Executive Summary

Mongolia continued to enhance its very vibrant democracy and strengthen its role in the global arena. While the economy continued to grow at a double-digit pace, over-optimistic projections on the economic front are under revision. An ambitious projected budget will require adapting to ensure consistency with a weaker-than-expected revenue stream and potential measures could negatively impact the provision of social services.

UNICEF continued to sharpen its equity focus to ensure all children have equal opportunities to reach their full potential in a country context characterized by sparsely populated areas, internal migration, accelerated urbanization, severe weather conditions and a fast-growing economy highly dependent on the mining and agriculture industries that has not fully met the expected poverty-reduction effects.

Achievements of the year included increased Early Childhood Development (ECD) coverage, access to social services and accelerated under-five mortality rate (U5MR) reduction in the UNICEF focus areas; expansion of the Reach Every District Strategy (REDS) by the Ministry of Health (MoH) and an agreement of local parliamentarians in the Khuvsgul province to allocate the local development fund for child-related community needs, as a result of a UNICEF-Ministry of Finance (MoF) training on child-sensitive budgeting.

A significant shortfall was linked to the country’s economic situation, as budget cuts affected UNICEF and MoH efforts to include the provision of micronutrients in the State budget, which is of particular importance as nutrition indicators continue to lag behind in Mongolia. In the coming years, UNICEF will develop strong evidence-based arguments/policy documents that will back proposals and make an effective case to the MoF in order to secure budget allocations for nutrition and will better reflect the country-specific challenges related to nutrition in the Mid-Term Review (MTR) process. Finally, lack of institutional follow-up mechanisms hampered the Office's efforts to capitalize on the momentum generated by several initiatives in order to translate them into concrete actions.

The most successful partnerships forged in 2013 included the signing of an Memorandum of Understanding (MoU) with the Parliamentary Women’s Caucus that resulted in increased budget allocations for child health and legal reform related to child protection, a strengthened working relationship with the Prime Minister, resulting in several agreements including primary health care expenditure, expansion of the RED strategy, introduction of the Pneumococcal conjugate vaccine (PCV) and exclusive breastfeeding promotion. The Office also partnered with two non-traditional Ministries, the MoF and the MoM. With the MoF, the collaboration applied a child-lens to budget allocations at the subnational level as well as a national review of public expenditure for children. With the MoM, UNICEF is partnering to organize in 2014 a multi-stakeholder consultation that will result in a set of recommendations to tackle the emerging challenges related to the impact of mining on children. UNICEF developed two unconventional partnerships: with the most famous Mongolian artists who joined to produce a song to end violence against children, and with four telecom companies in Mongolia to deliver information on child health, also furthering APR through social mobilization.

In terms of management, UNICEF received no Key Performance Indicator (KPI) requests
Country Situation as Affecting Children & Women

Mongolia continued to enhance its very vibrant and dynamic democracy. The 2013 Presidential elections resulted in the uncontested re-election of the incumbent, Tsakhiagiin Elbegdorj from the Democratic Party for a second term in office, having obtained 50.25 per cent of the votes. Despite the narrow winning margin, there was no dispute on the results or social unrest.

In addition, the country is continuously strengthening its role in the global arena. Throughout the year Mongolia hosted and actively participated in a number of global initiatives. A few examples included the hosting of the seventh ministerial conference of the community of democracies, the hosting of the landlocked countries initiative and the World Economic Forum. As the country moves forward in its development, the UN plays a critical role in providing international experiences and best practices, as well as technical assistance through strong partnerships with key decision-makers and development actors.

While the economy continued to grow at a double-digit pace, over-optimistic projections on the economic front are under revision. For instance, early 2013 projections that showed a 14 per cent growth were adjusted to 11.4 per cent. The mining sector accounts for over one-fifth of the country’s GDP, exposing it to fluctuating commodity prices and the consumption patterns of its main markets. The Mongolian tugrik depreciated by 24 per cent and inflation fluctuated between 7.9 per cent and 9.8 per cent in the July – September period.

Legislative changes affecting foreign investment as well as tensions in relation to Mongolia’s largest untapped copper and gold mine (forecasted to account for 30 per cent of the country’s GDP in the coming years) marked the summer months, as FDI dropped by 40 per cent. As a response, an extraordinary session of Parliament resulted in the approval of a new investment law that is expected to boost FDI. The law ended the application of different rules for domestic and foreign private investors and sets stable tax periods, overturning two earlier laws.

In this context, some development partners are advocating for a curb on Government expenditure, as rising off-budget expenditure remains an area of concern and efforts are needed to ensure consistency between weaker revenue streams and an ambitious projected budget. As potential measures could negatively impact the provision of social services, the situation will require constant monitoring.

Mongolia’s fifth Millennium Development Goals (MDG) report (2013) showed that the country has achieved or is on track to achieve eight of the 24 targets, while seven more can be achieved with additional efforts. The targets that will be difficult to achieve include participation of women in politics and decision-making, integration of sustainable development principles into policies and reduction of air pollution in urban areas, development of the trade and financial system to favour MDG achievement and the negotiation of favourable terms to address the needs related to Mongolia being a landlocked country. Furthermore, Mongolia is one of the two countries in the world to have adopted a ninth MDG on human rights and democratic governance. Although there are difficulties in defining progress indicators and measuring mechanisms, the adoption of this
ninth goal prepared the country for the post-2015 challenges. The post-2015 agenda was widely discussed in Mongolia at the national and sub-national levels, including the Mongolian youth, Government and civil society. Emerging issues such as climate change, growing inequalities, urbanization and the unfinished business from the MDGs have featured prominently in the consultations.

Monetary poverty stands at 27.4 per cent at the national level. In urban areas, the poverty rate is 23.2 per cent but reaches 35.5 per cent in rural areas, with some provinces registering a poverty rate as high as 45 per cent. Although the last few years have witnessed a declining monetary poverty rate, inequalities continue to have a negative impact on children’s development. With the country having achieved impressive gains in several social indicators over the last decade, UNICEF advocates for increased efforts to reach the hardest-to-reach and improve the quality of the services children need to reach their full potential. Although on paper Mongolia has a number of policies, laws and regulations designed to favour the most disadvantaged, effective implementation mechanisms are yet to be strengthened.

In a unique setting characterized by a large and sparsely populated area in conjunction with severe weather conditions and a semi-nomadic lifestyle, the most disadvantaged children face significant hurdles to access quality social services.

The rapid and unplanned urbanization rate, driven by mining and the severe weather conditions, stands at 67.2 per cent and puts an additional strain in communities. With structures and budget allocations designed to serve a much smaller population, urban centres are now burdened with overcrowded health centres, classrooms and kindergartens. To cope with the population influx, schools and kindergartens in certain peri-urban areas have established up to three shifts per day in order to accommodate the growing number of students. In addition, communities experience increased stress as urbanization brings about exposure to risky behaviours and other consequences such as traffic accidents. Families often separate to ensure employment of at least one parent, causing psychological stress on their children. Meanwhile, those families who migrate together to mining sites are exposed to environmental and health hazards and parents are often forced to leave their children unsupervised for extended periods due to the demanding working schedules at mining sites.

An ongoing update of the Situation Analysis, as well as on-going studies and fact-finding missions seek to capture the multidimensional impact of mining in children and develop recommendations to mitigate potential adverse effects.

**Country Programme Analytical Overview**

With an upcoming MTR in 2014, UNICEF initiated preparation to adjust to a rapidly changing country context. Preparations included taking stock of recent developments through consultations and an updated *Situation Analysis*, (finalized by February 2014), the *social indicator survey* (first-time combined Reproductive Health Survey/Multiple Indicator Cluster Survey 9RHS/MICS to be finalized in 2014) and other studies in the 2013 Integrated Monitoring and Evaluation Plan.

Although over-optimistic projections circulated early in 2013 are being revised, internal projections show that the country is likely to slide into the Upper-middle income category before the end of the current country programme. With the *growing importance and*
visibility of Mongolia’s private sector, the MTR, using findings from the 2013 Corporate Social Responsibility (CSR) assessment, will analyse potential alternatives to engage with the business community through CSR, Public-Private Partnerships or other mechanisms to benefit and protect children in accordance to the “Children’s Rights and Business Principles” framework. Possible engagement with the Government may be necessary to enhance regulatory frameworks for the effective management of revenue streams, the strengthening of Government institutions and regulatory oversight to help the country capitalize on the benefits of the business sector for an economy-wide growth and development.

The MTR process will ensure follow-up mechanisms are in place to guarantee that the momentum built with Government partners is translated into concrete actions that favour children. With several laws and policies already in place to reach the most disadvantaged, UNICEF will focus on providing technical assistance to ensure appropriate implementation. In addition, capacity building efforts to guarantee sustainability of past and present interventions will be at the core of the second half of the country programme. This approach is consistent with the actions taken by in-country development actors who are visibly shifting from service delivery to capacity building.

Furthermore, the MTR process will also seek to tackle emerging issues surrounding the impact of mining on children. While recognizing the positive economic trends the development of the mining industry has had in the recent years, it also brings about other challenges for children related to unplanned urbanization, migration, risky behaviours, health, overcrowded social services, child protection and increased community and family stress. Analysis of the Child Friendly Community component of the country programme will ensure its adequacy to address these emerging trends.

Knowledge management, development of an appropriate communication strategy involving social media and data usage will play an important role in the coming years as UNICEF seeks to document achievements, lessons learnt and good practices from the programme implementation in the focus areas. Formulating clear policy documents that explain proven successful interventions along with their potential benefits and cost will allow for effective advocacy for their scaling up by Government counterparts at the national level.

In spite of the impressive gains the country has secured over the last two decades, public awareness and policies to improve the nutritional status of children are virtually non-existent. In the MTR, UNICEF will aim to reflect the country-specific needs in this area in the country programme.

Humanitarian Assistance
The Mongolian National Emergency Management Authority (NEMA) indicated that in 2013, 96 sub-provinces (of 315) in 18 provinces (of 21) experienced harsh winter conditions consistent with Dzud (extreme weather conditions including heavy snowing, sudden drop in temperatures and massive livestock deaths). This situation caused increased isolation of communities due to snow, restricting access to health and basic services, shortages of heating fuel, food, nutrition supplements and warm clothes supplies in hospitals, schools, dormitories and households. Coordination mechanisms were activated at the highest level and authorities were actively involved in assessments and responses at sub-national and national levels. The Government led preparedness directives and proposed a 50 per cent discount in the price of fodder and purchase of at risk animals to limit the impact on the livelihood of herders. The UN Humanitarian Coordination Team (HCT) met in early
January, received a winter situation brief from Government of Mongolia (GoM) representatives and discussed cluster preparedness activities. The Office worked closely with UN agencies, NEMA and other humanitarian agencies to ensure that emergency preparedness and response (EPR) activities incorporated into all programme areas. In addition, UNICEF is actively contributing to the HCT. UNICEF co-leads five of twelve clusters in Mongolia, namely the Water, Sanitation and Hygiene (WASH), Education, Nutrition, Logistics and Telecommunications clusters, and the Child Protection Sub-Cluster.

**Effective Advocacy**

*Fully met benchmarks*

UNICEF strengthened its effective working relationship at the highest level of Government, including with the Prime Minister (PM). Above the increased visibility his participation brings to UNICEF-related events, his personal engagement in child rights issues have set these as a priority in the public agenda. The National Council for Children (NCC), chaired by the PM is, at his request, developing institutional mechanisms to enhance inter-sectoral collaboration to guarantee child rights. The NCC, which met twice in 2013, will hold quarterly meetings at the request of the PM, who cleared 30 minutes in his weekly schedule to discuss child-related challenges and priorities with UNICEF and other child rights organizations. UNICEF engagement with the PM resulted in several agreements including the re-balancing of health spending in favour of primary health care, expansion of the RED strategy, introduction of PCV, exclusive breastfeeding promotion and holding of the national sanitation exhibition.

As Mongolia begins its decentralization, a local development fund (LDF) is available for local authorities to allocate according to priorities identified by the community. UNICEF capitalized on this recent development by engaging over one-hundred local decision-makers in workshops for child-sensitive planning and prioritization of this fund. In Khuvsgul, where over sixty decision-makers participated in the workshop, local parliamentarians agreed to use the LDF for child-related community needs.

The number of women in Parliament increased from three to 11 in the 2012 elections, leading to the creation of the Women’s Caucus. The signing of a MoU with the caucus in March 2013 allowed UNICEF to effectively engage at the legislative level. The caucus successfully advocated for increased budget allocations in the area of child health and leads the legislative reform processes to include improved safeguards for child jockeys and the drafting of the law on domestic violence, which will incorporate child protection provisions. UNICEF participates in these legal reform working groups alongside the caucus and to ensure the modified laws are in line with the CRC, CEDAW and other international standards. The launch of the 2013 SoWC provided an excellent setting to further engage with one of the caucus’ most prominent members (also Minister for Green Development) to advocate for the rights of children with disabilities.

At the height of the Presidential campaign, UNICEF and the National Authority for Children gathered and summarized children’s recommendations for presidential candidates, who signed a pledge to address all child-related issues as non-partisan.

A UNICEF statement on child jockeys was broadly supported by both international communities and civil society organisations (CSOs) and contributed to increase awareness of relevant Government officials. The statement, while fully respectful of Mongolian tradition, highlighted that the use of children as jockeys for the purpose of making profit
or entertainment is a violation of children’s right to protection from exploitation and places them in great danger. Following the statement, working groups for legal reforms with the participation of UNICEF, Government authorities and Members of Parliament have incorporated provisions in laws to guarantee the safety and protection of child jockeys.

Capacity Development

Mostly met benchmarks

A training of local decision-makers for prioritizing, planning and allocating the LDF, organized by UNICEF and MoF focused on the importance of investment in children and applying a child lens to participatory budgeting. With over one hundred decision makers from the focus areas, the workshop was an opportunity for MoF to clarify LDF guidelines and local authorities expressed challenges faced in its allocation. Following the workshop, Khuvsgul parliamentarians agreed to allocate the LDF for child development purposes.

UNICEF partnered with the National University to develop the Social Sector Budget Review. UNICEF technical assistance alongside a Steering Committee helped develop national capacity of academia and Government to gather and analyse budgetary allocations for children.

The introduction of tablets for large scale household surveys (MICS) strengthened national capacity in effective real-time and environmentally-friendly data collection and quality assurance. This is particularly so given the size of the country, its severe weather and sparsely populated areas. The initiative had a multiplying effect - technical capacity for the development of CSPro applications and use for data collection reached over 120 frontline workers, while also raising the data-collection standards of the research community.

Following the 2010 MICS, a second disability screening used multiple tools for cross-validation and for the application of these at different health service levels. Thirty researchers and disability experts from the NCMCH screened the disability status of over 600 children aged between 2 and 9 in Khuvsgul and Nalaikh. Application of the detection tools will be systematized and included as part of the trainings for service providers and medical students. The increase of detection and prevention services will further benefit Mongolian children.

UNICEF supported the establishment of an Online consultation centre at the Paediatrics department of the NCMCH. The centre is now connected with the paediatric wards of four hospitals in remote areas and will assist in the management by specialized paediatricians of NCMCH of complicated emergency cases of childhood illnesses.

To address low coverage rates of ECE services, UNICEF supported capacity development of teachers and parents on "Alternative training programs of early childhood education" and "Early childhood development in the family." The training included representatives from all soums in the focus areas. As a result, teachers and parents improved their capacities to implement the national curriculum for alternative training programs of ECE and support child development in the family. Through the establishment of UNICEF-supported initiatives, access to pre-school services increased by 4 per cent in Nalaikh and 10 per cent in Khuvsgul.

To promote child protection in schools, UNICEF supported the in-service training
institute to develop a tailored programme for dormitory teachers. Capacity building for these teachers, who at times single-handedly care for 100 children during the academic year, has in the past been overlooked. The training focused on strengthening dormitory teachers’ collaboration with social workers and tutors. It involved 233 dormitory teachers from eleven provinces and enhanced their knowledge and skills on methods for working with children, and families in provision of the needs-based and age-appropriate services.

**Communication for Development**

*Mostly met benchmarks*

Focus areas for Communication for Development (C4D) were development of the Integrated **C4D Strategy for Pneumonia, Diarrhoea and Newborn care (hereinafter “C4D Strategy”)** and **WASH with emphasis on handwashing**. With the dismantling of the traditional C4D partner, the Health Promotion Division in the Department of Health, UNICEF is actively building new partnerships.

The Office worked closely with the newly created Training and Communication Unit, at the National Centre for Maternal and Child Health (NCMCH). With UNICEF support, the NCMCH, primarily a clinical and research organization, is now giving importance to C4D. UNICEF is coordinating joint efforts by multiple partners in the development of the C4D strategy. Among these, the MoH and relevant agencies, local authorities, UNICEF East Asia and Pacific Regional Office (EAPRO), UNICEF New York headquarters (NYHQ) C4D unit, and two international research institutions.

In WASH, UNICEF has strengthened its traditional partnerships and building new ones. One significant and successful event was a joint **Sanitation Exhibition** organized under the initiative and auspices of the PM. This Exhibition increased public awareness on benefits of improved and cost-effective sanitation facilities and different technologies available. Reaching over 100,000 people, it was an excellent example of mobilizing different actors including Government and municipal agencies in different sectors, UN, local and international non-government organisations (NGOs), and, remarkably, the private sector, media and communities. Information demand on improved latrines was evident during exhibition.

**Global Handwashing Day (GHD) celebration** in Khuvsgul was another successful C4D intervention. The 2013 GHD Campaign in Khuvsgul was particularly successful in the active mobilization of Government agencies, children, communities and media. It reached 40,000 people compared to 24,000 in 2012. It included innovative activities such as a TV reality show/competition among children.

A recent unconventional partnership with the most famous Mongolian resulted in a song and music video to prevent **violence against children**. The PM participated in the launch of the song, along with other high-level authorities. The song and video are receiving regular airplay across the country and have over 6,000 views in two weeks on YouTube, Facebook and other social media outlets. The song is also available as a hi-tone and ringtone in all four mobile providers.

For internal capacity building, C4D sessions for staff were organized including the session with an NYHQ C4D Specialist. The Health Specialist, C4D Officer, Nutrition Officer, Khuvsgul Community Development Officer (CDO) and two counterparts participated in a C4D meeting in Bangkok.
C4D capacity of UNICEF staff and relevant counterparts improved significantly through several 2013 activities conducted for developing the C4D Strategy, including Strengths, Weaknesses, Opportunities, and Threats Analysis workshop, a C4D workshop facilitated by EAPRO and NYHQ, regional experience sharing meeting, and the formative research conducted to provide evidence for planning context-specific C4D Strategy.

The Formative Research conducted was a particularly successful capacity building exercise. UNICEF and NCMCH staff took part in the qualitative survey, for which the draft report of which is completed. In quantitative research, the Lot Quality Assurance Sampling (LQAS) was used for the first time in Mongolia. Around 35 officials from central and local agencies were trained in LQAS and successfully conducted the survey in the field. Based on their findings a C4D Strategy will be developed in early 2014 with the support of NYHQ C4D staff.

### Service Delivery

**Fully met benchmarks**

As Mongolia faces challenges in providing quality social services to disadvantaged and remote population, UNICEF developed a service delivery plan in which procurement and supplies hand-over would be prominent in the first two years of country programme implementation, allowing capacity building and technical assistance focus over the following three years.

The REDS initiated with UNICEF support, was expanded at the national level by the MoH in partnership with WHO and UNFPA. The REDS strategy contributed to U5MR reduction, with a decrease by 10 deaths in REDS aimags compared to 4.9 deaths per 1000 live births in non-REDS aimags.

The MoH continued to use UNICEF procurement facilities for vaccines, injections and sterilization equipment, laboratory supplies and rapid test kits, amounting to US$1.2 million. Supply procurement and institutional contracting accounted for 40.9 per cent of the US$6.99 million programme throughput in 2013. Based on the Emergency Obstetric Care (EMOC)/Essential Newborn Care (ENC) needs assessment essential supplies amounting to US$187,000 were procured for safe management of births in the most disadvantaged communities of the focus areas. These supplies included essential medicines, midwifery kits, antenatal delivery room furniture, emergency obstetric and child health equipment, cold chain equipment and information technology equipment for online consultations of remote hospitals with the NMCHC.

Establishing multi-sectoral teams of social workers in focus areas promoted integrated basic social service: 630 most disadvantaged families registered an improved access to health, education, and social welfare services. Access to social services and employment improved by 48 per cent in Khuvsgul and by 15 per cent in Nalaikh. Outreach of essential mother and child health services in focus areas improved for 90 per cent of the most disadvantaged children. Increased capacity of health workers in IMNCl resulted in delivery of health services for 60 per cent of the most disadvantaged children in the focus areas. Through the establishment of UNICEF-supported mobile-ger-kindergartens, access to preschool services increased by 4 per cent in Nalaikh and 10 per cent in Khuvsgul.

UNICEF provided essential nutrition commodities (micronutrient supplements for children
and mothers, child growth monitoring equipment, equipment for child nursing centre and nutrition counselling room) amounting to US$ 97,708.23. These reached the total target population of 17,878 children (with 70 per cent reported consumption) and 6996 pregnant and lactating mothers (with 63 per cent reported consumption) in the focus areas.

A UNICEF-supported report by the National Human Rights Commission highlighted that over 60 per cent of monastic boys had limited access to quality education. The study identified significant gaps in knowledge and awareness of child rights in religious settings, particularly in appropriate discipline for children, approaches to child health and hygiene and efforts to enable child participation. To support these children’s right to education, UNICEF supported trainings on non-formal education equivalency programme for over 160 monastic boys (20 per cent of the total) enrolled in religious studies at several Buddhist temples in various parts of the country.

For ensuring the local ownership and participation in the programme, UNICEF supported the establishment of the Children Council in Nalaikh, (chaired by the Governor), and a Programme Coordination Committee in Khuvsgul, (Chaired by Head of the Governor’s Office).

**Strategic Partnerships**

*Fully met benchmarks*

UNICEF engagement with the PM resulted in agreements including the re-balancing of health spending in favour of primary health, expansion of the RED strategy, PCV introduction and exclusive breastfeeding promotion. A Sanitation Exhibition organized by UNICEF and opened by the PM raised public and decision makers’ awareness on improved sanitation facilities and hygiene, reaching over 100,000 people with messages on sanitation and hygiene. The National Council for Children (NCC), chaired by the PM is developing institutional mechanisms to enhance inter-sectoral collaboration on child rights. The NCC will meet quarterly at the request of the PM, who cleared 30 minutes per week to discuss child-related challenges and priorities with UNICEF and child-focused organizations.

UNICEF partnered with the MoF on two fronts. The first, to develop the Social Sector Review. The MoF provided the budget data for analysis and chairs the Steering Committee that reviews the findings of the study. The second front was the organization of workshops on prioritizing, planning and allocating the Local Development Fund. The workshops in the two focus areas provided the MoF with the opportunity to clarify and update local authorities on LDF guidelines and, simultaneously, allowed authorities to give feedback about challenges, constraints and shortfalls in using the fund. The workshop introduced concepts on the importance of investment in children, child-sensitive planning and budgeting, participation and the development of a child-friendly community. In Khuvsgul, where over sixty decision-makers participated in the workshop, local parliamentarians agreed to use the LDF for child-related community needs.

In collaboration with the MoH and Asian Development Bank (ADB) and as part of the Office’s efforts to promote the Scaling Up Nutrition (SUN) initiative, UNICEF hosted an international workshop on “Addressing Stunting through Infant and Young Child Feeding (IYCF) and Maternal Nutrition Planning and Programming”. During the workshop UNICEF and MoH finalized an outline for a national IYCF strategy, which will constitute the nutrition policy framework for the coming years. As flour fortification
continues to generate debate, UNICEF, WHO and MoH partnered to hold a workshop to provide scientific evidence on the benefits of flour fortification.

As part of the Violence Against Children (VAC) campaign, UNICEF formed an unconventional partnership with the most famous Mongolian artists to produce a song and music video entitled “Ever Innocent Child.” The artists joined to deliver a simple but powerful message – to stand up and speak out to put an end to violence against children. These artists put aside their interests and worked across generations and musical genres to highlight child rights and mobilize the media and public, generating high-visibility public discussions around children. In addition to the song and music video being played over the country, they have over 6,000 views in two weeks on YouTube, Facebook and other social media outlets.

Another unconventional partnership forged with four telecom companies of Mongolia. Putting aside their competitiveness for market shares, these companies agreed to work together in the area of child rights. UNICEF is developing a strategy to ensure the most optimal use of SMS with information on child well-being.

**Knowledge Management**

*Mostly met benchmarks*

The Office used the four UNICEF Knowledge Management (KM) strategic areas as the basis to conceptualize and develop its activity plan. The primary focus of the plan is to improve the internal (organizational) and external (general public) KM systems.

The UNICEF Mongolia website, now upgraded to homepage 2.0, is regularly updated with current information. In addition, the unicef.mn domain was purchased and linked to the UNICEF Mongolia webpage in order to increase website traffic and search engine optimization.

The public social media outlets were set-up and are routinely maintained. The Facebook page content is mostly targeting local audiences, while blog post is mainly used for human interest stories. Flickr and YouTube channels accommodate links to photos and videos featured on the website or Facebook page. Website and social media traffic are summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly page views</td>
<td>2775</td>
<td>2144</td>
<td>3403</td>
<td>3396</td>
<td>3136</td>
<td>3260</td>
<td>2375</td>
</tr>
<tr>
<td>Social media fan base</td>
<td>0</td>
<td>424</td>
<td>464</td>
<td>555</td>
<td>630</td>
<td>651</td>
<td>689</td>
</tr>
</tbody>
</table>

Documentation of programme activities was supported by EAPRO, resulting in a global website feature of a UNICEF Mongolia story on WASH.

Initial improvements on internal KM are underway and focus on enabling easy access to information through the re-structuring of the Office exchange drive. The process included reassignment of folders and re-organizing folders as to avoid duplications. Access to hard copies of publication was improved through efficient archiving shelves and will be followed
Taking into account the number of high-impact interventions taking place in the focus areas of Khuvsgul and Nalaikh, a 2014 priority will be to document good practices and lessons learned capitalizing on the experiences of the last two years of programme implementation in the focus areas. The objective of these efforts will be to advocate for the scaling up of successful practices by local and national authorities, as well as other development partners.

**Human Rights Based Approach to Cooperation**

*Fully met benchmarks*

A report by the National Human Rights Commission in collaboration with UNICEF, UNDP and NGO partners highlighted that over 60 per cent of children living in temples and monasteries had limited access to quality education opportunities. The study identified significant gaps in child rights knowledge and awareness in religious settings, particularly in child protection and participation. It revealed that children are often subjected to corporal punishment and abide by internal rules developed for adults. In most religious settings, accommodations for monk children do not meet basic standards. For instance, reports included cases of 7-10 children living in a 12 sq. meter dormitory. Although advocacy efforts have yielded positive results mainly in delivering basic education services for these children, 2014 priorities will include further strengthening the partnership with religious communities to ensure key elements of basic education such as life skills, numeracy and literacy, are included in the education of monastic boys.

Horseracing, a traditional sporting activity in Mongolia, often involves children as jockeys. The use of children as jockeys for profit-making purposes is a violation of their right to protection from exploitation and harmful labour and places them in great danger. The number of injuries to children as result of horse racing is still of high concern (at least six deaths and 64 injuries in 2013), despite the fact that a legislative framework specifies the age of seven as the minimum age for child jockeys, requires the use safety gear, as well as insurance coverage. Having ratified the CRC and signed the International Labour Organization (ILO) Conventions 182 and 138, UNICEF’s position was that Mongolia must implement the protection principles stipulated in these international instruments. While fully respecting Mongolian traditions, UNICEF joined efforts with Government partners, Members of Parliament and other stakeholders to address the safety and protection of children. The Office supported the organization of a series of consensus-building consultations and development of legal amendments to improve existing provisions. Future initiatives will focus on improving the existing information database, reporting and monitoring system for child jockeys and raising awareness to change the cultural norms and public attitudes towards the issue. Context-appropriate strategies consistent with a human rights-based approach will be required to address these challenges.

With Mongolia’s **CRC report due in 2014**, the Prime Minister issued a decree assigning roles and responsibilities for its preparation. UNICEF supported the translation of harmonized and treaty specific guidelines; and provided training for relevant officials on these guidelines.

Following Mongolia’s signature of the **CRC Optional Protocol 3 in October**, UNICEF is working closely with the inter-ministerial task group for its ratification. The Optional Protocol was translated into Mongolian and the Ministry of Foreign Affairs (MoFA) certified
its translation. A series of consultations have focused on the objectives and key provisions of the protocol, as well as on the importance of State ratification. In 2014, UNICEF will further advocate for the ratification, as the protocol would complement the measures the country has developed to respect and protect the rights and obligations it accepted when it became a party to the CRC.

**Gender Equality**

*Fully met benchmarks*

Previous programme implementation revealed the need for improved capacity of local government authorities on the principles and practice of gender equality. As a response, local policy and decision makers of the Khuvsgul province and the Nalaikh district were trained on gender by national trainers of the NCGE (National Committee on Gender Equality) to improve their knowledge and skills for planning and implementing gender sensitive interventions.

UNICEF focused on producing **gender-disaggregated data** in all research pieces and studies conducted. For instance, the Social Indicators Sample Survey, as well as the sub-national Multiple Indicator Cluster Surveys, included a gender perspective to collect gender disaggregated data and analyse the gender disparities and gaps in different social indicators.

An analysis of disaggregated data suggested that men who have sex with men are now at the highest risk of HIV transmission in the country. In response to these findings, national guidelines on comprehensive HIV and sexually transmitted infections (STI) prevention services were developed.

Data also shows that **boys are under-represented in education**. UNICEF supported the religious communities to provide basic education for boys in their monasteries. Despite the higher educational achievement of girls, data shows that men continue to hold top management jobs in the private and public sectors. For instance, out of the 76-member Parliament, there are only eleven women Parliamentarians and, in the 16-member cabinet, there are only three female Ministers.

The Child Friendly Community (CFC) programme put a special focus on including **gender perspectives in CFC indicators**, and consulted equally with boys and girls, mothers and fathers. The programme consistently emphasizes on the importance of equal participation of mothers and fathers in child development. To ensure this practice is held parental training on supporting early childhood development in the family focused on fathers the in Khuvsgul province and the Nalaikh district. Consequently, parents' support groups were established involving fathers.

**Environmental Sustainability**

*Mostly met benchmarks*

The fifth MDG report of Mongolia identified that the very high vulnerability to climate change due to the country’s economy, livelihood and traditional semi-nomadic culture.

Rivers, lakes and springs are shrinking due to intensified deforestation, estimated at 70 per cent of total territory of Mongolia. Diversity of grasses in the pasture is deteriorating,
having a negative impact on the livestock sector and subsequently impacting the livelihood of rural population.

Major causes for environment deterioration include the more recent developments of the mining and quarrying industries, poor sanitation practices and the hazardous levels of air pollution, particularly in Ulaanbaatar. Air pollution in the capital city, caused by traditional heating systems over the extended winter, is 6-7 times higher than the most lenient WHO standards. This calls for special attention to ensure environmental sustainability, and rehabilitation of the environment, as well as for mitigation of possible health effects.

Families living in rural and peri urban areas face inadequate health care services, insufficient safe water supplies and sanitation facilities and very limited access to emergency services for sudden acute illnesses or ailments. In 2013, severe winter conditions were observed in 18 aimags. The Ministry of Education closed all schools and kindergartens for about one month during the winter. As in the previous years, the low-income rural families are the most affected by environmental hazards and the consequences of worsening climate conditions.

The NEMA addresses nationwide disaster management. In addition to the Climate Risk Management Strategy and Action Plan, NEMA operates under the National Framework for Action on Strengthening the Disaster Reduction for 2006-2015.

At the UN level, the Humanitarian Coordination Team holds regular meetings and leads 12 emergency clusters. The clusters have developed contingency plans and inter-cluster matrix. UNICEF co-leads the WASH, Education, Nutrition, Logistics and Telecommunications Clusters and the Child Protection Sub-Cluster. The 2012-2013 Rolling Work Plan (RWP) includes the key aspects of Core Commitments for Children (CCCs). The Clusters and Sub-Clusters have also developed contingency plans and capacity development activities. Emergency supplies were not significantly prepositioned on behalf of UNICEF mainly due to lack of financial resources. NEMA, MoH, UN agencies and NGOs provided assistance to respond to the Dzud conditions registered in 2013.

Through the WASH project, UNICEF continued to address water security with extensive consideration given to environmental and climatic conditions in rural areas, including schools, dormitories and kindergartens.

**South-South and Triangular Cooperation**

In 2013, UNICEF engaged in a number of events, study tours and meetings that enabled participants to learn from other countries experiences and share good practices and lessons learnt. Mongolia participated in the Second High Level Meeting on South-South Cooperation. The delegation that participated in this breakthrough event in south-south cooperation in Asia and Pacific was led by Mr.Sodnomzundui Erdene, Minister for Population Development and Social Protection. In adopting the New Delhi Declaration, Governments renewed their commitment to the child rights and pledged to support each other to fulfil those rights. In his speech, Mr.S.Erdene highlighted challenges related to urbanization and its strain on social services and called for greater cooperation among regional countries in addressing challenges related to child rights emerging from recent trends, including urbanization, migration and mining. Following the meeting, the Government of Lao PDR formally requested the Government of Mongolia to engage in an information-sharing exercise in relation to the impact of mining on children.
A Government delegation attended the ‘**Regional Workshop to Promote Stronger IYCF Policy**.’ In the workshop, Vietnam shared its experiences with participants from the Association of South East Asian Nations, People’s Republic of China and Mongolia in improving exclusive breastfeeding and protecting of mothers in their workplace. A female Member of Parliament and the Vice-Minister for Health participated in the workshop, which constituted an opportunity to promote exclusive breastfeeding and relevant policies both at the Government and Parliament levels.

Due to its increasing visibility in the global arena and its commitment to development, Mongolia is becoming a **host country for south-south exchange**. For instance, in 2013, the **Ministry of Health hosted a Bhutanese Government delegation** to share their experiences on cold-chain management under extreme weather conditions. In addition to the original purpose of the visit, the two delegations discussed challenges related to delivering health services to the hard-to-reach remote populations in extreme weather conditions. Upon learning about the Mongolian experience in implementing the RED strategy, the Bhutanese delegation expressed its interest in developing an adapted version. The UNICEF offices in Mongolia and Bhutan facilitated the visit by providing technical support and relevant materials, liaising with Expanded Programme on Immunisation (EPI) teams in both countries and providing financial support for the visit.

Having obtained thematic funds in October 2013 exclusively for south-south and triangular cooperation on social policy and local governance, UNICEF in Mongolia will further engage in promoting successful south-south cooperation.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Mongolia - 2880**

**PC 1 - Social policy, investment and advocacy for children’s rights**

**On-track**

**PCR 2880/A0/04/100/E0/04/100 Evidence-based social policies and legislation, including pro-child budgeting principles, are in place and implemented for the equitable fulfilment of child rights.**

**Progress:** UNICEF supported improved data collection to increase availability of disaggregated data, capacity building of Government officials in data analyses and collection to develop evidence-based policies and programmes, resulting in improved quality of data collection by Government counterparts. Engagement with authorities at the national and sub-national levels helped place child rights issues in the public agenda and leverage resources for children by capitalizing on emerging opportunities, such as increased fiscal decentralization. Highlights included signing of a MoU with the Women’s caucus that allowed UNICEF to effectively engage at the legislative level. The caucus successfully advocated for increased budget allocations for child health and leads legislative reform processes to improve safeguards for child jockeys, and the law on domestic violence, which will incorporate child protection provisions. UNICEF strengthened its effective working relationship at the highest level of Government, including with the PM. The NCC, chaired by the PM, is at his request, developing institutional mechanisms to enhance inter-sectoral collaboration to guarantee child rights. The NCC, which met twice in 2013, will hold quarterly meetings at the request of the PM, who cleared 30 minutes in his weekly schedule to discuss child-related challenges and priorities with UNICEF and other child rights organizations. UNICEF’s engagement with the PM resulted in several agreements including the re-balancing of health spending in favour of primary health care, expansion of the RED strategy, introduction of PCV, exclusive breastfeeding promotion and holding of the national sanitation exhibition.

Challenges included lack of institutional follow-up mechanisms to capitalize on the momentum generated by initiatives/studies in order to translate them into concrete actions. UNICEF will continue building Government capacity in the areas of monitoring and evaluation. Opportunities to advance social policy work include the improved economic situation of the country as an opportunity for UNICEF to focus more on technical assistance and capacity building. In addition, increased focus on decentralization, participation, good governance, transparency provides favourable conditions for UNICEF social policy work. The Government’s openness to international practices and technical assistance, as well as its strengthened role in the global arena allows UNICEF to play a critical advisory role in the development and implementation of policies affecting children.

UNICEF partners with CSOs, including World Vision International (WVI) and Save the Children to implement activities, as well as with the World Bank and the ADB for advocacy on child rights. UNICEF works with the media for rights-based coverage of children’s issues.

**IR 2880/A0/04/100/101 Policies, laws and strategies in line with CRC principles are developed, made consistent and the implementation monitored for children’s safety and wellbeing.**

**Progress:** Effective advocacy aimed at improving the policy environment for children’s wellbeing in line with CRC principles, was accomplished through strategic engagements with high-level policy and decision makers in different instances. UNICEF’s high-level advocacy and strategic visibility events and support to the NCC, chaired by the Prime Minister, addressed the need to strengthen its leadership and coordination mechanisms with relevant line ministries. The NCC meetings were an opportunity for UNICEF to convey key messages to its high level members. Furthermore, signing a MOU with Parliamentary Women’s Caucus enabled a favourable condition for UNICEF to push the agenda for children, by getting support from women Parliamentarians, while providing them with necessary information, data analyses and tools to empower them. As planned, technical support is being provided to the Government in preparing the Fifth State Party Report on CRC.

Engagement with local authorities to leverage resources for children at the very first stages of fiscal decentralization resulted in a decision by local authorities to allocate the LDF for child-related community needs. Other initiatives included the signing by presidential candidates of a pledge to address child-related issues as non-partisan; issuance of a UNICEF statement on child jockeys, which was broadly supported by the international community and CSOs and increased awareness of relevant Government officials. In addition to the conventional social sectors, UNICEF partnered with some other sectors including, mining, finance, sports and culture sectors to improve the sectoral policies and strategies in line with CRC principles.
Government openness to international practices and technical assistance and its commitment to child rights was an enabling factor. However, further strengthened sectoral coordination is needed.

**IR 2880/A0/04/100/102** Resource allocations by the public and private sectors are influenced to reduce child vulnerability through equity-based analysis and evidence from integrated and inclusive interventions.

**Progress:** UNICEF is co-leading with the MoF a social sector budget review to determine baselines on public investment in children and analyse budget processes with an equity focus. An academic institution has undertaken the review on health, education and social protection, improving their capacity for a child-focused budget analysis. A Steering Committee chaired by MoF and composed of different sectors and development partners leads the budget analysis process. The Committee discusses the review processes, contributing to increased awareness of child-sensitive budgeting of development partners and key Government actors. The Review will provide evidence to advocate for appropriate and effective resource allocation to address disparities affecting children. The UNICEF-convened Child Rights Group, composed of WVI, Save the Children and Norwegian Lutheran Mission (NLM) among other child rights organizations, prioritized social budgeting as a common goal.

UNICEF also engaged with local authorities to leverage resources for children at the very first stage of fiscal decentralization in the country. A local development fund (LDF) is now available for local authorities to allocate according to priority needs identified by the community. UNICEF capitalized on this recent development by engaging over 100 local decision-makers in a workshop for a child-sensitive planning and prioritization of the decentralized LDF. The workshops in the two UNICEF focus areas provided the MoF with the opportunity to clarify and update local authorities on LDF guidelines and, allowed authorities to express challenges, constraints and shortfalls in using the fund. The workshop introduced concepts on the importance of investment in children, child-sensitive planning and budgeting, participation and development of a child-friendly community. In Khovsgol, following the workshop local parliamentarians agreed to use the LDF for child-related community needs.

Constraints included limited number of consulting institutions for the standard UNICEF rates and shortage of readily available tools and materials.

**IR 2880/A0/04/100/103** The Government collects, analyses and uses disaggregated data to improve the efficiency and effectiveness of quality and equitable development of children and women.

**Progress:** Major data collection initiatives included the second stage disability screening based on MICS in Khuvsgul and Nalaikh, and the nationwide Social Indicator Sample Survey (SISS, combined MICS5/RHS/DHS). A major achievement was the strengthened technical capacity of partners (National Statistical Office of Mongolia and National Centre for Maternal and Child Health) in survey design, development of tools, administration and fieldwork organization, data processing and analysis using Tablets and overall management of research/surveys/studies. Use of tablets allows real-time quality assurance of the data to take actions to address issues. In addition, as the disability screening exercise was a first-time experience, it was an opportunity to test affordable and reasonable screening tools for their mainstreaming in the existing service provision and training mechanisms. The Integrated Monitoring and Evaluation Plan supports strengthening Government partners’ research and technical capacity in their respective sectors. Thus, the technical support was provided to develop maternal and child health indicators, Joint Monitoring Programme-based WASH indicators, conceptualize the RED strategy evaluation and for use and interpretation of MDGs data. In close partnership with the NSO official statistics and data were made publicly available on www.1212.mn, in DevInfo format (www.devinfo.mn) and free applications for Apple and android systems.

The Situation Analysis update is ongoing in close partnership with the National Authority for Children. It 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 Situation Analysis is expected to greatly contribute to the Government capacity to use data and information for advocacy to influence the planning, policies and programming for children. UNICEF provides extensive technical support in the process of the implementation of above activities through established review mechanisms. The SISS is implemented in close collaboration with UNFPA.
PCR 2880/A0/04/200 Equity-focused awareness-raising and partnerships strengthened between the Government, CSOs and the media for leveraging and coordinated initiatives with wider participation from communities and children.

**Progress:** As a result of effective partnerships and engagements with the private sector, CSOs and media, children's issues, particularly violence and exclusion, need for greater investments and quality services have become more prominent. Initial efforts have been made to partner with the private sector in order to advance child rights and leverage resources for children. A comprehensive CSR assessment was undertaken focusing on three industrial sectors to determine potential engagement and based on the assessment recommendations, specific action will be implemented in the coming years. Agreement with all 4 mobile companies to cooperate in use of SMS in the PCV demonstration project was initiated, as a first time endeavour to disseminate information on child rights through mobile phones and is expected to have a wide reach. This cooperation with mobile companies is a foundation for future dissemination of key messages for the public at low cost.

Partnerships with child rights organizations, within the Child Rights Group, were continued under the leadership of the WVI focusing on key issues that the organizations are advocating jointly with one voice and one message. In addition partnerships with artists and journalists have been successfully developed around various special events and occasions contributing in visibility of children's issues overall. For instance, major events such as the launch of a song on violence against children, sanitation exhibition, and launch of the State of the World's Children Report and CRC day were widely observed with participation of high level Government officials and widely communicated to raise public awareness on relevant issues.

The visibility of children's issues was further enhanced through improved social media activities undertaken in 2013. The UNICEF Mongolia website, now upgraded to homepage 2.0, is regularly updated with current information. In addition, media channels such as Facebook, YouTube, Flickr, twitter were set-up and are now routinely updated.

The Journalist Club was reactivated and training was organized to strengthen the capacity of journalists from both national and sub-national levels. Further improved efforts are required in the area of media partnership, namely working with individual media stations on collaborating on child rights related subject. Upon completion of the media monitoring research, ideally, an MOU will be signed with key TV stations, newspapers and online portals in order to include wider participation of media in advocating for child-related issues.

On-track

**IR 2880/A0/04/200/204** The private sector, individuals, donors and CSOs are engaged in sustainable long-term strategic partnerships for increased synergy and the leveraging of resources for children.

**Progress:**

**Achievements**

As Mongolia has become a middle-income country, UNICEF conducted a comprehensive CSR assessment to inform its potential engagement with the private sector in order to leverage resources for children, as well as protect children in businesses. The initial findings of the CSR assessment focused on the national stage of CSR across various industries, identification of good CSR practices and main stakeholders and provided recommendations for possible engagement with the private sector, which will be prioritized in 2014. An initial agreement was developed with all 4 mobile companies to cooperate in use of SMS in delivering key messages related to children to wider public.

The Child Rights Group continued, jointly advocating on children's issues. The main goal of this partnership is to support the Government in a harmonized way, deliver consistent messages and ensure effectiveness of the support to the Government. Save the Children and UNICEF joint advocacy within the CRG successfully contributed to the signing of the CRC Optional Protocol 3. In addition, the Group supported the National Authority for Children (NAC) in securing the support of a statement signed by the 3 Presidential candidates committing themselves to treating children's issues as non-partisan.

UNICEF conceptualized and developed a KM activity plan, with a focus to improve the internal (organizational) and external (general public) KM systems. The UNICEF Mongolia website, now upgraded to homepage 2.0, is regularly updated with current information. In addition, the unicef.mn domain was purchased and linked to the UNICEF Mongolia webpage in order to increase website traffic and search engine optimization.
The media plays an active role in social dialogue on issues pertinent to child rights, with increased quality and breadth of coverage of children's issues in the media.

**Progress:**

**Achievements**

The reactivation of the "Child Friendly Journalists' Club" re-opened a way of enhancing the visibility of children's issues and the club members' capacity to broadcast and publish from the child rights' perspective was improved through trainings jointly organized by the NAC and the Press Institute, with support of UNICEF. Major special events were successfully organized and broadcasted enhancing the visibility of children's issues at all levels.

Highlights are the launch of the "Ever Innocent Child" song, sanitation exhibition, Launch of the State of the World's Children Report, CRC day, World Breastfeeding Day and so on, increasing the reach of key messages while also multiplying it through social media outlets. The exhibition, for example, reached over 100,000 people, while the music video for the "Ever Innocent Child" had over 6,000 views in the first two weeks following the launch. On these different occasions, about 20 press releases and public statements, three videos (on children with disabilities, WASH and monk boys access to education) and documentaries were prepared to raise awareness on different issues related to children.

Following a digital communication training held for key UNICEF staff, media channels such as Facebook, YouTube, Flickr, twitter were set-up and are now routinely updated. Website traffic increased from 2775 visits in June to 3260 in November. Social media fan base grew from 0 to 651 in the same period. The Facebook page content is mostly targeting local audiences, while blog post is mainly used for human interest stories. Flickr and YouTube channels accommodate links to photos and videos featured on the website or Facebook page. A UNICEF Mongolia human interest story on WASH was featured in the UNICEF global website.

The NAC is the main counterpart, leading many of the special events and ensuring Government ownerships. Systematic follow-ups to the special events will enhance the results under this Intermediate Result (IR).

**PC 2 - Integrated and inclusive interventions for children**

**On-track**

**PCR 2880/A0/04/300** 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.

**Progress:** The Local Government Coordination Committee in Khuvsgul province and Children’s Council in Nalaikh district effectively coordinated the multi-sectoral efforts for the successful implementation of the Child Friendly Community Initiative.

UNICEF advocacy efforts in health and education resulted in a nine per cent health sector budget increase with one per cent (1.2 billion MNT) devoted to immunization and rapid tests, development of a costed MoH Integrated Plan of Action on Procurement and Funding for micronutrient powders (MNPs) for 2013-2016 for children 6-23 months old, GAVI-approved PCV introduction pilot design by WHO, and nationwide application of ELDS ensuring improved quality of pre-school education and school readiness.

Availability and demand of basic social services increased for remote and disadvantaged families in the target areas. A strengthened network of social workers trained on multi-disciplinary coordination provided targeted families necessary information and assistance to eliminate barriers preventing their access to services and increased the availability and quality of services related to health, nutrition, early education, as well as guidance on parenting skills. These integrated interventions contributed to family empowerment.

Delivery of services to most disadvantaged children and mothers improved: 95 per cent of vulnerable children in the focus area (5,100 target children - 55 per cent girls) benefited from high-impact preventive health and nutrition interventions, 7,000 family members (25 per cent of the total target group population) including children increased utilization of basic social services, 28,120 children (85 per cent of the total children) in 5 provinces and 3 districts received essential child medicines, pre-school enrolment rate increased by 10 per cent in Khuvsgul and 4 per cent in Nalaikh, coverage of MNPs and growth monitoring and promotion (GMP) increased by 20 per cent and 15 per cent respectively in focus areas.

Key challenges and constraints included accelerating rural-urban migration of population and skilled personnel resulting in overstretched services in urban areas and poorer quality of services in rural areas, limited state funding for nutrition interventions and behaviour change programmes.
At least 75 per cent of disadvantaged children and women benefit from high-impact preventive health and nutrition interventions through the “Reaching Every District” Strategy in at least 15 districts/aimags.

**Progress:** Through the UNICEF-supported MBB analysis, a policy brief was developed which informed evidence-based advocacy resulting in a 9 per cent health sector budget increase with 1 per cent (1.2 billion MNT) devoted to immunization and rapid tests.

Through a UNICEF-led partnership with ADB and WVI and MoH a costed plan for MNPs funding for 2013-2016 was approved. This partnership also led to the co-funding of an MNP programme and Stunting Reduction Workshop. A MoH decree on monitoring micronutrient supplementation was issued to ensure effective implementation and financing. Due to UNICEF continued advocacy, WHO assisted in design of the GAVI-approved PCV introduction project.

UNICEF supported improvement of service delivery coverage in the focus areas with approximately 7000 targeted beneficiaries’ accessed social services through referral by REDS health workers and Government social workers. Approximately 95 per cent of vulnerable children in the focus area (5,100 target children -- 55 per cent girls) in the focus area benefited from high-impact preventive health and nutrition interventions (antenatal care, immunization, Integrated Management of Childhood Illness (IMCI), micronutrient supplementation). 28,120 children (52 per cent girls and 48 per cent boys) benefited from the supply of essential medicines in five aimags, three districts, as well as safe management of births. Antenatal care counselling centre serving 8000 mothers and Online consultation centre to manage 235 emergency cases annually were established at the NMCHC.

With UNICEF support, 30 decision makers, approximately 200 health workers and 20 master trainers improved their knowledge on addressing stunting, community based IYCF counselling IMNCI, Essential Newborn Care (ENC), ETAT and SMAM. These trainings resulted in increased quality of services for 6996 pregnant and lactating mothers and 73,49 children (49 per cent girls). Coverage of MNPs and GMP increased by 20 per cent and 15 per cent respectively in FAs.

Constraints: unpredictable budget allocations for health and nutrition services to be addressed through concrete policy documents to engage with the MoF to explain the high rate of return of nutrition and health expenditure.

In the focus areas, all children aged from 3-5 years have access to child friendly preschools and quality standards for monitoring school readiness are operational.

**Progress:** UNICEF technical support for the development of and approval of the Guidelines to Develop Child-Friendly Kindergartens resulted in their implementation to ensure quality and effectiveness of Early Childhood Education Services in the country.

UNICEF supported the implementation of the Guidelines in the two focus areas. Up to 60 per cent of kindergartens have incorporated child friendly indicators in their planning for 2013-2014 and up to 40 per cent of kindergartens created child friendly learning environment. These contributed to an increase in the preschool enrolment rate by 10 per cent in Khuvsgul and four per cent in Nalaikh.

UNICEF further supported the roll out of Early Learning and Development Standards (ELDS) and In-Service Training for Kindergarten Teachers which benefited 98 per cent (5,225 Teachers, 5,121 female) of all Kindergarten Teachers. A training session on “Alternative training programs of ECE” and “ECD in the family” conducted for 215 teachers and parents representing all soums and khoroos in the two focus areas. As a result of these trainings, 10,919 children (5,536 boys and 5,383 girls) benefitted from the improved skills and technical capacities of their parents and teachers to implement the national curriculum and training procedures for alternative training programmes of ECE and to support child development in the family and community.

Partner contributions:
UNICEF collaborated with Save the Children to conduct the national forum on ECE and developed recommendations for the revision of the Preschool Education Law.

WB, ADB and Save the Children contributed to the expansion of alternative trainings programmes for preschool education and application of child friendly kindergarten concept in remote areas.

IR 2880/A0/04/300/308 In the focus areas, the number of disadvantaged families utilising quality basic social services is increased by at least 50 per cent.

**Progress:** Achievements:
Community assessment and planning tools for CFC were designed enabling monitoring of child rights indicators by the communities and integration of children and caretakers’ views in design of child-friendly services and policies. The assessment with the use of tools will be concluded in focus areas in early 2014.

UNICEF supported capacity building exercises for 80 social workers in social work with families, emergency preparedness, child development, behaviour change, group mobilization, health and nutrition, employment promotion. These multi-sectoral teams in all soums and khoroos in the focus areas, led by the newly trained social workers, reached 1,054 vulnerable families with young children in the focus areas. The 20 indicators in the family education assessment (FEA) tools showed a 15 per cent improvement by families in Nalaikh and 48 per cent in Khuvsgul (from March to November 2013) in knowledge, behaviour and access to social services including prenatal, STI/TB checks, use of MNPs, standard WASH facilities, pre-school, non-formal and basic education, civil registration, social and health insurance.

A formative research on practice and caretaking behaviour on pneumonia and diarrhoea conducted in focus areas serving foundation for design of Communication Strategy to tackle major child killing diseases. The study enabled 15 researchers from NMCHC, 25 IMCI experts and 30 health workers of Khuvsgul and Nalaikh to acquire skills to conduct behaviour studies with the use of LQAS method.

Communities in focus areas were mobilized in 36 support groups adding to 477 members who worked to create child-friendly neighbourhood conditions including playgrounds, clean streets, standard WASH facilities, better housing conditions.

World Vision is implementing a pilot project in the Burentogtoh and Tumubulag soum of Khuvsgul to promote the CFC concept.

ADB assisted the Ministry of Population Development and Social Protection (MoPDSP) to conduct a nationwide survey of household living conditions, based on the Proxy-Means-Testing methodology.

Bottlenecks include limited state funding for behaviour change, community mobilization and counselling services.

IR 2880/A0/04/300/309 Effective emergency preparedness measures are in place and clusters are activated in a timely manner in line with the CCCs.

**Progress:** Although the NEMA 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 including 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 2500 affected families.

UNICEF with support from NEMA and Mongolian Red Cross Society trained 66 social workers and 14 children representatives who undertook emergency preparedness to 60 per cent vulnerable families (out of 706) in Khuvsgul and 37 per cent vulnerable families (out of 147) in Nalaikh.

Similarly, all 33 schools and 37 kindergartens of Khuvsgul drafted their emergency preparedness plans with support from UNICEF and the local emergency agency. At least one education management staff from each school and kindergarten in Khuvsgul received training on education EPR training. Dormitories and kindergartens in 5 soums of 5 provinces with dzud conditions received emergency supplies such as children’s story books, training materials, etc.

UNICEF worked with UN agencies, NEMA and humanitarian agencies to ensure that EPR activities were incorporated into all programme areas. UNICEF co-leads five of twelve clusters in Mongolia, namely the WASH, Education, Nutrition, Logistics and Telecommunications clusters and the Child Protection Sub-Cluster. Except the Telecommunication cluster, all other UNICEF-led clusters have updated 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 (1,800 moderate pneumonia, 250 severe pneumonia, and 1,200 diarrhoea).
**PCR 2880/A0/04/400** Equitable access to child friendly schools that are inclusive, academically effective, gender-sensitive, healthy, safe, protective and involve families and communities.

**Progress:** The national primary net enrolment rate reached 95.2 per cent in the 2012/2013 academic year, showing a 0.4 per cent increase compared to 2011/2012. Khuvsgul has a remarkable achievement of 98.8 per cent primary net enrolment rate, which is 5.8 and 3.6 per cent higher respectively compared to the previous year’s rate in Khuvsgul and the current national average. Primary net enrolment rate in Nalaikh is 89.4 per cent, which is 0.2 per cent lower than the 2011/2012 year rate. However, it should be noted that there is an increase in the number of the primary school age population in school in Nalaikh. Despite 0.5 per cent decrease in the national basic education enrolment rate (92.7 per cent/92.2 per cent), Khuvsgul (93.8 per cent/95.9 per cent) and Nalaikh (87.2 per cent/87.4 per cent) have achieved 1.7 and 0.2 per cent increase in basic education enrolments respectively in the 2012/2013 academic year compared to the previous year.

UNICEF technical support to local education departments resulted in increased commitment towards promoting equity and eliminating school drop-out, resulting in a local “Zero out-of-school children strategy,” increased WASH facilities in schools, implementation of the child protection policy in schools and school health promotion. These elements were included in the school improvement plans of 24 schools (63.2 per cent) in Khuvsgul and Nalaikh. The schools, having developed their own improvement plans to increase their child-friendliness, are now institutionally monitoring progress with the participation and collaboration of their respective communities. UNICEF continued to promote equity, by prioritizing the hardest-to-reach children, namely out-of-school children, children with disabilities, children from ethnic minorities, monastic boys and children from herder families. The latter are particularly at risk of violence and abuse, as they often spend the entire academic year in dormitories. UNICEF partnered with the Government and civil society to improve the capacity of dormitory teachers to care for students living in dormitories.

The UN Joint Programme with UNDP, WHO, UNFPA and the GoM to promote social equality in Gobi-areas of south Mongolia using the CFS an entry point with an emphasis on WASH and the school self-assessment and planning tools, contributed to an increased application of child-friendly school concept and practices beyond the current UNICEF focus areas. Good practices are being shared with other schools for scaling up purposes.

Increased ownership of local counterparts contributed to successful implementation of CFS interventions in the target areas. With a national enrolment rate over 90 per cent, UNICEF will advocate and support the establishment of an assessment system for quality of education.

---

**IR 2880/A0/04/400/410** Universal access to, and utilisation of, improved quality basic education, particularly by ethno-linguistic minorities, migrant children and children with disabilities in focus areas.

**Progress:** UNICEF promoted increased learning opportunities for children with disabilities through a workshop on inclusive education policy reforms and practices for teachers from six special needs education schools that only exist in the capital city, completion of sign language standards and national/international broadcast of a UNICEF-produced video featuring a girl with a disability attending the UNICEF supported Non Formal Education (NFE) training.

UNICEF supported the Institute of Education to develop the Tuva language alphabet and primary education curriculum for Kazakh and Tuva languages for the first time in Mongolia, increasing learning opportunities for ethnic minorities. These are now used in schools in a province of Kazakh and Tuva minorities, benefiting over 170 Tuva and 10,900 Kazakh students.

As a result of UNICEF-supported NFE Equivalency Program trainings in 2012-2013 involving 806 children in the target areas including 189 monk boys in Buddhist temples, 80 (10 per cent) children joined mainstream schools, 298 (37 per cent) completed primary and basic education.

Training with the National Centre for Lifelong Education and local education departments for 48 NFE facilitators (100 per cent) from the target areas including Buddhist monasteries, contributed to increased knowledge, skills, awareness and experience in reaching harder to reach children, including children with disabilities. UNICEF supported training for education management staff (100 per cent in Khuvsgul and Nalaikh) and teachers (100 per cent in Khuvsgul and 56.7 per cent in Nalaikh) on management, planning and child-cantered interactive methodologies.

UNICEF provided school furniture, ICT equipment, mobile-ger schools amounting to about US$300,000US benefitting over 26,000 children from the target areas.
UNICEF and UNESCO launched the Education for All Global Monitoring Report, conducted a School Grants Study showing high rates of recurrent expenditure and pilot-tested education micro-planning training modules in Khuvsgul to improve school and community cooperation in school management.

UNICEF will focus on strengthening linkages between formal school system and NFE to reach out to out-of-school children.

**IR 2880/A0/04/400/411** In the focus areas, 80 per cent practice good hygiene and all primary school children have access to child-friendly and energy-efficient water and sanitation facilities.

**Progress:** As a result of high level advocacy, active participation of the Prime Minister and other senior Government officials in the discussion related to sanitation, there is increased awareness among decision-makers. Through the national sanitation and hygiene exhibition, over 100,000 people received messages on improved sanitation and good hygiene. Six week-long hand-washing campaign was launched in Khuvsgul, reaching 25,000 schoolchildren. In Nalaikh, hygiene promotion training and education sessions were organized in all schools and kindergartens, reaching 5,500 schoolchildren. Global Handwashing Day events were organized at the national level, not only increasing awareness among the target groups but also strengthening partnerships among WASH stakeholders.

In the target soums, 32 per cent (11 of 34) of schools and kindergartens have access to improved water and sanitation facilities, benefiting 4,100 schoolchildren. All kindergartens have soap and water available at the handwashing stations. Following water safety planning training in Ulaanbaatar, 12 soums in Khuvsgul drafted water safety plans. At the national level, the training manuals for water safety plans were translated and adopted in Mongolian.

The Joint UN WASH Thematic Working Group, WinS Working Group, WASH Cluster and Project Steering Committee in Khuvsgul are meeting regularly. The National Water Committee took the leadership role of the WASH cluster and UNICEF continued to serve as secretariat. Government ownership of emergency preparedness and response increased. A new definition of improved water and sanitation in line with Joint Monitoring Programme was approved by NSO and will be used for future surveys.

Hygiene promotion, Ventilated Improved Pit latrine demonstration, and water safety and water quality monitoring activities were implemented in partnership with NGOs in 34 schools and kindergartens by which more than 12,000 children have received information on improved hygiene practices. UNICEF will focus on removing bottlenecks related to policies, legislations, budget allocation and access to WASH facilities in schools.

**IR 2880/A0/04/400/412** Adolescent development and health, including HIV and AIDS prevention, and their involvement in community development and environmental sustainability is promoted.

**Progress:** The health teacher’s network capacity was strengthened through UNICEF-supported trainings for 220 teachers, on-the-job consultations and wider dissemination of training materials to improve school health teaching. UNICEF supported the development of materials for behavioural change and a handbook for psychological counselling. UNICEF supported life-skills based sexuality education trainings for 60 teachers from Khuvsgul, Nalaikh and UB districts, equipping them with improved counselling skills, benefitting approximately 10,000 students (51 per cent girls). HIV prevention peer education trainings were conducted for around 10 per cent of secondary and upper secondary students (490 students) from Nalaikh, enhancing their communications skills and confidence.

Through a UNICEF-convened partnership with the Scouts Association and over 300 NGOs, approximately 12,400 children (2.1 per cent of all school children in Mongolia) benefited from community projects on climate change, through trainings and participation in developing response plans and recommendations for mitigation measures, covering elements of Eco-Ambassador, Eco-Education, Eco-Passport Youth Participation and Eco-Report Programmes, funded by international donors.

Seven UNICEF-supported child-led club activities in Nalaikh and Khuvsgul focus on developing decision, policy-making and communication skills, resulting in their active participation in schools and communities. A policy analysis training reached 30 young people, who with United Nations Advisory Panel (YAP), elaborated community development proposals in Nalaikh and Khuvsgul. Three of these proposals on environmental protection, participation and disability were successfully implemented by the youth with UNICEF and UN YAP technical
support. These activities were organized and cost-shared with UNESCO, UNFPA, WHO and local governments.

An MOH-UNICEF school health assessment revealed the need to develop school health plans in all schools. A report on the situation analysis of the outreach guideline on HIV and STI prevention of YKAP was developed and UNICEF will design implementation tools.

**IR 2880/A0/04/400/413** The Government demonstrates functional capacity in the provision of a continuum of services, from prevention through to responses to child-protection issues, and families are equipped with the knowledge and skills needed to prevent violence and abuse.

**Progress:** Achievements: UNICEF advocated and provided technical support for signing of the CRC Optional Protocol 3. Efforts are underway to ratify the optional protocol, including a review of functionality of the existing complaint mechanism. UNICEF is supporting the Government in drafting a Concept Note for a new stand-alone Child Protection Law, focusing on procedural aspects.

The UNICEF-GoM study on domestic and inter-country adoption informed the revision of the Family Law. UNICEF technically assisted the Ministry of Justice and the National Centre Against Violence (NCAV) on criminalization of domestic violence and VAC, ensuring consistency with international standards and among national legislation.

UNICEF and NAC developed guidelines for Helpline services consistent with Child Helpline International (CHI) standards, and a training package on positive disciplining for parents and residential care centres staff. Trainings also included helpline operators covering six aimags and six Ulaanbaatar districts, as well as parents, care staff and NAC officers.

UNICEF trained over 150 school staff from 23 schools in Khuvsgul and Nalaikh (60 per cent of targeted schools) to implement the school child protection policy. 230 dormitory teachers from 11 provinces improved their knowledge on child rights to better care and protect over 15,000 students (40 per cent of the children living in dormitories).

UNICEF and NCAV established Multi-Disciplinary teams in Khuvsgul and Nalaikh as a community-based mechanism and enhanced their coordination capacity for child protection referral services, which will be expanded to other soums.

A song "Ever innocent child" was launched as part of the #ENDviolence Against Children Initiative, placing the topic in the public agenda with over 6,000 views in social media. This resulted from an unconventional partnership with famous artists who joined their talents to deliver a powerful message "We must stand up against the social norms that condone corporal punishment at home or in school".

**PCR 2880/A0/04/900** Effective and efficient programme management and operations support to programme delivery.

**Progress:** Management, coordination and support to the Country Office and Khuvsgul sub-office were further strengthened in 2013, with increased support in programme management, information technology and procurement.

**IR 2880/A0/04/900/901** Effective and efficient Governance and Systems.

**Progress:** In 2013, the management of the Khuvsgul office was further bolstered through its participation in Programme Coordination Meetings (PCM) via Skype. All visits and programme assistance were coordinated by the Zonal Officer.

**IR 2880/A0/04/900/902** Effective and efficient management and stewardship of financial resources.

**Progress:** Supply procurement and institutional contracting accounted for 40.9 per cent of the US$6.99 million programme throughput in 2013. Local supply procurement comprised 78 per cent of supply assistance of
US$1.13 million consisting mainly of kindergarten and school furniture, printing and ICT equipment. The average value of Purchase Orders was roughly US$7,600.

In 2013, there was a significant improvement in the preparation of the supply and services plan, and progress towards the implementation of the plan was periodically monitored and reported during PCMs which resulted to an implementation rate of 85 per cent by end 2013.

The challenge in construction contracting was the very limited construction-time window because of long wintertime and in finding suitable and technically competent contractors especially in the remote project sites. The Office needs technical expertise in reviewing construction design and specifications appropriate for cold climates as well as in cost estimation and on-site inspection and verification. A market survey was completed in March 2013 to identify new vendors and suppliers for the ten most-common supply items required for programme implementation.

The Supply Unit actively participated in developing the Logistics Terms of Reference (ToR) and Contingency preparedness plan under the Humanitarian Country Team and in introducing the cluster approach to concerned Government agencies led by the NEMA. Getting the cooperation of Government agencies to share information and plans remains a challenge in drawing up a consolidated logistics contingency plan.

In terms of procurement services, the Office facilitated the procurement of vaccines, injection and sterilization equipment, laboratory supplies and rapid test kits worth US$1.2 million requested by the Ministry of Health and the Global Fund project.

### PC 800 - Cross-sectoral costs

<table>
<thead>
<tr>
<th><strong>On-track</strong></th>
</tr>
</thead>
</table>

#### PCR 2880/A0/04/800 Programme Support

**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.

Eight management priorities were set in 2013 and at year-end, all priorities were on-track with four completed and the remaining four on-track for completion. The CMT met on a monthly basis throughout the year to review and address key management issues. In addition, the review and analysis of alerts in the VISION Manager’s Dashboard was a standing agenda in all CMT and PCM meetings. The Office conducted a two-day retreat in March 2013 to update the 2013 portion of the 2012-2013 Annual Management Plan, taking into consideration the shifting social, economic and political environment.

In terms of risk environment, talent management and financial management continued to be areas of high risk, while natural disasters/pandemics and results-based management are medium to high risks. The Office established action steps to mitigate these risks and will continue to monitor the effectiveness of these strategies.

In March 2013, the Office undertook a comprehensive review of the VISION roles mapping to ensure appropriate segregation of duties, and as a result, there are no user violations in the Approva report.

The Office of Internal Audit and Investigation (OIAI) carried out an audit of the Mongolia Office in October 2012. In its final audit report, completed in April 2013, the OIAI concluded that the controls and processes in the Office were generally established and functioning. The audit report contained five medium priority observations, which were publicly disclosed and shared with the Mongolian Government. The Office prepared an action plan to address the observations and submitted the required supporting documentation to OIAI in June 2013, well ahead of the deadline. All the audit observations were closed upon the first submission by OIAI in November 2013.

<table>
<thead>
<tr>
<th><strong>On-track</strong></th>
</tr>
</thead>
</table>

#### IR 2880/A0/04/800/001 Governance and Systems

**Progress:** The Office 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. In 2013, the CMT met 12 times throughout the year and nine PCMs were convened.
The Joint Consultative Committee (JCC) also met twice to discuss issues on office core working hours, recruitment, office space design, salary survey, the UN holidays list and the change management task force. As part of the Office priority on coaching, the Staff Association lead the Office climate survey on supervisor-supervisee relationships. An Office climate survey with a 97 per cent participation rate showed improvements on each of the questions asked compared to 2011. Particularly noteworthy are the 22 per cent and 20 per cent increases in relation to the perception of goals shared among the staff and the focus on results, respectively.

The Office is fully compliant with the corporate policy on financial disclosure, and continued to orient staff on the ethics framework.

In terms of information communication and technology systems, the Office upgraded its server configuration in anticipation of the roll-out of global virtualization projects in 2014. New rack-mounted Uninterrupted Power Sources were installed to ensure network uptime in light of the more frequent power outages. General releases by Global Help Desk in 2013 were completed with minimal interruptions to business operations, such as Symantec Enterprise Protection, Dynamic Host Configuration Protocol server, VEAM server, and others.

Video conferencing, WEBEX and SKYPE are widely used and promoted in the office, as an alternative to fixed landlines. As a participant in the one UN House initiative, UNICEF is leading the procurement for a state-of-the-art digital Private Branch Exchange that also supports Internet Protocol telephony and messaging, to serve all UN Agencies in its current location.

IR 2880/A0/04/800/002 Financial Resources and Stewardship

Progress: In 2013, monthly bank reconciliations were completed on time and in compliance with the UNICEF NYHQ deadlines. The bank signatory panel is updated timely to reflect staff changes and movements. The utilization of bank balances continued to improve, averaging 87.4 per cent from January to December 2013, up from an average of 69.45 per cent in 2012.

Several orientations on UNICEF Financial Guidelines were conducted for IPs in the focus areas and Ulaanbaatar to facilitate the processing of cash transfers and liquidations. In addition to the 21 IPs assessed in 2012, 14 financial capacity assessments of IPs were completed in 2013, eight of which were NGOs. IPs with medium risk ratings, mostly NGOs, continue to submit full supporting documentation. The Office conducted training on the spot check modality for programme staff.

Despite many efforts undertaken within the UNCT, mainly with the UNDG Excom Agencies, Mongolia is not yet Harmonised Approach to Cash Transfers (HACT) compliant. That being said, there were several positive developments over the course of 2013, including agreement on the macro-assessment with KOSI and preparation of the list of IPs to undergo micro-assessment in 2014 by the three UNDG ExCom agencies.

Based on the internal audit recommendations, Mongolia started using Simplified Government Certificates and all Government IPs are now required to maintain a State Treasury Bank Account to accept cash transfers from UNICEF. IPs were assessed using the HACT checklist for Financial Management Capacity Assessment and Government IPs using the State Treasury Account were rated as “low-risk”. The country Office is now finalizing a spot-check plan to be conducted jointly by programme, with support from finance staff over the course of 2014.

UNICEF occupies 600.5 sqm of a new seven-storey building provided rent-free by the GoM. There are some ongoing challenges with finalizing the amended Memorandum of Agreement (MoA) for the Common Premises and the agreement is still awaiting clearance from the MoFA. The revised MoU among UN agencies is also pending.

The overall utilization rate of the Office was 100 per cent of the total funds allocated and expenditure rate was 86 per cent. Grants expiring in 2013 were 100 per cent utilized and there were no outstanding DCTs of more than 6 months.

IR 2880/A0/04/800/003 Human Capacity

Progress: In 2013, UNICEF Mongolia staff movement involved the Senior Finance Assistant, Operations Assistant, Deputy Representative, Operations Manager and Communication Specialist. The average recruitment time was two months for local positions and recommendations for international positions were submitted to the UNICEF NYHQ Division of Human Resources (DHR) ahead of the 45-day KPI. The Office has four International
Professional positions and 30 national positions. There is gender parity among the International Professional positions, while overall, female staff (59 per cent) outnumber the male staff. Timely completion of PAS/PER was monitored at the CMT level, with a completion rate of 97 per cent for the 2012 Performance Appraisal System/Performance Evaluation Reports (PAS/PER) by 28 February. 2013 PAS work plan and outputs of all staff were finalized by 31 March and Office priorities were captured in the PAS of responsible staff. A Performance Management Training, was conducted for staff to better understand supervisor-supervisee relationships.

Temporary Appointments (TA) and contracts for services were judicious and followed competitive processes. In 2013, one TA was hired to replace the Adolescent/HIV/AIDS Specialist on extended maternity and annual leave, and fourteen consultants and 13 institutional contractors were engaged for programme implementation. A civil engineer seconded by the Australian Red Cross assisted the WASH programming. The WASH Officer was deployed to Marshall Islands to assist in the drought emergency as part of the regional rapid response mechanism.

Learning and development remained a top priority for the office. In 2013, all staff was trained in the GROW coaching model, which is expected to improve the discussion on performance, staff development and interpersonal relationships. Nine staff are taking Rosetta Stone language courses. The Office spent roughly US$29,310 for learning and staff development in C4D, Social Budgeting, Change Management, emergency preparedness, UN Cares, Representative Orientation and others. A two-day P²D was conducted for 11 new staff members.

The results of the May 2012 interim salary survey were released in March 2013 granting a 14 per cent salary increase for National Professionals and no increase for General Service staff. At the request of the UN Resident Coordinator, a planned comprehensive salary survey was advanced to December 2013.

The Staff Association continued to play an active role in promoting the well-being of staff and liaising with other UN staff associations to address common concerns on local salary surveys, the new premises, cost-recovery measures, and team building among all UN staff through sports and celebrations.
Effective Governance Structure

The Office had eight management priorities for improved performance in 2013 which were discussed, reviewed and monitored in three of the 12 CMT meetings held during the year. The Office priorities included: a) Hand Washing with Soap; b) Pneumonia Vaccine demonstration project; c) Out-of-School Children Learning; d) Promotion of Micronutrients; e) Disaggregated Baseline Data; f) Social Budgeting Strategy Formulation; g) Coaching; and; h) Closure of 2012 Internal Audit Observations. At year-end, all Office priorities were “on-track”, with four priorities already completed and the remaining four “on track”. The 2013 portion of the 2012-2013 Annual Management Plan was updated over a two-day retreat in March after a thorough review of 2012 performance and assessment of challenges and risks, stemming from changes in the social, economic and political contexts.

A total of nine PCMs were held to discuss updates and bottlenecks in programme implementation, guidance in reviews and evaluations, funds utilization, fund-raising and donor reporting. The review and analysis of alerts in the VISION dashboard was a standing agenda in all CMT and PCM meetings as part of Office performance review. A Monday All Staff Meeting was institutionalized to update staff on weekly priorities and required actions.

The VISION roles were also cleaned-up with segregation of duty violations reduced from 30 to 0 by March. An orientation on the financial accountabilities of staff, and the Office Role Map was also undertaken.

The October 2012 Internal Audit Report which was finalized by OIAI on 9 April concluded that the controls and processes of the country Office were generally established and functioning. The audit report had five medium priority observations and was publicly disclosed and shared with the Mongolian Government. The Office prepared an action plan to address the observations and submitted the required supporting documentation to OIAI on 7 June, well ahead of the deadline. All the audit observations were closed upon the first submission by OIAI on 4 November. The Office committees continued to function well in providing oversight to procurement, contracting, asset management, staff appointments, project cooperation agreements, publications and staff learning and development. The JCC met twice to discuss issues on office core working hours, recruitment, office space design, salary survey, the UN holidays list and the change management task force. As part of the Office priority on coaching, the Staff Association was tasked to lead an Office climate survey on supervisor-supervisee relationships. The survey had a 97 per cent participation rate, and the results showed improvements on each of the questions that were asked, compared to 2011. Particularly noteworthy were the 22 per cent and 20 per cent increases in relation to the perception of goals shared among the staff and the focus on results, respectively.

The management of the Khuvsgul office was further strengthened through its participation PCMs via Skype. All visits and programme assistance were coordinated by the Zonal Officer. The Office is fully compliant with the corporate policy on financial disclosure, and continues to orient staff on the ethics framework.
**Strategic Risk Management**

The revised enterprise risk framework consisting of 12 risk categories was presented to the staff during the 2013 Annual Management Review (AMR) to define the 2013 Office risk profile and library using the Risk and Control Self-Assessment system. The group work identified four risk categories with residual risk rating of high (2) and medium-high (2). In human resources, the Office continues to face the challenge of attracting and retaining qualified staff due to the competition faced by multinational mining firms and the stagnating UN salary scales while in cash management and budget, the burdensome financial reporting systems and high turnover in Implementing Partners’ staff poses difficulties in timely submission of liquidation reports. Medium to high risks were identified for natural disasters/pandemics and in results-based management. Action plans to mitigate these risks are in place.

The office maintained a minimum level of emergency preparedness by prepositioning emergency supplies with IPs. The challenge in 2014 will be replenishing these stocks. The Office Business Continuity Plan was updated in 2013 due to staff movements resulting to changes in the Crisis Management Team composition, updating of risk assessment and changes in the organizational software applications. The Office has the capacity for mobile internet connectivity. UNICEF led the combined Logistics and Emergency Telecoms Working Group but struggled without success to secure the support and cooperation from identified Government co-leads in revising the ToR and contingency plans to include their roles and contribution. Each senior Office management team member has an Iridium satellite telephone while all UNICEF staff have been assigned a Very High Frequency (VHF) radio handset. However, the UN-wide VHF radio communication system remains non-functional and only the High Frequency Codan is functional for vehicles.

**Evaluation**

The Office has an updated IMEP closely monitored by the CMT. The process to facilitate the quality assurance of the IMEP is based on the Operational Process and ensured by the CMT. In addition, the CMT in April reviewed and finalized the update of the IMEP, considering the relevance and critical importance for the programme implementation, as well as the feasibility and availability of resources. Following the application of the criteria, the IMEP 2013 activities were reduced from 11 to 8. The CMT also endorsed five steps for the IMEP implementation, namely: regular monitoring and review of progress of IMEP; quality assurance of all activities and stages; involvement at all levels of the monitoring of the Evaluation officer; use of IMEP activities results to inform programme implementation and review; and inform and share the findings with the Government and other partners.

The evaluation of the REDS was the only planned evaluation for 2013. It is in progress and being conducted in close cooperation and support of EAPRO. The ToR development as well as the interview and selection of the institution and ensuing negotiations were supported by the Regional Evaluation Advisor. The ToR were extensively discussed with the Government and other partners, such as WHO and UNFPA (through the established Steering Committee) taking part in the implementation of the RED strategy. Given the high cost of the evaluation, the Office is exploring cost-sharing options with NYHQ, EAPRO, UNFPA and WHO. The Evaluation Officer ensured that the process follows the protocols and standards set by the Evaluation policy and procedures. Out of the eight studies and one evaluation planned for 2013, two are completed and all others register a completion rate above 70 per cent. All the IMEP activities apply internationally-recognized standards for research.
The need to enhance the evaluation capacity in the country remains a high priority and UNICEF is exploring possibilities for developing a capacity building exercise in the second half of the country programme.

**Effective Use of Information and Communication Technology**

The Office upgraded its server configuration to generation 8 models in anticipation of the roll-out of global virtualization projects in 2014. New rack-mounted Uninterrupted Power Sources were installed to ensure network uptime in view of the more frequent power outages. General releases by UNICEF Global Help Desk were completed with minimal interruptions to business operations, such as Symantec Enterprise Protection, Dynamic Host Configuration Protocol server, VEAM server, and others. The Office Disaster Recovery and Business Continuity Plan (DRBCP) is being revised to reflect the changes in organizational applications that are web-based, including the upgrading of DRBCP equipment that considers technological changes. The Office maintains a back-up of its network database using detachable hard drives deposited in a vault with the depository bank. Apart from mobile internet connectivity for preparedness purposes, the Office maintained a backup internet connectivity with another Internet Service Provider at 1 mbps. The Office also maintained alternate voice and data connectivity using Broadband Global Area Network and Iridium satellite phones. Video conferencing and WEBEX were widely used, while staff were provided in-house advanced training in Microsoft applications, VISION and Lotus Notes. As a participant in the one UN House initiative, UNICEF is leading the procurement for a state-of-the-art digital Private Branch Exchange that also supports Internet Protocol telephony and messaging, to serve all UN Agencies in its current location.

**Fund-raising and Donor Relations**

In 2013, UNICEF Mongolia successfully submitted all of its 10 donor reports on time. An estimated 63 per cent of the Country Programme Other Resources ceiling had been raised by the end of 2013. The activities planned for 2013 in the Mid-Year Work Plan (MYWP) for 2012 and 2013 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 management team closely monitored the implementation of planned activities via the regular CMT, PCM and reviews, quarterly progress reporting and frequent bilateral consultations.

Although 63 per cent of the CPD ceiling was secured, the Office developed fundraising initiatives, mainly with UNICEF National Committees (Sweden, Germany, U.K., Korea, Japan, Australia) and bilateral donors (British Embassy, Embassy of the Czech Republic, the Honorary Consulate of the Principality of Monaco and the German Embassy).

UNICEF will also engage on discussions related to CSR once the Mongolia assessment is finalized, while it continues to share related information with experienced partners in this area, such as Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The Office resources increased by US$1,889,360 in 2013, half of which resulted from fundraising activities, with four proposals are under consideration by the British Embassy and the Principality of Monaco in the areas of nutrition, education, child protection and ECD. Thematic funding and set-aside funds account for the remaining half of the increased
resources.

In 2013, UNICEF organized joint field visits with the Australian Department of Foreign Affairs and Trade (former AusAID), to project sites and held three meetings with the Department leadership based both in Beijing and Canberra. Regular updates were also shared by the UNICEF Representative via e-mail to the Australian Embassy in Beijing and to Canberra. In addition, the Office organized field visits for the World-Wide Charity for Children and the Japan UN forum.

### Management of Financial and Other Assets

All bank reconciliations were completed within the NYHQ monthly timelines. The bank signatory panel was kept up-to-date in relation to staff movements. The utilization of bank balances improved, averaging 87.4 per cent from January to December, up from 69.45 per cent in 2012. Cash forecasts were posted ahead of time. Several orientations on UNICEF Financial Guidelines were conducted for IPs in the focus areas and Ulaanbaatar to facilitate the processing of cash transfers and liquidations. In addition to the 21 IPs assessed in 2012, 14 financial capacity assessments of IPs were completed in 2013, eight of whom were NGOs. IPs with medium risk ratings, mostly NGOs, continue to submit full supporting documentation. The Office adapted the spot-check protocol found in the ASK website and trained the programme staff on its application. All staff was trained on internal control procedures and practices, use of general ledger codes, and work processes for cash transfers, supply & procurement and service contracting.

Despite many efforts undertaken within the UNCT, mainly with the UNDG Excom Agencies, Mongolia is not yet HACT compliant. Therefore, UNICEF has not been in a position to carry out operational training of partners on HACT, nor to establish a complete HACT assurance activities plan. There were, however, some recent developments within the UNDG Excom Agencies, as the macro-assessment is agreed upon with KOSI and three UNDG ExCom agencies are preparing a list of IPs for 2014 in order to schedule micro-assessment activities over the first half of 2014. Other UN agencies will help determine the amount each IP will receive from each agency after which UNICEF will plan the assessment and rate them accordingly. The World Bank will carry out its public expenditure and financial assessment in 2014, which will increase relevant documentation and availability of information.

UNICEF developed a list of IPs as part of the financial capital assessment. Based on the October 2012 audit, Mongolia started using Simplified Government Certificates. Government IPs are now required to maintain a State Treasury Bank Account to accept cash transfers from UNICEF. After examining the financial rules, procedures and practices of Government agencies using the State Treasury were found compliant with established accounting and auditing principles and practices. IPs were assessed using the HACT checklist for Financial Management Capacity Assessment and Government IPs using the State Treasury Account were rated as “low-risk”. The State Treasury Accounts are audited annually by the Mongolian National Audit Office. From the financial capacity assessment, the needs identified included: capacity-building needs; appropriate cash transfer modality and assurance activities. IPs rated as “low-risk” no longer have to submit full documentation when reporting utilization of cash transfers and instead submit a Certificate of Expenditure certifying the accuracy of data and information provided. Review and testing of the "Checklist for DCT Spot Check" is underway and shared in one of the UNICEF online ‘ASK broadcast’ messages for adaptation into the Mongolia context.
All IPs have been assessed as low-risk under the Financial Management Capacity Assessment in 2012-2013, and the Office is finalizing a spot-check plan to be conducted by PCR and IR managers and programme assistants with support of the Senior Financial Assistant over the first quarter of 2014.

UNICEF occupies 600.5 sqm of a new seven-storey building provided rent-free by the GoM. The amended MoA for the Common Premises is awaiting clearance from the MoFA. The revised MoU among agencies is also pending. UNICEF shares approximately 29.6 per cent of the operating cost for the building and other common services (dispensary and security). As the office space was bare, UNICEF invested US$12,487, to improve space allocation and working conditions at the seventh floor. All UNICEF vehicles are MOSS-compliant and undergo periodic maintenance. The Office conducted two inventory counts. These reports were presented in two PSB meetings, along with proposals on the disposal of obsolete and broken equipment. The asset register was periodically maintained and validated. Since 2012, there has been no Travel Agency serving UN Agencies as the Long Term Arrangement (LTA) had expired. The procurement process for a new Travel Agency LTA was completed and awaiting UNDP headquarters approval.

As of 31 December 2013, the overall utilization rate of the Office was 100 per cent of the total funds allocated and expenditure rate was 86 per cent. Five grants amounting to US$913,493 expired in 2013 with 100 per cent utilization, hence, no loss of funds. There were no outstanding DCTs for more than 6 months during the year.

Supply Management

Supply procurement and institutional contracting accounted for 40.9 per cent of the programme throughput in 2013. Local supply procurement comprised 78 per cent of supply assistance of US$1.13 million consisting mainly of kindergarten and school furniture, printing and ICT equipment. The average value of POs was approximately US$7,600. UNICEF Mongolia does not maintain any warehouse and implementing partners have the capacity to clear, accept, and store supply shipments, apart from absorbing inland transportation costs to deliver supplies to the project sites. In 2013, there was a significant improvement in the preparation of supply and services plan and progress towards the implementation of the plan was periodically monitored and reported during PCMs which resulted to an implementation rate of 85 per cent by end 2013. There was a noticeable increase in WASH-related construction contracting from US$93,055 in 2012 to US$1.25 million in 2013, as 50 per cent of all construction costs were planned for 2013 in advance in agreement with the donor.

The challenge in construction contracting was the very limited construction-time window because of long wintertime and in finding suitable and technically competent contractors especially in the remote project sites. The Office needs technical expertise in reviewing construction design and specifications appropriate for cold climates as well as in cost estimation and on-site inspection and verification. A market survey was completed in March to identify new vendors and suppliers for the ten most-common supply items required for programme implementation. An EOI was issued to invite suppliers/vendors of office supplies for a LTA starting 2014. The existing LTA for printing will be renewed for another year. The Supply Unit actively participated in developing the Logistics ToR and Contingency preparedness plan under the Humanitarian Country Team and in introducing the cluster approach to concerned Government agencies led by the NEMA. Getting the
cooperation of Government agencies to share information and plans remained a challenge in drawing up a consolidated logistics contingency plan.

The logistics capacity assessment report completed in 2012 needs updating in 2014 given the recent Government expenditure in infrastructure and entry of private companies involved in logistics.

In terms of procurement services, the Office facilitated the procurement of vaccines, injection and sterilization equipment, laboratory supplies and rapid test kits worth US$1.2 million requested by the Ministry of Health and the Global Fund Project. For 2014, an increase in non-EPI (pneumonia, rabies) vaccines request is expected.

<table>
<thead>
<tr>
<th>Programme supplies</th>
<th>Operations supplies</th>
<th>Contracts</th>
<th>Construction services</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$1,088,000</td>
<td>US$41,000</td>
<td>US$123,680</td>
<td>US$1,066,000</td>
</tr>
</tbody>
</table>

**Human Resources**

Staff changes during the year involved the Senior Finance Assistant, Operations Assistant, Deputy Representative and Operations Manager. The average recruitment time was two months for local positions. Recommendations for international positions were submitted to DHR ahead of the 45 day KPI. The Office has four International Professional positions and 30 national positions. Female staff (59 per cent) outnumber the male staff but there is gender parity in international positions. The PAS/PER completion was monitored at the CMT level, with a completion rate of 97 per cent for the 2012 PAS/PERs by 28 February. The 2013 PAS work plan and outputs of all staff were finalized by 31 March. The Office priorities were captured in the PAS of responsible staff. Staff were oriented on the PAS process to ensure conformity with the specifications. A Performance Management Training was conducted to better understand supervisor-supervisee relationships.

TAs and contracts for services were judicious and followed competitive processes. A TA replaced the Adolescent/HIV/AIDS Specialist on prolonged maternity and annual leave. Fourteen consultants and 13 institutional contractors were engaged for programme implementation. A civil engineer seconded by the Australian Red Cross assisted the WASH programming. The WASH Officer was deployed to Marshall Islands to assist in the drought emergency as part of the regional rapid response mechanism. The Office has 37 Long Term Arrangements for interpretation and translation services, and an Expression of Interest (EoI) was floated to invite contractors for 2014-2015.

Given the young cadre of general service and professional staff, learning and development remained a top priority. The Office received US$4,000 from the regional training budget to fund learning activities. All staff were trained in the GROW coaching model. This is expected to improve the discussion on performance, staff development and interpersonal relationships. Nine staff are taking Rosetta Stone languages course. The Office spent roughly US$29,310 for learning and staff development in C4D, Social Budgeting, Change Management, emergency preparedness, UN Cares, Representative Orientation and others. A two-day P2D was conducted for 11 new staff members. Discussions on work processes and peer-to-peer guidance in creating and processing VISION documents and transactions are continuous.

The results of the May 2012 interim salary survey were released in March 2013 granting a
14 per cent salary increase for National Professionals, and no increase for General Service staff. At the request of the UNRC, the planned comprehensive salary survey was advanced to December 2013. The two untrained peer support volunteers did not report any counselling services. All staff had access to free condoms and PEP kits and were informed on where and how to access voluntary counselling and testing for HIV. Due to budgetary constraints, the UNCT downsized the UN dispensary and implemented a cost-recovery mechanism and referral system of services.

The Staff Association played an active role in promoting the well-being of staff and liaising with other UN staff associations to address common concerns on local salary surveys, the new premises, cost-recovery measures, and team-building among all UN staff through sports and celebrations.

**Efficiency Gains and Cost Savings**

There was a significant reduction in the way the Office consumes bond paper from 740 reams in 2012 down to 480 reams in 2013, as result of initiatives in encouraging two-sided printing, sharing of electronic copies, outsourcing high-volume reproduction and in conducting paperless meetings. The saving of US$910 is not much but is a contribution to the environment. Recruitment interviews of international consultants and staff was done through Skype while the Khuvsgul office participated in PCM through WEBEX or Skype, instead of fixed landlines.

The Mongolian Government provided the UN Agencies a rent-free building in mid-December 2012. Prior to this, all UN agencies occupied a commercially-leased building wherein UNICEF shared US$115,915 in office rental costs in 2012. To move to the new UN House, UNICEF shared about US$101,816 in one-time investment cost (OTIC), the payment of which was apportioned based on funding for positions. Thus, the OTIC will be recovered in 0.85 years, sparing from the perennial trouble of sourcing funds to cover office rent, which escalates at an average of 15 per cent a year. The Office also enjoys preferential treatment with its local house bank in foreign exchange transactions and gained a net value-added equivalent to US$67,863.39 from January to December. The timely submission of the monthly request for Value Added Tax reimbursement to the Tax Authority allowed the Office to receive an equivalent of US$199,703.40 from January to December.

**Changes in AMP & CPMP**

Memberships in a number of the Office management committees for the period 2014-2015 will be determined as the two-year tenure of existing members have ended. In doing so, the Office may also take this opportunity to update the Terms of Reference of these committees, based on lessons learned.

The Office will undertake a MTR of the current country programme in 2014. Actions, deliverables and timelines towards this will be discussed during the 2014 AMR. Proposed changes in the programme and staffing structure will largely be driven by the MTR recommendations and the efficiency and effectiveness guidelines. Support from the Regional Office in conducting the programme MTR and the mid-term management review report will be needed. The Office will also establish a Change Management Team to ensure transparency and staff participation.
An AMP meeting in early 2014 is planned to capture in the 2013 AMP review, the emerging trends in the country context that inform 2014 priorities, including the preparation for the MTR and MTMR processes and global organizational priorities (i.e. SUN, APR, alignment with the SP, fundraising and advocacy). The AMP will also contain Office priorities, which will clearly include the 2013 priorities rated as “on track” that require additional work. The 2014 AMP will also include the acceleration of fundraising, as availability of funds is becoming a challenge mainly for the ECD, CFC, nutrition, child protection and sanitation programmes.

Summary Notes and Acronyms

Summary Notes:

Mongolia is divided in 21 **aimags** (provinces). Each aimag is divided into **soums** (sub-provinces) and “**baghs**” (smallest unit). Ulaanbaatar is divided into 9 **districts**, and 131 **khorooas**.

**Ger** is the Mongolian traditional dwelling.

Acronyms
ADB - Asian Development Bank
AMP - Annual Management Plan
AMR - Annual Management Review
APR – A Promise Renewed
BGAN - Broadband Global Area Network
CCCs - Core Commitments for Children
CDO - Community Development Officer
CEDAW - Convention on the Elimination of all Forms of Discrimination against Women
CFC - Child Friendly Community
CFS - Child Friendly School
CMT - Country Management Team
CPAP - Country Programme Action Plan
CPD - Country Programme Document
CRC - Convention on the Rights of the Child
CSO - Civil Society Organization
CSPro - Census and Survey Processing System
CSR - Corporate Social Responsibility
DHCP - Dynamic Host Configuration Protocol
DRBCP - Disaster Recovery and Business Continuity Plan
EAPRO - East Asia Pacific Regional Office
ECD - Early Childhood Development
ECE - Early Childhood Education
EMOC - Emergency Obstetric Care
ENC - Essential Newborn Care
EOI - Expression of Interest
EPI - Extended Program on Immunization
FDI - Foreign Direct Investment
GDP - Gross Domestic Product
GHD - Global Handwashing Day
GMP - Growth Monitoring and Promotion
GoM - Government of Mongolia
HACT – Harmonised Approach to Cash Transfers
HCT - Humanitarian Coordination Team
ILO - International Labour Organization
IMEP - Integrated Monitoring, Evaluation and Research Plan
IMNCI - Integrated Management of Neonatal and Childhood Illness
IP - Implementing Partner
IYCF - Infant and Young Child Feeding
JCC - Joint Consultative Committee
KPI - Key Performance Indicator
LDF - Local Development Fund
LQAS - Lot Quality Assurance Sampling
LTA - Long-Term Agreement
MDG - Millennium Development Goal
MICS - Multiple Indicator Cluster Survey
MNP – Micronutrient Powder
MoA – Memorandum of Agreement
MoF - Ministry of Finance
MoFA - Ministry of Foreign Affairs
MoH - Ministry of Health
MoM – Ministry of Mining
MoU - Memorandum of Understanding
MP - Member of Parliament
MTR - Mid-Term Review
MYWP - Mid-Year Work Plan
NAC – National Authority for Children
NCAV - National Centre Against Violence
NCC - National Council for Children
NCGE - National Committee on Gender Equality
NCMCH - National Centre for Maternal and Child Health
NEMA - National Emergency Management Authority
NFE – Non Formal Education
NYHQ – New York Headquarters (of UNICEF)
OIAI - Office of Internal Audit and Investigation
OTIC - One-Time Investment Cost
PAS – Performance Appraisal System
PCM - Programme Coordination Meeting
PCV - Pneumococcal conjugate vaccine
PER – Performance Evaluation Report
SISS - Social Indicator Sample Survey
TA - Temporary Appointment
ToR – Terms of Reference
UN - United Nations
UNDP - United Nations Development Programme
VAC - Violence Against Children
VHF – Very High Frequency
WASH - Water Sanitation and Hygiene
WHO - World Health Organization
WVI – World Vision International
YCSD - Young Child Survival and Development
<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The use and usefulness of school grants</td>
<td>2013/001</td>
<td>Survey</td>
</tr>
<tr>
<td>2 Domestic and inter-country adoption</td>
<td>2013/003</td>
<td>Study</td>
</tr>
<tr>
<td>3 National Guidelines on Comprehensive HIV and STI Prevention Services for Young Key Populations in Mongolia</td>
<td>2013/004</td>
<td>Study</td>
</tr>
<tr>
<td>4 Formative research: reducing preventable child deaths from pneumonia, diarrhoea and newborn complications in Mongolia</td>
<td>2013/005</td>
<td>Study</td>
</tr>
</tbody>
</table>
## Other Publications

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 UNTFHS Project’s Main Achievements</td>
</tr>
<tr>
<td>2 Economic Impacts of Sanitation in Mongolia</td>
</tr>
<tr>
<td>3 Impact of UB city’s Ger district pollutant sources into groundwater quality</td>
</tr>
<tr>
<td>4 Tuva Alphabet</td>
</tr>
<tr>
<td>5 Hygiene Promotion Kit</td>
</tr>
<tr>
<td>6 Protecting the poorest leaflet</td>
</tr>
<tr>
<td>7 Subnational disparities leaflet</td>
</tr>
<tr>
<td>8 Putting children at the heart of budget</td>
</tr>
<tr>
<td>9 Working briefs brochure</td>
</tr>
<tr>
<td>10 Integrated social protection services brochure</td>
</tr>
<tr>
<td>11 Printing of guidelines of measles rubella supplementary immunization activity</td>
</tr>
<tr>
<td>12 Assessment tools for child friendly kindergarten</td>
</tr>
<tr>
<td>13 Nutrition advice handbook</td>
</tr>
<tr>
<td>14 Printing service of Advice cards</td>
</tr>
<tr>
<td>15 Curriculum of alternative training for ECE</td>
</tr>
<tr>
<td>16 IEC materials on health - poster</td>
</tr>
<tr>
<td>17 IEC materials on health - brochure</td>
</tr>
<tr>
<td>18 IEC materials on health - booklet</td>
</tr>
<tr>
<td>19 Teachers in Mongolia, Mongolian language</td>
</tr>
<tr>
<td>20 Mathematics, Khel hariltsaa</td>
</tr>
<tr>
<td>21 Nemekh, khasakh-1</td>
</tr>
<tr>
<td>22 Nemekh, khasakh-2</td>
</tr>
<tr>
<td>23 Statistics, data management</td>
</tr>
<tr>
<td>24 Kholboo hamaaral</td>
</tr>
<tr>
<td>25 Onovchtoi shiidver</td>
</tr>
<tr>
<td>26 Dursiin gaihamshig</td>
</tr>
<tr>
<td>27 Buteelch tootsoo</td>
</tr>
<tr>
<td>28 Ekh hel erdimiin tulkhuur</td>
</tr>
<tr>
<td>29 Khun heleeree - 1</td>
</tr>
<tr>
<td>30 Khun heleeree - 2</td>
</tr>
<tr>
<td>31 Usukhuus sursan undesnii khel - 1</td>
</tr>
<tr>
<td>32</td>
</tr>
<tr>
<td>----</td>
</tr>
<tr>
<td>33</td>
</tr>
<tr>
<td>34</td>
</tr>
<tr>
<td>35</td>
</tr>
<tr>
<td>36</td>
</tr>
<tr>
<td>37</td>
</tr>
<tr>
<td>38</td>
</tr>
<tr>
<td>39</td>
</tr>
</tbody>
</table>