supplies included technology equipment supporting the modelling of telemedicine initiatives. Construction services were primarily related to the construction of container houses to provide lower-cost and high-quality WASH services to schools. Given the limited construction period in Mongolia due to extreme weather conditions, there was significant improvement in the timely procurement and completion of WASH construction, which was finished well before the end of the year. Local procurement comprised 75 per cent of supply assistance. The breakdown of supply management was:

- Programme supplies – US$573,141
- Operations supplies - US$86,775
- Services – US$238,960
- Construction - US$952,732

UNICEF Mongolia did not maintain any warehouse facilities, as implementing partners have the capacity to directly accept supplies and arrange for delivery to project sites.

The finalization of the supply and services plan was a challenge, as with previous years. While the supply and services plan was routinely monitored during PCMs and fully implemented, the majority of procurement occurred during the third and fourth quarters of the year.

UNICEF assisted the MoH and Global Fund project through procurement services with the purchase of US$2.1 million in vaccines, injection and sterilization equipment, laboratory supplies and rapid test kits. This figure is an increase of 75 per cent compared to US$1.2 million in 2013.
Security for the UN House premises was supported by United Nations Department of Safety and Security (UNDSS) and overseen by the Operations Management Team. Security on the premises was strengthened with the completion of a new security guard house, installation of an x-ray machine and implementation of an access control system. Standard Operating Procedures were developed on the use of basement parking garage for UN official vehicles.

UNICEF procured two new programme vehicles, in line with the organisation’s policy on vehicle management. All vehicles were installed with satellite phones and meet Minimum Operating Security Standards (MOSS) compliance. In May, the only UNDSS-approved domestic airline filed for bankruptcy and since then, all trips to the Khuvsgul outpost office have been done by road, which takes two days in each direction. According to the MOSS for Mongolia, any road travel exceeding 150 kilometres outside the capital city was subject to a mandatory two-vehicle rule. In order to maximize the efficiency of field trips, the CMT endorsed an office practice requiring at least five staff traveling together on each field trip. In doing so, this encouraged better planning between programmes and more effective use of office vehicles to support field visits. One of the new vehicles purchased was for the Khuvsgul office to support the additional burden on the road travel.

In Mongolia, the issue of air pollution during the winter months due to uncontrolled coal burning and very harsh climate continued to pose a health challenge for staff. UNICEF Mongolia installed air purifiers and humidifiers in every office and distributed face masks to all staff. These measures were taken to promote the safety of all staff and maintain a healthy working environment.

Human Resources

In 2014, UNICEF Mongolia had staff changes in the posts of Representative, Operations Manager, Communication Specialist, temporary Programme Assistant and Operations Assistant. The average recruitment time was three months for local positions. The office had four international positions and 30 national positions. In terms of gender balance, UNICEF Mongolia comprises 67 per cent female and 33 per cent male. UNICEF Mongolia underwent two Programme Budget Review (PBR) submissions during the year. The first was linked to the creation of the GSSC and the second to the MTR. As a result of the approved PBR changes, the post of Senior Programme Assistant-HACT was established, while the posts of Senior Finance Assistant, WASH Specialist and Programme Assistant-Child Friendly Community were abolished.

Staff Performance Evaluation Report (PER) discussions and Performance Appraisal System (PAS) completion were regularly monitored by the office human resources team, and reviewed by the CMT. The completion rate for the 2013 Phase Three PAS was 97 per cent by the end of February and the completion rate for the 2014 Phase One PAS was 100 per cent by the end of March. UNICEF Mongolia encouraged a culture of open and regular PAS discussions year-round.

All recruitment for staff, Temporary Appointments (TAs) and individual consultants underwent a competitive selection process. There were no single or sole-sourced selections in 2014. Service contracts for both individuals and institutions were regularly monitored by HR and the status was presented at PCMs. In 2014, there were 20 service contracts issued to individuals and 18 to institutions to support programme implementation. UNICEF Mongolia continued its arrangement with the Australian Red Cross and hosted two volunteers to support the office, one
Communication Officer and one Disaster Risk Reduction (DRR) Officer. UNICEF Mongolia also released its Supply and Logistics Assistant for a 3-month deployment to support the Level Three emergency in Iraq.

As part of learning and development for all staff, UNICEF Mongolia conducted an Emergency Preparedness and Response training and Ethics training. All staff completed the mandatory organizational trainings. UNICEF Mongolia continued its commitment to UN Cares and contributed to the annual inter-agency joint activities, in addition to the designation of a UN Cares focal point within UNICEF Mongolia. UNICEF Mongolia spent approximately US$20,000 towards office learning, individual staff development and staff well-being, including training of one male and one female Peer Support Volunteer.

The outcome of the Comprehensive Local Salary Survey was released, and as a result, the local salary scales were not only frozen, but also shifted from US dollar-based to local currency. With the continuing appreciation of the local currency, staff have been negatively impacted by the exchange rate difference each month.

The Local Staff Association continued to play an active role in promoting staff well-being, supporting a healthy work environment, liaising with management through the Joint Consultative Committee (JCC) and coordinating with other UN staff associations on joint activities.

**Effective Use of Information and Communication Technology**

UNICEF Mongolia successfully completed the global application roll-outs in a timely manner, with minimum service disruptions. The office effectively migrated to Office 365 applications and conducted five training sessions covering three topics for all staff on the features of the new platform, including OneDrive. The main office in Ulaanbaatar used Lync and Skype for meetings with the Khuvsgul office, meetings with UNICEF Headquarters and EAPRO, and for recruitment interviews with candidates and panel members.

UNICEF Mongolia continued to maintain a back-up of its network database with external hard drives deposited in a restricted-access vault with the house bank. As part of strengthening BCP preparedness, a secondary backup internet link of 4mbps and office-wide Wi-Fi connection was installed to better support business operations. The increased bandwidth and access also benefited UNICEF Mongolia’s expanded use of digital and social media communications. UNICEF Mongolia maintained Broadband Global Area Network (BGAN) and Iridium satellite phones.

UNICEF Mongolia updated the critical and response team members identified in its BCP and distributed laptops to these individuals to support alternative work location arrangements in the event of an emergency. All office computers were equipped and supported by a stand-alone Uninterrupted Power Supply (UPS) unit to facilitate continued operations during a power outage in UN House.

UNICEF Mongolia successfully completed the installation of a common digital Private Branch Exchange (PABX) system that is shared among UN Agencies housed in the UN House. The objective of the PABX project was to achieve cost savings for all participating agencies and improve the efficiency of the telephone system.

UNICEF Mongolia negotiated an upgraded service plan with the mobile network service...
provider that allows complimentary calls within the same network and discounted rates for data communications.

Programme Components from RAM

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:
In 2014, UNICEF’s social policy work became increasingly strategic for Mongolia, given its achieved (lower) middle income status and increased investment in generating high quality data and disparities analysis to support pro-equity policy development.

This was evident in the successful completion of the Social Indicator Sample Survey (SISS), combining two major national surveys (RHS and MICS) that significantly increased the availability of quality data in Mongolia, allowing further disaggregation to illustrate disparities affecting indicators that measure the well-being of children and women.

In addition, the updated SitAn and the SISS results helped demonstrate areas of persisting and increasing disparities and emerging issues, such as urbanization and mining. These analyses also informed the 5th CRC State Report. Strong government leadership throughout the entire SISS and SitAn processes was accompanied by enhanced national capacity of government officials in survey design, collection, analyses, evaluation and use of data. On-going child deprivation analyses and study of impact of mining and urbanization on social services’ supply side will inform Government policies and programmes on poverty reduction and social protection.

The arsenal of newly generated evidence was instrumental in boosting UNICEF Mongolia’s high level advocacy capacity which led to important political decisions, as well as continued cooperation with central and local authorities.

Effective working relationships with the Prime Minister and the President contributed to improved coordination of children’s issues at the national level. Relevant examples include the Prime Minister chairing the National Council for Children, enhancing the child protection system by formalising the first ever toll-free Help Line in Mongolia, as well as finalizing the CRC State report.

Engaging in the area of public finance for children proved to be a strategic decision to promote equity and social inclusion. The findings of the on-going Social Sector Budget Review and the Multi-county Research on WASH financing and the health sector finance study are expected to inform and provide a child focus to national and subnational budgets.

For the first time, UNICEF Mongolia started working on Corporate Social Responsibility (CSR), engaging with the private sector to ensure children’s rights are respected and supported by businesses. The national release of Children’s Rights and Business Principles marked the first step of a longer-term engagement with the national business community to leverage its increasingly important role for children.

Challenges related to Mongolia achieving Lower Middle Income Status, with changes in donor’s
priorities and their decreased presence in the country which impacted on the ability to raise funds. A related additional challenge was that in 2014 Mongolia started experiencing adverse financial and macro-economic challenges with tighter fiscal space and budget availability. All this challenged UNICEF Mongolia's work to make public finance more child-friendly, and leveraging national resources.

Opportunities are related to Government's genuine efforts for better transparency and effective decentralization, increased civil participation and openness to learn from international good practices and standards. In perspective, UNICEF Mongolia’s role as a knowledge broker and a provider of high-level technical excellence will be of strategic importance.

OUTPUT 1 Policies, laws and strategies in line with CRC principles are developed, made consistent and the implementation monitored for children's safety and wellbeing.

Analytical Statement of Progress:
UNICEF Mongolia initiated and supported major studies to generate evidence for pro-equity policy development, including the study of impacts of mining and urbanization on delivery of basic social services and the Multiple Overlapping Deprivation Analyses.

UNICEF Mongolia’s advocacy and technical support to the National Council for Children ensured an integrated approach in the discussions of key priorities for children. This resulted in the NCC resolution that established the Child Helpline as one of the key elements of a comprehensive child protection system, and a finalized 5th CRC State Report.

UNICEF held policy fora with Members of the Women Caucus and high-level government officials. The active engagement of the female Members of Parliament was demonstrated in their leadership in the breastfeeding week campaign, policy discussions on issues of children with disabilities and early childhood development issues. UNICEF Mongolia technically supported the government authorities in Khuvsgul (north) and Nalaikh (central) which resulted to child-focused decisions, such as agreements on 10 per cent allocations of Local Development Fund to investments for children.

The MTR analysed the growth of the private sector in Mongolia over the last few years and its potential as a development actor. It concluded that CSR is a strategic area of investment where advocacy, policy dialogue and technical assistance are key to ensure business practices respect and support children’s rights. Within this context, UNICEF co-hosted the national release of the Child Rights and Business Principles with the Government and the Chamber of Commerce of Mongolia, calling businesses to support and respect child rights through their everyday business operations.

Government openness to international practices, technical assistance and its strengthened role in the global arena allows UNICEF to play a critical advisory role in the development and implementation of policies affecting children. Challenges include weak institutional mechanisms to follow-up implementation of development initiatives.

OUTPUT 2 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:
The Ministry of Finance (MoF) and UNICEF social sector budget review resulted in recommendations on baselines for adequate public investment for children. With UNICEF
support, the MoH undertook a health sector financing study that led to agreed areas for health sector budget improvements through programme-based budgeting, a new methodology for health sector financing.

Following advocacy, the Government committed to support the EAPRO-led WASH financing study which maps and analyses decision-making, financial flows, and allocation criteria for equitable and sustainable WASH services.

The joint UNICEF and MoF capacity strengthening efforts on budgetary frameworks enhanced the local budgeting processes and increased understanding of the accountabilities of local budget governors towards child-focused budget allocations and participatory budget processes.

With UNICEF support, a MoF Government delegation benefited from their exchange of experiences with the Ministry of Finance and sectoral Ministries of the Government of Malaysia. As a result, the MoF committed to an improved approach to public finance management for children in Mongolia and implementation of a child-focused programme-based budgeting with technical support of UNICEF.

The local government authorities’ commitment to child-sensitive budget planning and implementation constitutes an important opportunity in addition to favourable legal environment promoting decentralized budgeting and civil participation.

The cuts in public expenditure due to the national budget deficit have negatively impacted advocacy efforts towards leveraging government resources to address gaps in service delivery and sustainability of UNICEF-supported interventions.

**OUTPUT 3** 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:**
Following the MTR, UNICEF increased its investment in high-impact data analyses for advocacy and support to pro-child and pro-equity policy change. Data collection and analysis initiatives included the nationwide SISS (with UNFPA), combining MICS5/RHS/DHS (increasing the sample size by 50 per cent), SitAn and REDS Strategy Evaluation.

As part of UNICEF Mongolia’s role in bringing technical excellence to partners to build capacity and generate evidence to influence critical equity-focused decisions, UNICEF Mongolia helped develop capacity of the National Statistics Office and the National Agency for Children in evidence-based planning in survey design and operationalization, as well as to the National Centre for Health Development and the General Registration Office on child mortality statistics. A major achievement was the strengthened technical capacity of partners in development of tools, administration and fieldwork organization, data processing and analysis using tablets and overall management of evaluations/research/surveys/studies.

UNICEF, the NSO and an academic institution initiated in-depth analysis to enhance the use of statistics and to explore concerns coming out of the SISS.

The IMEP supports strengthening Government partners’ research and technical capacity. To this end, UNICEF provided technical support to harmonize maternal and child health indicators in accordance with international standards and to undertake the RED strategy evaluation. In close partnership with the NSO, official statistics are systematically updated in publicly
accessible websites and offline sources.

UNICEF in partnership with the NAC, completed the SitAn update. The SitAn strongly focuses on emerging issues resulting from recent socioeconomic and political changes and their implications on the situation of children and women. These include migration, mining, urbanization, climate change and others. The SitAn process contributed to the Government capacity to use data and information for advocacy to influence the planning, policies and programming for children.

Harmonization of data and sectorial statistics for results monitoring, development planning and budgeting remains a challenge.

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

Analytical Statement of Progress:
UNICEF engaged with the corporate sector through a variety of CSR activities including the national release of Child Rights and Business Principles and providing technical assistance to corporations to support projects that align with key UNICEF priorities such as early childhood development, and direct advocacy to corporations. Initial discussions and engagements suggest that several companies in Mongolia are willing to take part in CSR actions that benefit children and many have requested direct support from UNICEF in guiding those actions.

UNICEF key activities including Children’s Day, Child Labour Day, World Breastfeeding Week, World Pneumonia Day were promoted through media outlets by organizing project site visits, facilitating photo coverage and TV footage and utilizing both web-based and traditional media. Such exposure increased the social media fan base, website and blogpost views as well as audience and social media engagement. The digital communication strategy was implemented, meeting the targets for monthly page views and homepage bounce rate. The social media fan base was close meeting the 2,000 target, having reached 1,950.

The media and advocacy strategy was designed in cooperation with EAPRO. The priorities are communication for development across all programmes (to both beneficiaries and service providers) reaching decision-makers, from public and private sectors, building a network of journalists with an interest in children’s rights, sharing knowledge with partner organisations. The advocacy strategy priority areas were identified in consultation with programme staff and the strategy will be implemented in 2015.

The 25th anniversary of the CRC and key advocacy events such as Flying High for Kids provided windows of opportunity to acknowledge achievements towards guaranteeing child rights and MDGs while also highlighting disparities and the unfinished agenda and disseminating key communication materials for the public at large.

OUTPUT 1 By the end of the 2016, national capacity is strengthened in policy dialogue and advocacy for CSR and business practices that respect and support children’s rights.

Analytical Statement of Progress:
The Child Rights and Business Principles national release co-hosted with Save the Children, the NAC and the Mongolian Chamber of Commerce, was a significant step towards engaging and building alliances with the private sector to maximize the business community’s potential to
advance child rights. As a result, UNICEF initiated dialogue with selected large and medium-size companies in Mongolia to implement CSR actions with direct benefit for children. As a result, UNICEF initiated dialogue to pursue a longer-term approach with selected large and medium-size companies in Mongolia to implement CSR actions with direct benefit for children.

Under the umbrella of the global UNICEF-ING Bank partnership, UNICEF provided technical assistance to ING bank in identifying CSR projects in accordance to their corporate goal of supporting education. This collaboration resulted in the establishment of a public-private partnership between ING and local authorities to expand access to pre-schools in Nalaikh (central). ING provided an initial capital investment for additional classroom space and the local authorities have assumed the recurrent expenses.

Under the UNICEF-Parliamentary Women’s Caucus MoU, signed in 2012, MPs (Members of Parliament) were publicly engaged in different occasions to promote child rights. This included addressing the declining exclusive breastfeeding rates: in 2010, nearly 60 per cent of children were exclusively breastfed for the first six months, but by 2013 this had declined to less than 50 per cent. MPs participated in the World Breastfeeding Week campaign advocated for exclusive breastfeeding for six months at the community level and through appearances to reach out to young mothers, decision-makers and employers. UNICEF also partnered with members of the Government, MP’s, NGO’s and activists to promote inclusive education for children with disabilities through the Flying High for Kids initiative, which catalysed attention in both central and peri-urban Ulaanbaatar.

**OUTPUT 2** Increased coverage of children's issues from a child-rights perspective in the media (newspapers/radio/TV).

**Analytical Statement of Progress:**
UNICEF invested in the development and implementation of its digital communication strategy and prioritized the creation of content for social media platforms given an accelerated information technology (IT) penetration (increasing 14 percentage points from 2010 to 2013). The Facebook fan base reached 1950 in 2014 (from 732 in 2013), monthly page views including Blogger page increased to 4,400 reaching the 2014 target, a Twitter account launched in September successfully engaged and reached social media influencers through re-tweets (over 3.3 million audience reached at one event). Eight human-interest stories (one featured on the UNICEF global website) and regular expert blog posts on programme areas received local and international media attention, particularly through Facebook, contributing to increase knowledge of UNICEF’s work and child issues.

UNICEF together with partner organizations, designed a comprehensive approach to the CRC@25 with a mix of large-scale and targeted events and activities. Among them, the Activate Talks focused on violence against children and Mongolia’s first national 24/7 free Child Helpline. The talks actively engaged social media audience, and saw followers grow 78 per cent.

With the Press Institute, UNICEF monitored nine major traditional and online media outlets to analyse the coverage and reporting on children and children’s issues. Based on these results, UNICEF has been working to strengthen the media’s capacity in advocacy and communication for child rights and editorial standards for reporting on children. UNICEF also worked with NAC to develop a communications plan for family and children’s issues.
UNICEF promoted better understanding of, respect and support for children’s through social and traditional media and information activities during key calendar events in 2014 such as Children’s Day, Child Labour Day, World Breastfeeding Week, CRC anniversary, in cooperation with partners. UNICEF launched the global communication initiative on Violence against Children in Khuvsgul (north).

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:
As a result of the Government of Mongolia-UNICEF Mongolia 2014 mid-term review, the Child Friendly Community programme sharpened its focus on evidence-based legislation, policies and budgeting to ensure that child equity permeates all local planning processes and service delivery in the UNICEF geographic focus areas.

With UNICEF technical assistance, the local governments of Khuvsgul province (north) and Nalaikh (central) developed and adopted their child friendly strategies informed by CFC community assessments and 2013 Social Indicator Sample Survey findings. The CFC strategy became the main planning and monitoring tool for child rights at the local level, also setting accountability targets and responsibilities. Following the governance indicators within the CFC strategy and UNICEF’s advocacy, local level parliaments legally adopted benchmarks for budget allocations for children’s needs, reaching 17 per cent in Khuvsgul province and 19 per cent in Nalaikh district. These communities are progressively working towards adopting multi-sectoral child well-being indicators.

In the CFC communities UNICEF’s integrated programmatic interventions included leveraging local government resources, using data analysis and innovation to reach the hardest-to-reach and setting quality standards for service delivery. This significantly contributed to increased access to ECE (7.0 per cent in Nalaikh district and 1.0 per cent in Khuvsgul province); decreased child mortality rates compared to 2013 levels (infant mortality decreasing by 28 per cent in Khuvsgul province and by 0.7 per cent in Nalaikh district while under-five mortality decreased by 32 per cent in Khuvsgul province and by 24 per cent in Nalaikh district compared to 2013 levels); and increased coverage of nutrition services (30 per cent in both GFA).

UNICEF’s continuous support to the national Expanded Programme of Immunization contributed to a major 2014 national achievement: Mongolia’s “measles free” certification. Mongolia is one of four countries in the western Pacific region and the only middle-income country achieving the status.

At the policy level, UNICEF contributed to the development of national policies and programmes on early essential newborn care, early childhood education, nutrition, and communication for development. UNICEF’s emphasis was on addressing disparities in basic child well-being indicators by providing key and strategic expertise, integrating international standards and ensuring that new policies incorporate an explicit equity focus.

In partnership with local authorities and the private sector, UNICEF pursued and implemented innovative approaches for service delivery. The mobile-Health strategy gained momentum in 2014, disseminating text messages on antenatal and newborn care to 1,475 pregnant women and mothers in the UNICEF GFA; while the collaboration with ING Bank resulted in a public-
private partnership in Nalaikh district that helped increased access to two ger-kindergartens in the Nalaikh district, reaching 50 children.

**OUTPUT 1** 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:**
UNICEF supported the MoH in developing and approving the EENC national plan and clinical guidelines. The plan includes system strengthening elements, revision of quality care standards and training programmes, building supportive environment and a monitoring and evaluation framework. Its roll-out included capacity building of 280 health workers in six maternity homes of Ulaanbaatar (central) and the GFA. These maternity homes have UNICEF Mongolia-provided Internet Protocol cameras for consultation and self-monitoring/training, providing an evidence base for implementing EENC nationwide and developing the Maternal and Child Health Centre into an EENC Centre of Excellence. In total, 10,547 newborns in Ulaanbaatar (central) and GFA (12 per cent of total newborns) benefitted from EENC.

The UNICEF-supported Formative Research on Preventable Child Deaths from Pneumonia, Diarrhoea and Newborn Care led to key insights on community and family behaviours, attitudes and practices on young child health, bottlenecks and solutions. Findings and policy recommendations informed the National C4D Strategy on Pneumonia, Diarrhoea, Newborn Care and Injuries; the national EENC strategy and local C4D strategies for the GFA. A UNICEF-supported World Pneumonia Day campaign reached over 60 per cent of the population through TV and 61,710 parents via social media.

The REDS strategy integrating health and nutrition services benefited 2,221 children, 61 per cent of all target population in Khuvsgul (north) and 2,149 children, 20 per cent of all target population in Nalaikh (Ulaanbaatar, central). Based on the REDS evaluation, the Government agreed to develop policy guidance to make the strategy as an integral part of primary health care.

Designed in 2013, the mHealth approach is operational at two levels: disseminating health text messages on antenatal and newborn care to 1,475 pregnant women in the GFA and monitoring the status of cold chain management.

The reduction in Government budget allocations affected the replication of REDS strategy in new geographical areas.

**OUTPUT 2** 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:**
With UNICEF technical support to the Ministry of Education and Science (MoES), the locally tested *mobile-ger-kindergartens* for children unreached by ECD programmes was approved and adopted for implementation.

The programme increased ECE enrolment by 2 per cent, from 77 per cent (2013) to 79 per cent (2014) and provided an evidence base to include and finance the expansion of alternative ECE training programmes within the Government pre-school policy. UNICEF’s support to increasing access to ECE benefitted 2,700 (47 per cent of the total number of children out of
ECE) children in the Khuvsgul (north) and Nalaikh (central) through provision of alternative programmes.

UNICEF and the Mongolian State University of Education supported capacity building interventions and application of active learning methodologies in ECE services. As a result, 50 per cent of all kindergarten staff including teachers, managers and support staff improved their teaching methodologies (including on ECE for children with disabilities), learning environment and approaches in line with child-friendly guidelines. With UNICEF technical assistance, Khuvsgul (north) and Nalaikh (central) Education Departments conducted capacity building and self-monitoring activities based on application of the child friendly kindergarten guidelines and school readiness in the family. With UNICEF technical support, local authorities applied guidelines and indicators for child-friendly kindergartens in 70 per cent and 60 per cent of the kindergartens in Khuvsgul (north) and Nalaikh (central), respectively, improving the planning capacity of teachers and managers.

With technical assistance from UNICEF, the MoES validated the East Asia Pacific-Early Childhood Development Scales tools for national research on child development, policy decisions and investment to narrow developmental gaps related to geographical, family background and other factors.

Less than 4 per cent of the state budget for the pre-school education was spent on early childhood education alternative training programs due to insufficient Government funding allocations for ECE. This affected the expansion of alternative programmes, particularly in rural areas.

OUTPUT 3 In the focus areas, the number of disadvantaged families utilising quality basic social services is increased by at least 50 percent.

Analytical Statement of Progress:
The Khuvsgul province (north) and the Nalaikh district (central) - the first two communities in the country modelling a Child Friendly Community (CFC) approach - approved their CFC strategies with parameters for accountability in the delivery of basic social services through monitoring of benchmarks and mobilization of local financial resources. Following the CFC governance indicators, 17 per cent of the Local Development Fund was allocated to children’s needs in Khuvsgul province and 19 per cent of the LDF in Nalaikh district.

In addition to indicators on child-friendly governance and social services, the CFC strategies incorporated specific indicators for inclusion of children with disabilities in local policy and planning. With the support of UNICEF on introducing human-rights and social model of disability, the Geographic Focus Area governments adopted an incremental approach including capacity building for inter-sectoral teams, support to parents, public awareness raising and access to basic social services. The inter-sectoral teams provided advice and referrals to social services to 474 children with disabilities in the GFA, while 60 parents joined the support groups and improved their child-rearing capacities.

UNICEF provided technical assistance to the General Office of Social Welfare and Services in rolling out the training and assessment methodology of the Household Development Programme reaching 14,000 poor households. The assessment findings informed the local government plans in support to these vulnerable families, through access to social services, employment, skills training and access to land.
UNICEF led a group of specialists in developing a parenting handbook on child survival, development and protection. UNICEF-designed key messages were integrated into the Family Empowerment Education Package and a Parenting Handbook reaching about 7,000 parents, including parents of children with disabilities.

The capacity of social services to deliver quality services to the most disadvantaged children in the GFA was constrained due to continued rural to urban migration. In addition, the current State budget reduction prevented an increase in the funding for community level health and education services.

OUTPUT 4 Effective emergency preparedness measures are in place and clusters are activated in a timely manner in line with UNICEF’s Core Commitments for Children in Emergencies.

Analytical Statement of Progress:
Although the National Emergency Management Authority indicated that 96 sub-provinces (of 315) in 18 provinces (of 21) experienced harsh winter conditions, the Government did not declare an emergency. In dzud situation areas a joint assessment was conducted by WHO, UNICEF, UNFPA, Save the Children, MoH and NEMA., including field testing and revision of the existing assessment tools and concluded that there was no emergency situation. Humanitarian organizations as well as the MOH assisted affected families with essential medicines, nutrition supplements, and health workers were trained on the use of supplies. UNICEF’s stockpile of health and nutrition items were distributed in the affected areas reaching 2,500 affected families.

UNICEF in collaboration with NEMA and Mongolian Red Cross Society trained 66 social workers and 14 child representatives who then undertook emergency preparedness support to 60 per cent of vulnerable families in Khuvsgul and 37 per cent vulnerable families in Nalaikh.

All 33 schools and 37 kindergartens in Khuvsgul drafted their emergency preparedness plans with support from UNICEF and the local emergency agency. At least one education management staff member from each school and kindergarten in Khuvsgul received training on education EPR training. Dormitories and kindergartens in five soums of five provinces with dzud conditions received emergency supplies such as children’s story books and training materials.

UNICEF worked with UN agencies, NEMA and humanitarian agencies to ensure that EPR activities were incorporated into all programme areas. UNICEF co-led five of twelve clusters in Mongolia: WASH, Education, Nutrition, Logistics and Telecommunications clusters and the Child Protection Sub-Cluster. Except for the Telecommunication cluster, all other UNICEF-led clusters updated their contingency plans. UNICEF assisted the MoH for the preposition of micronutrient supplements for 1,341 children and 4,233 pregnant and lactating mothers, and antibiotics for 3250 children with pneumonia and diarrhoea.

OUTPUT 5 By the end of 2016, at least 75 per cent of the most vulnerable and disadvantaged children and women benefit from high- impact preventive nutrition interventions in Khuvsgul and Nalaikh and evidences from pilot programme inform definition/update of policy actions.

Analytical Statement of Progress:
UNICEF Mongolia provided technical support to the drafting of the Infant and Young Child Feeding Strategy and the National Nutrition Action Plan, which will be endorsed over the first quarter of 2015. Following Cabinet approval, the Government will allocate resources for its implementation in 2015. To address persistent high rates of vitamin A and D deficiencies, UNICEF technically supported the development of a Health Minister’s Order revising the
regulations on vitamin A and D supplementation to increase coverage of Vitamin D supplementation for children under 3 years old (previously targeted children under 2 years old) and cease Vitamin A supplementation during pregnancy according to the latest WHO recommendations.

UNICEF supported the delivery of the integrated package of nutrition services in Khuvsugul (north) and Nalaikh (central). This included counselling on maternal nutrition and IYCF, multiple micronutrient supplementation for children and pregnant and lactating mothers, growth monitoring and promotion, and management of acute malnutrition. The package benefited over 7,000 children and 7,700 pregnant and lactating mothers, with strengthened capacity of 304 (90 per cent) of targeted primary health workers on community-based IYCF counselling and supportive supervision. Following local-level integration of services, the MoH included it as part of the draft Infant and Young Child Feeding Strategy for nationwide implementation.

UNICEF collaborated with a Member of Parliament to spread strategic messages nationwide during the celebration of breastfeeding week that reached approximately 45,000 people through various communication channels, including 10 TV channels, two newspapers, five websites, and the UNICEF Mongolia Facebook page.

In addition, UNICEF provided technical support in development of the draft guidelines on nutrition services in emergency.

Due to the reduction in the Government budget allocations for nutrition, no funding was allocated for multiple micronutrient supplementation.

OUTCOME 4 Support development of family and community based interventions for children without adequate parental care for children in contact with the law and improve quality of care services for children in residential care facilities.

Analytical Statement of Progress:
In 2014, national primary and secondary education net enrolment rates reached 96 per cent and 93.5 per cent in the 2013/2014 academic year. These were a 0.8 per cent and 3.6 per cent increase, respectively compared to 2012/2013.

UNICEF’s policy contribution was evident with the inclusion of child friendly school indicators in the locally-developed CFC assessment tools in the two GFA, which also incorporate all quality dimensions and are now operationalized. All 38 schools in the GFA are implementing the CFS initiative, with 32 schools already focusing on inclusion of children with disabilities and improvement of learning conditions in schools and dormitories. In addition, capacity building on education financing helped improve the efficiency of public expenditure on education.

Resulting from high level advocacy and technical assistance in relation to WASH in schools and kindergartens, the “National Standard on WASH in Schools, Kindergartens and Dormitories”, “National Standard on On-site Sanitation Facilities (Technical Requirements)” and “Guideline for Construction of On-site Sanitation Facilities” were finalised for approval. The scaling/mainstreaming of these standards and guidelines will increase equitable access to WASH facilities, leading to increased quality of education and child friendly schools.

UNICEF’s service delivery role contributed to setting quality standards based on good practices from high-impact interventions. These included the innovative design to provide lower-cost, high-quality WASH solutions to schools which often lack indoor sanitation facilities, exposing
children to hazardous temperatures when using outside facilities, using a discarded shipping container to provide indoor flushing toilets and hand washing facilities. The transformed container can be attached to buildings without expensive and cumbersome renovation or sacrificing classroom space. In 2014, UNICEF installed eight WASH container houses with models for girls, boys, schools and dormitories. The container is undergoing testing through the winter and UNICEF Mongolia is engaging private companies to scale-up this approach through CSR.

Capacity strengthening of school social workers, doctors and teachers increased the quality of health education and psychological counselling service in all schools within the GFA. In addition, child development centres in all schools within the GFA are operational and fostering child participation.

Through capacity strengthening of including social workers, academic managers, school principals, dormitory teachers and class tutors on the implementation of child protection policies and procedures, schools have improved protective environments. In the GFA, over 60 per cent of the schools are implementing the policy and advancing the violence-free school concept and approach, and on appropriate communication with children.

**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 assistance, the Mongolian National University and the local Education Department completed a large-scale mapping exercise of out-of-school children in 24 sub-provinces in Khuvsgul (north). Specific recommendations include the improvement and revision of the identification and targeting strategy for out-of-school children to reduce school drop-out cases.

In partnership with the Nalaikh (central) Non Formal Education Centre, UNICEF demonstrated the use of a new methodology for individualized learning and development with teacher’s facilitation, benefiting 130 out-of-school children (33 per cent girls). This new methodology enables children to learn at their own pace with self-learning approaches.

UNICEF supported the implementation of an inclusive education project in two mainstream schools in the GFA. This was undertaken through capacity building training on inclusive approaches for partners, including parents of children with disabilities, and establishment of a learning and recreational centre benefiting over 40 children with disabilities. These two schools are operating as guiding centres for other schools to support inclusive education for children with disabilities. The Nalaikh (central) Non-Formal Education Centre has operationalized WASH facilities, recreational and rehabilitation rooms for children with disabilities.

With the Institute of Education, UNICEF supported capacity building interventions and development of learning materials for Kazakh and Tuva students and teachers from the Bayan-Ulgii province (west). These contributed to improved learning achievements in their mother tongue and Mongolian language subjects for children from ethnic minorities. Two UNICEF-supported studies on mother tongue and Mongolian language learning achievement of ethnic minority children in the Bayan-Ulgii province (west) are informing the MoE planning and implementation of further interventions for ethnic minority teachers and students.

Despite efforts by schools at local levels to enrol children with disabilities in mainstream schools
and non-formal education centres, physical facilities at almost all schools are not adequate to support their enrolment.

**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:**
UNICEF led the technical process of developing national policy documents “Minimum Requirements on WASH in Schools, Dormitories and Kindergartens”, the “National Standard on On-site Sanitation Facilities (Technical Requirements)” and “Guideline for Construction of On-site Sanitation Facilities” based on UNICEF global good practices. These policy documents are in the final Government approval stage, and will help ensure the sustainability of WASH services already implemented in the GFA, while also providing the enabling environment to advocate for further facilities in schools, dormitories, kindergartens and at community level.

Within this process, UNICEF supported the participation of high-level decision makers in the High Level Meeting on “Sanitation and Water for All” in Washington DC. In this forum, the Mongolian delegation committed to ensure appropriate budget allocations to improve WASH indicators and promote accountability.

About 10,000 children within schools and kindergartens (approximately 55 per cent girls/45 per cent boys) in the GFA gained access to improved water and sanitation facilities through construction of innovative indoor and outdoor sanitation facilities and new ground water wells. The UNICEF-designed innovative WASH Container House uses a discarded shipping container and transforms it to provide indoor flushing toilets and hand washing facilities. The container was attached to six kindergartens without expensive and dangerous renovation, reaching 180 children in the GFA. More than 12,000 school children (approximately 55 per cent girls/45 per cent boys), received information on improved hygiene and sanitation practices.

UNICEF supported the local government in the development and implementation of water safety plans to ensure access to safe drinking water and operational maintenance in 12 rural districts in Khuvsgul, benefiting school children and their local communities (approximately 60,000 people). Following the roll-out of the plans, local authorities included budget allocations for the scaling of these plans to 12 additional sub-provinces through the LDF.

**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:**
UNICEF, along with different stakeholders, including Government, NGO networks and academia, provided technical support to the development of the first Government programme for adolescent development for children between the ages of 10 and 14. The programme builds adolescent’s essential life skills with the involvement of parents and family members with guidance from trained school social workers. It reached 93 per cent of all 10-14 year old children in Nalaikh (central) and 80 per cent in Khuvsgul (north).

UNICEF partnered with the Child and Youth Participation Network of NGOs to strengthen capacity for fostering child participation in school-based programmes such as eco-projects, peer-to-peer injury prevention for small children and journalists clubs, reaching over 30,000 children.
In response to a move towards the integration of health education, UNICEF and partners (UNFPA, WHO and other government and non-government agencies) initiated evidence-based advocacy efforts based on international practices to support maintenance of health education as stand-alone subject in schools.

Adolescent mental health has emerged as a significant concern in Mongolia, with 21.3 per cent of 13-15 year-old students seriously considered attempting suicide during the past 12 months and 9.1 per cent actually attempted suicide once or more during past 12 months. To address these mental health concerns, UNICEF partnered with the Metropolitan Health Department to train all 130 social workers, along with doctors and selected health teachers from all schools in the geographical focus areas on primary level psychological counselling.

UNICEF provided technical assistance to finalizing the costing of the MoH National Strategic Plan on AIDS and for the development and approval of the Global Fund to Fight AIDS, Tuberculosis and Malaria national proposal 2015-2017 on HIV prevention, which is scheduled to start in 2015.

Programme experienced some coordination challenges due to the changes of key Government counterparts.

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:
To strengthen the child protection system, UNICEF’s work focused on the complex interaction between the protective environment elements that include policies, legislation and social norms.

Resulting from UNICEF’s advocacy and critical technical expertise for a stand-alone child protection law, the Cabinet endorsed its Concept Note, which proceeded to the drafting stage.

Mongolia launched its first-ever nationwide, free, 24/7 child helpline to reduce child abuse and strengthen the child protection system. The Government, World Vision, a telecom company and UNICEF partnered to establish the three-digit number, which has received over 80,000 calls. Of these, over 30,000 are about child protection concerns and child rights violations. UNICEF provided technical assistance for appropriate response, referral mechanisms and casework of calls at national, sub-national and community levels.

Given the extent of violence against children in the homes (47 per cent) and the low population density, outreach is a vital intervention to tackle violence against children. In response, UNICEF supported the establishment of multi-disciplinary teams (MDT) in the geographic focus areas which are now operational in all the GFA communities through Governors decrees. UNICEF supported the capacity strengthening of these teams as a community-based child protection mechanism for prevention and referral, as well as MDT-led prevention and outreach initiatives for behavioural change. These included Training of Trainers on positive disciplining for volunteers who disseminated the messages to over 12,000 families through community events, home visits and a communication campaign in Khuvsgul (north).

UNICEF technically assisted the Government in clarifying the objectives and key provisions of the Optional Protocol on Communications Procedure, and continued to advocate for its ratification. UNICEF also supported the preparation of the Cabinet-endorsed draft CRC report.
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:
The office continued to strengthen its programme management and operations systems to effectively support governance and oversight of office structures, human resources, financial management, information technology and procurement processes.

A two-day retreat was conducted in March to finalize the Annual Management Plan, taking into consideration the shifting social, economic and political environment. The terms of reference and updated membership for office management committees, Table of Authority and risk matrix were finalized.

Of the eight AMP priorities, six were completed and two are on track for completion in the first quarter of 2015. These are operationalizing the Business Continuity Plan and preparing a Resource Mobilization Plan. The office achieved two out of three indicators in strengthening the BCP. The telephone tree and SMS systems were tested, a secondary internet connection was established and wireless access was installed. Critical staff were provided laptops to facilitate access during emergencies. The office initiated the process of establishing an alternative work location, with challenges emerging to find a secure location with the required facilities, and negotiating with external parties.

The resource mobilisation target of every programme output securing at least 50 per cent funding for 2015-2016 was met in 10 out of 13 outputs. Fundraising efforts are ongoing to meet the funding gaps. The office strengthened its key donor messages and submitted targeted proposals for UNICEF global Thematic funds, to UNICEF National Committees, and to public sector donors for 2015-2016 funding. The key challenge was addressing the uneven distribution of donor funding received among the outputs.

The Memorandum of Agreement between the Government of Mongolia and the UN on the provision of the new UN House was formally signed in September. The Memorandum of Understanding on Common Premises among UN Agencies was signed in October. In 2014, UNICEF contributed US$161,743 for its share of the UN House costs, a six per cent decrease from US$173,084 in 2013. While this contribution was considerable, the office achieved time and cost savings from participating in common premises and services. In comparison to the open market rental costs, UNICEF achieved savings of approximately US$174,000 by being a resident of UN House, and a similar analysis conducted on shared common services yielded savings of approximately US$25,400.

Given the staff composition where nearly 40 per cent of staff have been with UNICEF for less than five years, it was a challenge to ensure that the relatively new team are fully familiar with the organization’s policies and processes.

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 there were 11 Programme Coordination Meetings and 8 Operations Team meetings.

The Joint Consultative Committee (met 3 times to discuss issues on the Efficiency and Effectiveness, the Global Shared Services Centre initiative, the Change Management Task Force, staff recruitment, comprehensive local salary survey results, office space improvements, office retreat and staff welfare.

The Table of Authority was updated twice, in April and August, to reflect appropriate levels of authority and signed by the Head of Office. Each staff signed an acceptance of delegation letter to formally acknowledge the roles assigned.

The office successfully migrated to Office 365 applications and Lync is widely used for all internal meetings. An upgraded service plan was negotiated with the mobile network service provider, allowing complimentary calls within the same network and discounted rates for data communications. UNICEF led the inter-agency process in installing a common PABX system serving agencies accommodated in UN House to achieve cost savings and improve the efficiency of the telephone system.

**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:**
The most concrete achievement in strengthening financial management systems was the progress made towards HACT compliance. The office led the UN inter-agency HACT Working Group, initiated an inter-agency Assurance Plan and conducted the procurement process for a third-party service provider for micro-assessments. 2014 marked the first year of HACT assurance activities and by year-end, the office conducted 28 spot checks and nine micro-assessments, representing 100 per cent completion of the spot checks and assurance plan.

Five financial management capacity assessments were conducted for new Implementing Partners. A HACT refresher training was conducted for implementing partners in Khuvsgul, and spot checks and micro-assessments were conducted for the first time.

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 86.6 per cent from January to December. As of year-end, UNICEF Mongolia received US$218,480 back 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 in 2014 amounted to a gain of US$16,120.

In April, the CMT approved a decision to encourage staff members in volunteering to take economy class for all official travel. Since implementation of this office decision, UNICEF Mongolia saved approximately US$47,000 in travel costs. The actual total amount spent on
economy-class airfare was US$27,600, compared with US$74,700 for the same tickets on business class.

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

Analytical Statement of Progress:
Staff changes included the posts of Representative, Operations Manager, Communication Specialist, temporary Programme Assistant and Operations Assistant. The average total recruitment time was three months for local positions. The office comprised four international positions and 30 national positions, with 67 per cent female and 33 per cent male.

The office underwent two PBR submissions, the first was linked to the creation of the GSSC and the second to the Mid-Term Review. In order to support the discussions on refinements to the staffing and structure, a Change Management Task Force was formed to help facilitate an open and transparent process. As a result of the approved PBR changes, the post of Senior Programme Assistant-HACT was established, while the posts of Senior Finance Assistant, WASH Specialist and Programme Assistant-Child Friendly Community were abolished.

Staff PER discussions and PAS completion were regularly monitored by the office human resources team and reviewed by the CMT. The completion rate for the 2013 Phase Three PAS was 97 per cent by the end of February and the completion rate for the 2014 Phase One PAS was 100 per cent by the end of March.

Recruitment for staff, Temporary Appointments (TAs) and individual consultants underwent a competitive selection process, with no single or sole-sourced selections. Twenty individual contracts and 18 institutional service contracts were issued to support programme implementation. The office hosted two Australian Red Cross volunteers, one Communication Officer and one Disaster Risk Reduction Officer. The office released its Supply and Logistics Assistant for a three-month deployment to support the Level Three emergency in Iraq.

An Emergency Preparedness and Response training and an Ethics refresher were conducted for all staff, in addition to individual learning activities. Approximately US$20,000 was spent towards office learning, individual staff development and staff well-being.

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 was further strengthened with the Khuvsgul office, with 17 field trips organised, including three focused on operations. Discussions in preparation for the MTR, annual review and multi-year work plans were conducted in Khuvsgul with key partners in July and December, respectively.

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. Although the supply component was considerable in relation to the overall office throughput, this was planned and implemented in a highly strategic way, to help launch services which will then be scaled-up and demonstrate high quality models for replication.
Procurement work processes were reinforced and appropriate segregation of duties in VISION were strongly implemented. The capacity of the Contract Review Committee members and secretariats was strengthened to ensure proper review of contract submissions. In 2014, there were 10 cases submitted to the Contract Review Committee. A consolidated supplier database and monitoring system was initiated, with a challenge found in populating and maintaining the data in a systematic way.

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 2014, the management of the Khuvsgul office was further strengthened through quarterly calls between the Operations team and the Khuvsgul office to ensure the office was operating effectively. ICT equipment and systems, including desktop/laptop computers and telephone/mobile communications, for the Khuvsgul office were upgraded. The Khuvsgul office participated in All Staff Meetings and PCMs via Lync. All field visits and programme assistance, including capacity building of counterparts, were coordinated through the Community Development Officer based in Khuvsgul.

In May, the only UNDSS-approved domestic airline filed for bankruptcy and since then, all trips to the Khuvsgul outpost office have been by road and taken two days in each direction. According to the MOSS for Mongolia, any road travel exceeding 150 kilometres outside the capital city is subject to a mandatory two-vehicle rule. In order to maximize the efficiency of field trips, the CMT endorsed an office practice requiring at least five staff traveling together on each field trip. In doing so, this encouraged better planning between programmes and more effective use of office vehicles to support field visits. The office purchased a new vehicle for the Khuvsgul office, with a new GPS system installed, to support the additional burden on road travel.

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

Analytical Statement of Progress:
The total supply component was US$1,851,608 or 32 per cent of UNICEF Mongolia’s programme throughput of US$5,767,056. The breakdown of the supply component was: programme supplies at US$573,141, operations supplies at US$86,775, services at US$238,960 and construction services at US$952,732.

With increased emphasis on contract management at the Operations, PCM and CMT level, there was significant improvement in the timely procurement and completion of WASH construction, which was crucial given the limited construction period in Mongolia due to extreme weather conditions.

A total of 109 POs and three LTAs were issued in 2014 and of this, local procurement comprised 75 per cent of supply assistance.

The finalization of the supply and services plan was a challenge, as with previous years. While the supply and services plan was routinely monitored during PCMs and fully implemented, the majority of procurement occurred during the third and fourth quarters. Due to the difficult weather conditions and restrictions in air travel, the scheduling of regular supply monitoring trips was an added challenge. In order to address this, there was increased coordination between
programme visits and supply monitoring trips, and strengthened capacity of the Khuvsgul office to conduct the supply monitoring visits.

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