



United Nations Development Programme

Country: MONGOLIA

Project Document

Project Title	Strengthening the Disaster Mitigation and Management System in Mongolia - Phase III
UNDAF Outcome(s):	A holistic approach to environmentally sustainable development is promoted and practiced for improving the well-being of rural and urban poor.
Expected CP Outcome(s):	Risks and consequences of natural disasters are minimized. Legal/policy environment for disaster prevention is improved enabling community groups, local governments and the national institutions to coordinate and enhance their systems for disaster preparedness.
Expected Output(s):	Public education and awareness of disaster preparedness and mitigation enhanced. Capacity strengthened at national and local levels to prevent, mitigate and cope with emergencies and disasters.
Implementing Partner:	National Emergency Management Agency of Mongolia
Responsible Parties:	Ministry of Nature and Environment, Ministry of Food and Agriculture, State Specialized Inspection Agency

Brief Description

The overall project goal is to contribute to the sustainability of the country's development gains by reducing risks and vulnerabilities through enhanced government capacity and wider partnerships with other sectors, and regions. The principal objective of Phase III project is to support implementation of the long-term strategy of Mongolia for disaster risk management to minimize vulnerability, improve preparedness; enhance institutional capacity for disaster management and emergency response, and assist in adapting to climate change that adversely affects sustainable development of the country, especially those in the rural environments.

Programme Period:	2007 - 2011
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PAC Meeting Date:	29 January 2008
Management Arrangements:	National Execution

2008 AWP budget:	USD 469,705
Total resources required:	USD 2,000,000
Total allocated resources:	USD 1,500,000
• Regular:	TRAC1 USD 200,000
• Other:	
○ Donor:	USD 1,300,000
○ Government:	
Unfunded budget:	TRAC3 USD 500,000
In-kind Contributions:	USD 30,000

Agreed by (Implementing Partner):

Enkhbold Miyegombo, Deputy Prime Minister of Mongolia/Date

Agreed by UNDP:

Pratibha Mehta, Resident Representative/Date

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Acronyms

ADB	Asian Development Bank
AEMD	Aimag Emergency Management Division
AWP	Annual Workplan
BCPR	Bureau for Crises Prevention and Recovery UNDP
CBDM	Community Based Disaster Management
CBDMU	Community Based Disaster Management Unit
CBO	Community Based Organization
CCA	Common Country Assessment
DM	Disaster Management
DMP	Disaster Management Plan
DPF	Disaster Preparedness Fund
DPM	Deputy Prime Minister
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRRPC	Disaster Risk Reduction Partnership Council
GTZ	German Technical Cooperation Agency
FAO	Food and Agricultural Organization
HFA	Hyogo Framework for Action (2005-2015)
ICT	Information and Communication Technology
IFAD	International Fund for Agriculture and Development
ILO	International Labour Organization
LC	Local Coordinator
LGA	Local Government Authorities
MDGs	Millennium Development Goals
MFAg	Ministry of Food and Agriculture
MNE	Ministry of Nature and Environment
MOECS	Ministry of Education, Culture and Science
MOH	Ministry of Health
NCDB	National Civil Defence Board
NFA	National Framework of Action 2006-2015
NEMA	National Emergency Management Agency
NEX	National Execution
NIP	National Implementation Plan
NGO	Non-Governmental Organization
NPD	National Project Director
NPM	National Project Manager
NPS	National Platform Structure
Nukhurlul	Mongolia term for herder group
PB	Project Board
PIU	Project Implementation Unit
RMMA	Resource Mobilization Material Acquisition policy
PPE	Personal Protective Equipment
PRA	Preparedness Response Assessment
SAR	Search and Rescue
SBCD	State Board for Civil Defence
SRD	State Reserve Department
TOR	Terms of Reference

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TPR	Tripartite Review (Government of Mongolia, Government of Luxembourg, UNDP CO)
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment and Coordination
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNTG	United Nations Theme Group
USAID	United States Agency for International Development
WB	World Bank
WHO	World Health Organization

Part I. Situation Analysis¹

Global Context

Over the past 15-20 years the subjects of disasters and their increasingly costly consequences on human life, social impacts and economic losses have grown throughout the world. These effects have also become a major factor in determining the effectiveness of investments made in national growth and development generally and lifting millions of people beyond poverty. The UNDP Development Report for 1998 at the time highlighted these crucial links between disasters and development, and the subject has since become a mainstay of both developmental and humanitarian thinking. The subject was further elaborated in the UNDP publication *Reducing Disaster Risk: A challenge for development*, (2004).

The declaration by the United Nations General Assembly of the International Decade for Natural Disaster Reduction (1990-1999) and its successor organization since 2000, the International Strategy for Disaster Reduction (ISDR) marked further milestones in international advocacy for disaster reduction. The Yokohama Strategy and Plan of Action (1994), and more recently the Hyogo Framework for Action (2005-2015): *Building the Resilience of Nations and Communities to Disaster (HFA)* provide guidance for motivating national governments to adopt long term and sustained commitments to building societies safer from disaster risks. Crucially the subject is placed in the context of countries' national development interests, as well as efforts to intensify the productive synergy to be gained from the abilities and resources throughout the United Nations system and support drawn from wider international assistance programmes. The Hyogo Framework also set an international standard and suggested an approach which countries were encouraged to consider in devising their own national strategies for disaster mitigation and management, while simultaneously making key linkages between disaster risks and the achievement of the Millennium Development Goals (MDGs) within the same period, by 2015.

In the past decade alone, the occurrence of disasters caused by hazards of natural origin and related environmental and technological hazards and risks² globally have doubled, with economic losses soaring to more than six times the losses incurred in the 1960s³. Several major disaster events have shocked the world by their massive devastation, loss of life, and severe socio-economic consequences. The Indian Ocean tsunami in December 2004, displayed the force of uncontrollable natural forces that killed at least 230,000 people, overall affecting people from more than fifty countries. Less than six months later, despite national wealth and advanced technology, the more evident failures of planning and the absence of necessary resources to address known disaster risks in the city of New Orleans in the United States of America resulted in many avoidable losses from the seasonal hurricane storm Katrina.

Before 2005 had ended and immediately prior to the onset of winter conditions over 100,000 people perished in the strong earthquake in Pakistan and Indian Himalayan mountains from

¹ The Situational Analysis is extracted from "Terminal Evaluation Report of Strengthening the Disaster Mitigation and Management systems in Mongolia" Phase II project by Terry Jeggle, Earl James Goodyear, Purevsuren.L. October 2007, Ulaanbaatar, Mongolia

² It is this expression from the Hyogo Framework for Action 2005-2015 (in footnote 3) that was adopted by 168 countries at the UN World Conference on Disaster Reduction (Kobe, Hyogo, Japan) January 2005.

³ Munich Re, *Topics Geo, Annual Review: Natural Catastrophes*, 2005. p. 12

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collapsed structures and more from later exposure. Despite widespread international and local efforts, over two million people remained without proper shelter and had few basic necessities, because of the magnitude of needs and difficult access.

From elsewhere in Asia, new forms of rapidly transferable diseases of humans and animals, such as Severe Acute Respiratory Syndrome (SARS) and Avian Influenza have alerted all countries of the world to new disaster threats requiring careful planning, and improved readiness. Conditions of rapid industrialization, or alternately the deteriorating conditions of older and dated industrial plants or poorly maintained physical infrastructure pose other disaster risks, especially in expanding urban environments.

Most importantly, these events and existing conditions have underlined the necessity of governments and populations to adopt measures that can protect their natural and physical assets, in both rural and urban environments as they equally develop their resilience and different types of livelihood protection.

Disaster threats and the need to provide better protection from them now demand levels of technical involvement and social engagement in preparedness and risk reduction that go far beyond earlier efforts conceived primarily for responding to urgent needs of rescue and assistance only after a disaster occurs. Importantly disasters and their consequences have become globally significant, requiring ever wider political, professional, and practical relationships linked through mutual benefits of fostering the exchange of knowledge and experience.

Governments have recognized the significance of these trends. While working to ensure the most effective means of disaster management and specialist emergency services, they are increasingly adopting measures that address wider economic necessities and growing social expectations of revising national disaster protection strategies. This also has been encouraged by more international support drawn from both developmental and humanitarian resources for countries' own efforts most suited to their particular conditions, needs and circumstances of disaster management and protection.

Country Context

During this same period, Mongolia has itself been experiencing a number of rapid and important changes that have enhanced development opportunities, while at the same time generating a greater disaster risks and placing a higher importance on disaster management. Since its adoption of a democratic governance system and the development of a competitive market economy, Mongolian authorities have been extremely receptive to reconsidering previous approaches to disaster management. The increasing economic opportunities in Mongolia and likelihood for more diverse forms of public, professional and private relationships have similarly encouraged the adoption of more comprehensive approaches to disaster management and sustainable national developmental interests. Political and economic changes since 1991 have had a significant development impact on the lives of Mongolia's most vulnerable population. While some of the services to the livestock sector such as veterinary services, breeding programs, marketing channels, credit facilities and pasture diminished, opportunities for private ownership had a dramatic increase on the numbers of livestock with corresponding pressure being placed on water points and adequate

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pastures. The *dzud*⁴ that occurred in 1999-2000 and 2000-2001 caused 413.8 billion MNT (US\$369 million) worth of damage to the nation's economy, which is the equivalent of approximately 15 percent of total overseas development assistance (ODA) received since 1991 and devastated 20 per cent of the national herd destroying the livelihood of over 10,000 herding families. More recently, noticeably changed climatic conditions including intermittent and currently more prolonged drought conditions were cited by herders as reducing the periods of restoration of both herds and livelihoods.

Against this background UNDP with the support of the Government of Luxembourg has been instrumental in initiating a commitment in association with other organizations to support the evolution of Mongolian policies and institutional capabilities in disaster management and protection objectives. While immediate humanitarian concern was motivated initially by the devastating personal losses of the combined severe dzud during 1999-01, the costs to the country and the growing exposure of much of Mongolia's population to future disaster risks stimulated further commitments to disaster mitigation and management. This has been pursued with considerable consistency over the past five years despite the extensive variation in the large land area of Mongolia, and the widespread distribution of its 2.5 million inhabitants, distributed almost equally between urban and rural habitation and livelihoods.

The vulnerability to disaster issues were first addressed by UNDP in a prior project of Strengthening the Disaster Mitigation and Management System in Mongolia, Phase I (MON/02/305) from July 2002 – July 2004. The successful completion of this first phase was marked by significant Mongolian efforts to formulate the national law on Disaster Management (2003) and to commit itself to a more comprehensive civilian approach to addressing disaster issues by creating a new agency responsible for disaster management. This led to the further assistance from UNDP with the generous support of Government of Luxembourg in the project, Strengthening the Disaster Mitigation and Management System in Mongolia, Phase II (MON/05/305) from May 2005 to December 2007.

The project phase II made a significant contribution to capacity building of newly established NEMA in terms of its human force and technical competence, its coordinated process of developing a draft National Framework for Action on Strengthening the Disaster Reduction Capacity in 2006-2015 in line with Hyogo Framework concepts, and support to establishment of partnerships for DRR.

The progress has been remarkable in efforts and report of the previous UNDAC Mission to assess Mongolia's National Disaster Response Capacity (27 June – 9 July 2004), and the following UNDAC "Mission Review 2004 Recommendation Matrix Document" of 2-6 October 2005. Taken together these documents provide an excellent wider perspective of NEMA growth, development and challenges since its creation, and also serves as a baseline for next Phase III.

Despite these positive trends and overall increase in economic growth of the country there are other development factors that impact the highly insecure lives led by thousands of Mongolians. Factors contributing to people's vulnerability include Mongolia's landlocked status, a limited capacity to prevent and manage natural hazards, high rates of unemployment, slow expansion of job opportunities, low and fluctuating sources of earning.

⁴ A severe winter storm peculiar to Mongolia, characterized by very low temperatures with related harsh and icy conditions and the possibility of extensive snow. Dzuds threaten both human and animal existence, often accompanied by lasting economic consequences.

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Major demographic shifts are being witnessed as a result of rising urbanization, with imbalances in the distribution of population across the country. Growing disparities between rural and urban areas and among residents of urban areas (between residents of 'ger neighborhoods' and others) are a disturbing feature of Mongolia's advancement. This increasing migration and especially movement towards the cities has resulted in increased urban vulnerabilities as well as a limited expansion of local livelihood opportunities through traditional means in more outlying areas. The aging urban infrastructure was also recognized as being quite exposed to threatening seismic conditions, particularly in the rapidly expanding capital area of Ulaanbaatar.

In Mongolia context, when coupled with the already harsh, and increasingly more varied climatic conditions on which rural people must rely, the resilience of populations and livestock to climate change becomes more tenuous. Such disparities are reflected in many dimensions including diminished access to water, land and pastures in outlying locations, or poor and unequal access to basic services in underserved sub-urban and rural areas. Limited access to information, adequate urban housing or the assurance of safe and well-maintained infrastructure or a protected natural environment are issues that apply to many Mongolians throughout the country.

Despite economic expansion in recent years, poverty remains widespread with about a third of the population living below the poverty line. There is a rising demand for quality health coverage and while there have been notable accomplishments in recent years, a major challenge remains to provide improved access to education and job opportunities throughout the country, especially for women and young people. More job opportunities will need to be created through industrialization that combines improved local business capacity with international expertise and technology. As both mining activity and industrial plants increase there are potentially significant impacts on environmental conditions or greater risk of disastrous accidents that could threaten the livelihood security and health of many more Mongolians.

The recent case of a large spill of a solution containing sodium-cyanide and mercury in Khongor soum of Darkhan Uul aimag has revealed lack of national capacity to respond to such emergencies which are very new to Mongolia. It is commonly accepted that under the rapid expansion of the mining sector, the transport and use of large quantity of chemicals will continue to expand in Mongolia. This will inevitably also increase the probability of chemical accidents with significant consequences to the population and the environment.

Growing ecological vulnerabilities and their socio-economic impact require a concerted and continuing attention. Previous disaster protection and locally applied risk reduction mechanisms such as livestock shelters, fodder stockpiles, sufficient access to economical veterinarian services or sustained water sources need to be restructured or reconfigured to enhance people's resilience. New risk reducing mechanisms are required in order to sustain the semi-nomadic way of life and the rural economy.

These shortcomings have been compounded by the absence of community-based organizations that can play an active role in local natural resource management. However, there are encouraging signs that herders' groups (nukhurluls) and other forms of locally-initiated "self-interest" groups are experimenting with means to increase their shared sense of resilience. These include established forms of voluntary organization, registration as officially recognized NGOs or through locally established and self-managed disaster risk (or reserve) funds. Moreover, these are positive contributions to strengthening institutions of democratic governance ensuring greater transparency, accountability and better mainstreaming of democratic principles across all levels of society. This identifies new opportunities of public

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participation through a variety of civil society organizations and the wider relevance of media, in providing weather forecasts and marketing information or other forms of economical public communication and modern information services.

While structural changes in the sector were going to take years to achieve, it was against this background that the Government of Mongolia examined other natural and human induced hazards such as forest and steppe fires, animal and human epidemics, toxic chemical spills or other industrial accidents including radiation leaks. Recognition also began to be taken of an aging urban infrastructure quite exposed to threatening seismic conditions, particularly in the rapidly expanding capitol area of Ulaanbaatar.

The with before mentioned situation the need for support to the Mongolia Government in its disaster management capacity continues. The external Terminal Evaluation for project phase III in September 2007 with significant support from UNDP Bureau of Crisis Prevention and Recovery in Bangkok were a valuable input for developing the third project phase. This report in combination with a stakeholder meeting led to rapid approval for support of the next project phase by the Government of Luxembourg. Their contribution accounts for about 2/3 of the entire project budget. Since 2001 the Government of Luxembourg has been continuously and increasingly supporting Mongolia to enhance its disaster management capacities.

Climate change causes great concern worldwide and in also in Mongolia. Despite the generous commitment from the Government of Luxembourg for the project Phase III, additional funds for developing a National Climate Change Strategy are required. UNDP BCPR is expected to cover this and other capacity building activities of the Disaster Project Phase III.

In the presence of already detected cases of H5N1 virus, Mongolia is in an extremely vulnerable position of rapid spread of the disease due to its pastoral livestock husbandry (with over 40 million heads of livestock⁵) where all, wild and domestic animals, and even domestic birds share common grazing areas, water sources, and intensively interact with humans. Beside this, there is a potential danger of human infection from imported poultry products in urban areas, and contagion from infected localities, water sources for rural population which is very much mobile for search of better pastures facilitating even faster spread of the disease.

UNDP commitment to Disaster Risk Reduction

For UNDP Mongolia, mainstreaming disaster risk reduction is undertaken by its incorporation in the Common Country Assessment/UN Development Assistance Framework (CCA/UNDAF) process and subsequent follow-through by the UN Country Team (UNCT). The CCA/UNDAF process is undertaken by the UNCT in close collaboration with the Government of Mongolia, NGOs, and civil society, and the private sector to coherently follow current national priorities. A tangible way to include disaster risk reduction into sustainable development planning at country level was the integration of disaster risk reduction elements into the CCA/UNDAF process. The focus is there on improving the legal environment, increasing the education and awareness, and improve the national and community disaster preparedness and response systems.

The UN Resident Coordinator and the UNCT promote effective national disaster risk reduction capacity through support for the following actions, which to various degrees have been

⁵ The result of Livestock census 2007

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reflected in both the design and implementation of the previous two phases of Disaster Project.

- Ensure the link between national needs and UN assistance in disaster risk reduction at national and community levels.
- Support for setting-up national strategies, policies and plans to develop institutional and technical capacities in the field of disaster reduction, as identified in the Hyogo Framework.
- Assist with assessing existing capacities, gaps and needs as requested by a country authority.
- Strengthen decentralized local governance systems for disaster risk reduction and by encouraging the clear identification and allocation of decentralized responsibilities.
- Identify relevant actions to assist with the implementation of the Hyogo Framework.
- Strengthen awareness of roles and responsibilities among all stakeholders and assist them building the skills and capacities to carry out assigned functions.
- Establish links and exchanges between different levels of action (local and intermediary as well as national, regional and international), or by fostering collaboration and dialogue among national platform members.

The national impacts of the successive drought and dzud disasters in Mongolia in 1999-2002 greatly influenced the initial efforts to revise the approach to disaster management in Mongolia. This was evident in the passage of the Disaster Management Law of 2003. The subject of strengthening “the national system for disaster preparedness and response management” also was one of the five primary goals identified in the UN Development Assistance Framework for the period of 2002-2006. This emphasis was further reinforced by reference in the UN Multi-Year Funding Framework (MYFF) for Mongolia (2004-2007) under service line 4.5 of Goal 4 in which crisis prevention and recovery is identified specifically to address natural disaster reduction.

It was during this period that the Phase II Project was designed and its objectives identified, as may be clearly seen by the relevant core results identified in that MYFF:

- Disaster risk reduction to be incorporated into development planning;
- Sector-specific national and/or regional expertise to be developed covering disaster preparedness planning and/or mitigation of risks and vulnerabilities; and
- Human-made vulnerability factors that shape risks to be corrected and relative disaster vulnerability significantly reduced.

It is worth noting that the timing of introducing Disaster Phase II Project right after the early mentioned UN World Conference on Disaster Reduction held in Kobe, Japan in January 2005, the landmark international event, enabled the country to become one of the first countries actually to implement some of the internationally endorsed standards of disaster risk reduction. In that respect, the project has proven to be extremely timely and a very positive example of a concerted national strategy to advance comprehensive disaster and risk management.

With regards to animal and human epidemics, UN agencies with support of BCPR, assisted the Government of Mongolia in the development of National Comprehensive Human and Avian Influenza Strategy and Action Plan 2007-2009, which was subsequently endorsed in February 2007. Further implementation of this preparedness plan has been taken by a new WB-funded project on strengthening prevention for AHI.

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The current UNDAF 2007-2011 notes other ongoing developmental trends in Mongolia that are creating a cultural transformation as globalization and urbanization impact on the society, encourage growing expectations, but also introduce new or different types of risk into the Mongolian way of life. As such, some of these same issues also reflect the potential of significantly changing the nature of disaster impacts on national development. The consideration of both current and emerging disaster risks need to evaluate the very different types of exposure by various segments of the population. Effective disaster risk reduction strategies need to relate to peoples' livelihoods, which in most cases are heavily influenced by the rural or urban locations where they live.

All of these highlight the foresight and relevance of the Phase III Project, as much as they call for more sustained efforts to mainstream disaster mitigation and management into developmental endeavours. It is noteworthy that other current UNDP programmes such as those devoted to improved rangeland and pasture conditions as well as a significant emphasis given to water availability and conservation of biodiversity in support of rural livelihoods further illustrate the close linkages and compatibilities between developmental needs and conditions pertinent to disaster conditions and risk reduction.

It is worth noting about pressing needs of NEMA for even the most basic emergency management equipment and protective clothing. This echoes remarks of the UNDAC Assessment Mission when it stated, "It is essential that more modern and up-to-date equipment is provided if the fire and rescue teams are to be able to carry out their important task in an efficient and effective manner"⁶. This was reiterated 15 months later in 2005 when a follow-up report commented, "The [UNDAC] Team recognized the professionalism and commitment of the organization but feel that [NEMA] are somewhat inhibited in carrying out their very important task by the lack of basic tools and personal protective equipment."⁷ While this issue was beyond the specific responsibility of the Phase II Project alone, this subject is so central to NEMA's expected institutional effectiveness. This persistent shortfall of even the most basic emergency management and firefighting equipment, and an almost total lack of protective clothing, has become even more acute since the UNDAC observations quoted above. The dependence on occasional gifted material from sympathetic countries, or ad hoc availability of individual items such as one or two satellite telephones, parachute equipment, etc. seriously constrains much of the otherwise expected operational capabilities of NEMA. Therefore, one of the most important tasks of Phase III project will be to increase technical capacity of Aimag disaster departments especially those of fire fighters and rescuers.

⁶ Recommendation 24, UNDAC-OCHA Mission to Mongolia: Assessment of Natural Disaster Response Capacity. June 27 – July 9, 2004.

⁷ UNDAC Mission Review Report, October 2-6, 2005.

Part II. Strategy

Project goal and objective

The overall project goal is to contribute to sustaining development gains of the country by reducing risks and vulnerabilities through enhanced government capacity and wider partnerships with other sectors, and regions. These are outlined in the United Nations Development Assistance Framework (UNDAF) 2007-2011, Outcome 3 with following specific Country Program outputs towards strengthening DRR in Mongolia:

- Legal environment of disaster prevention and preparedness is improved and community groups, local government authorities and the national institutions have improved disaster preparedness, and have applied more effective responses and mitigation measures;
- Public has enhanced their understanding, education and awareness of disaster risks, related preparedness and mitigation; and
- Improved national and community disaster preparedness and response systems to prevent, mitigate and cope with emergencies (including emerging health and climatic hazards) and disasters and to receive emergency assistance should an emergency and/or disaster occur.

Project Phase III will consolidate efforts from the earlier Phases (Phase I 2002-2004 and Phase II 2005-2007) and be firmly based on the key achievements of the later. These include a) formulation of the NFA 2006-2015 that “very much reflects the latest in international thinking that relates disaster reduction to national developmental strategies”⁸, b) increased capacity and commitment of NEMA to welding the multiple functions of civil protection, emergency material reserves, and fire-fighting into a solid and capable national emergency management agency, c) enhanced cooperation and partnerships at all levels. Specifically the partnership services to assist herder groups to create community-based disaster management institutions were proven to be highly effective as an impetus to herder group formation, creating effective locally determined and applied disaster risk reduction strategies. This experience will be further replicated in Phase III together with the small grants scheme that provided incentives in support of livelihood expansion, income diversification, and the development of additional local community coping mechanisms.

The principal objective of project phase III is to support implementation of the long-term strategy of Mongolia for disaster risk management to minimize vulnerability, improve preparedness; enhance institutional capacity for disaster management and emergency response, and assist in adapting to climate change that adversely affects sustainable development of the country, especially those in the rural environments. The efforts of the previous project phases for empowerment for rural women with focus on herder groups will be intensified in phase III for all outputs in line with UNDP guidelines (see Annex UNDP’s Eight-Point Agenda for Women’s Empowerment and Gender Equality in Crisis Prevention and Recovery).

⁸ Refer to the Terminal Evaluation prepared in September 2007 for complete description of “Lessons Learned” from Phase II and later in this section.

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Project strategy

For achieving the above defined project objective which is well in line with the guiding principles set in the National Framework of Action for DRR 2006-2015, project phase III strategy will include the following elements:

Building partnerships for DRR in Mongolia⁹: There is a need for more sustained and strategic approach to realize wider partnership in the forms of not only regular meetings, information sharing but a fully developed set of shared responsibilities or a formalized work programme. This can be enhanced by NEMA designating several key areas or required activity where they believe other potential partners possess a particular technical or institutional expertise lacking within NEMA. This may have particular value for new and emerging hazards like chemical emergency. Partnership needs to be encouraged not only through NEMA outreach efforts alone, nor strictly on an *ad hoc* basis related to specific project activities. It can equally be encouraged and fostered by more sustained efforts of the wider international and donor community in which the United Nations system can have considerable influence. A specific focus will be given to both National level (designated Partnership Focal Point at NEMA) and the soum/khoroo level partnership development that involves coordinated work of Soum /Khoroo Partnership Councils and Soum Emergency division, and CBDM units. A developed model of Soum/Khoroo partnerships that involves active engagement of herder groups as a primary CBDM institution¹⁰ should be further replicated by Aimag/Duureg NEMA Departments, which would also benefit partnership capacity building activities of Phase III.

Addressing distinctive hazard risks, needs, and resulting capabilities in rural and urban settings: The proposed project is aimed at both rural and urban populations recognizing the distinctly different needs of communities to minimize the impacts of slow-onset disasters (dzud, drought and other climate-related hazards largely affecting rural populations) and rapid-onset disasters (flooding, forest and grassland fires, earthquake, chemical spills and contamination, transport disasters). In order to apply this approach, more attention can be given to the risk identification and assessment process. As it needs to be a collective activity to be successful, it can provide additional benefits by motivating different communities of interest to participate in disaster risk reduction activities, particularly at local levels. By encouraging more opportunities for public participation and dialogue it is inherently educational. It also allows people to express their various needs and emphasis, allowing better focus on relative strengths or needs in various contexts. One such example is that fire-fighting and emergency rescue service capabilities as well as enforcement of building codes, suitable

⁹ Refer to Strategic Objectives 1.3.5 of Draft NFA 2006 – 2015

¹⁰ The creation of herder groups in Mongolia is a rather recent development and is believed to be triggered by the donor projects in the aftermath of major natural disasters (dzud) in the period 1999-2002. One very early example in this regard is the Gobi component of the “Conservation and Sustainable Management of Natural Resources Project” implemented by GTZ which drew earlier experiences and lessons learned in Kyrgyzstan, and the countries in South East Asia. The foundation for herder groups was initially laid by communities themselves, which was facilitated and supported by donors. The initiative developed after the collapse of the social system and privatization of livestock which led to a “community vacuum”. Herder started experiencing hardships for marketing their livestock products with high transaction costs due to the loss of social services in rural areas that were formerly provided by socialist type cooperatives. Based on their traditional cooperation in case of labor intensive activities such as felt making, well constructing etc. the herders realized about importance of getting together and uniting into groups to address their common problems of managing pastures, and other resources they use, and preventing disasters, that negatively affect their entire livelihood. This process led to formation of community-based disaster management institution (CBDM) largely facilitated by Disaster Phase II project.

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engineering design standards, land use planning, hazard mapping may be more relevant in urban environments, while a greater concentration on changing climate implications would focus more on support to rural economies, etc. Such a distributed outlook of needs and responsibilities can also lead to the identification of additional productive partnerships that can be developed for specific purposes.

Building DRR capacity in each region: As defined in NFA 2006-2015¹¹ the project will support to "set disaster mitigation regional structures in compliance with the Mongolian regional development program and related legal documents, to reduce and decentralize dependency on the central government and decentralize power to relevant local units". A special emphasis will be given to create a regional facility to maintain regular training and re-training of NEMA personnel, enable them to share their knowledge and experience through various regional events and simulation exercises, establishment of a specialised rescue unit for those emergencies and disasters specific to a region, and a regional level reserve system to allow more efficient management of state reserves etc.

Supporting achievement of MDGs and poverty alleviation in Mongolia:¹² The MDGs help direct national planning towards priority development goals. On the surface, it appears that the achievement of these goals will contribute to a reduction of human vulnerability to natural hazards. However, it is the processes undertaken in meeting each goal that will determine the extent to which disaster risk is reduced. In particular the link between disaster management and poverty reduction is crucial in Mongolia as disasters tend to excessively affect the poorest strata of society. Vulnerable groups, including women, the elderly, disabled, and children, are most seriously affected by these natural phenomena. Phase III recognizes the contribution of responsible disaster risk management to sustainable development. In this respect, project activities, especially at soum and aimag levels will pursue careful consideration of needs of the poor and marginalized households, and their active participation in relevant measures towards improving their disaster resilience and livelihood. The requirement will be set to provide grants to those Nukhurluls (herder groups), where at least 30 percent of the member households are in the Soum/Khoroo poverty list to contribute to the local poverty reduction efforts, and prevent further increase of inequality among the population.

Facilitating gender mainstreaming in DRR: Mongolia adopted a National Gender Equality Programme in 2002 with the aim of eliminating gender inequality. During the past the country has made impressive results in creating favorable legal environment for empowerment of women, and women's education. Despite this the women are still under-represented in management and decision making positions especially in rural areas.¹³ Therefore, gender sensitive approaches will be integrated into all aspects of the project recognizing the different needs of women, men, youth and the disadvantaged (see Annex UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery). A focus will be given to build women's skills and confidence through supporting their representation in the Soum/Khoroo Partnership Councils, and Project Boards of Nukhurluls (herder groups), election of competent female candidates as a Leader of Nukhurlul, Chair of Soum/Khoroo Partnership Council and Nukhurlul Project Board, and women's equal participation in relevant skills training, and other events that benefit personal growth. To this end, gender sensitization of NEMA staff, Soum Partnership Council members and Nukhurlul Project Board and relevant

¹¹ Refer to Strategic Objectives 1.3.2 and 1.3.4 and Strategic Priority no. 2.4 of Draft NFA 2006 – 2015, and Activity 4.7 of draft Implementation Plan of NFA.

¹² Refer to Strategic Objective 1.3.1. of Draft NFA 2008-2012

¹³ Implementation of MDGs in Mongolia, National Report 2004 Ulaanbaatar

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stakeholders will be conducted. The project will facilitate creation and sustainable operation of women's network among various Nukhurluls to value their knowledge in disaster reduction, empower them, encourage their active engagement, and enable women to share their knowledge and experience and address their unique needs in a collective manner. Similarly, specific needs of others: men, youth, and elderly people will be identified through a gender analysis in the respective assessments of disaster risks at the early stage of the project, results of which will be followed up by subsequent planning of the project. At the current there is no existing study with gender disaggregated data for Mongolia that would provide sufficient input for the disaster project phase III.

Assisting adaptation of vulnerable communities to Climate change for their disaster resilience: With the occurrence of extreme climatic conditions, Mongolia is becoming increasingly more vulnerable to disasters. Low population density over a vast territory, land locked location, and lack of direct access to the sea, exacerbate this phenomenon. In 1999-2002, disasters caused 413.8 billion MNT (US\$369 million) worth of damage to the nation's economy. In the light of changing climate, and increasing risks of climate-related hazards, it is envisioned by the project to enhance the adaptive capacities of vulnerable communities in both urban and rural areas. It is also intended to build stronger climate resilience and climate risk awareness among government authorities at different levels, key partner organizations through major assessments and policy formulation processes.

Maintaining multi-hazard approach: The proposed Phase focuses on missing components of the disaster management systems in Mongolia to ensure that hazard impacts are minimized, and there is a confident, able structure and operations procedures for organized disaster preparedness, response and recovery. UNDP support would take into account the likely impact of all types of hazards (including newly emerged chemical risks) in planning and implementing DRR activities, and it would specifically highlight the community-level preparedness for reducing risks. The project in close cooperation with NEMA would work with the local (Aimag/soum) governments on issues such as hazard mapping, land use planning, and environmental protection for reducing the impact of hazards.

Building capacity of UNDP CO: While the UN agencies to respond quickly to various disasters and emergencies in their operating countries; they have often a limited capacity for implementing DRR programs, largely due to the demand for more resources and expertise in these areas. Through the Environment and rural development cluster, the UNDP would advocate and work with relevant UN agencies in developing internal capacity within the system for mainstreaming disaster risk reduction into programs and plans. Additionally, there is increasing need for a more coordinated and collaborative effort among various donors working in DRR field to effectively use available resources. This is profoundly important in the absence of systematic and active donor coordination by the key government agencies. Linking to the partnership component of Phase III UNDP will strengthen its potentials to encourage more synergy among the various UN projects and programs, and to advocate for more coherent donor coordination in the field disaster management.

Knowledge Management

Knowledge management is an important part of this proposed project. The range of knowledge products the project intends to produce includes capacity building, training activities, the school curricula, publications and media broadcasting, workshops, reports and web pages of UNDP and NEMA.

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The transfer to and ownership of knowledge products by Mongolian institutions will be vital for the successful implementation of the project strategy in knowledge management.

Partnership activities under output 1 will enhance knowledge sharing and dissemination in governmental intuitions, the private sector and NGOs in relation to disaster risk awareness, management and preparedness.

The approach for the climate change risk component will have three layers of knowledge sharing. One will be based on traditional responses to climate change in Mongolia, the second will be based on educational products developed in cooperation with NGOs and the third layer activities are training of local government personals at all levels, NEMA staff and citizens.

Project target area

For achieving overall project goal and the principal objective, Phase III will target assisting NEMA branches in all 21 aimags and 9 districts of the capital city for its technical assistance. For CBDM component of Phase III, eight soums in four aimags which successfully graduated the pilot stage will continue to be target soums to further strengthen soum level structures for DRR. Following recommendations of the Terminal Evaluation to replicate, and expand good practices generated by the pilot CBDM, both NEMA and UNDP agreed to use following criteria for selecting additional aimags/soums/districts in both rural and urban areas:

- Representation of each region
- Location in economically disadvantaged and ecologically degraded areas
- Prone to various disasters
- Higher poverty rate
- Limited access to other donor projects
- Proximity to previous phase soums for management efficiency

The table on next page shows the target soums and districts for Phase III with their regional representation and coverage.

As the table illustrates, the project will cover a total of 12 rural soums and 2 urban districts which represent six aimags and the capital city in four regions of Mongolia.

In addition the project may undertake CBDM training and other relevant activities for local DRR in target areas of other UNDP implemented projects, which also have community based natural resource management and pasture management components. These include Community-based Biodiversity Conservation project in Altai Sayan region (20 soums in four western aimags), and Sustainable Land Management to combat desertification project (13 soums in four central/eastern aimags). Phase III project will have a strong linkage with the results of recently completed UNDP Urban Poverty Pilot project in Ulaanbaatar, where two Khoros of selected Songinokhairkhan, and Chingeltei districts have operating community Self-help groups and Khoroo activists who benefited from capacity building support of the project.

Furthermore, the project shall ensure that while supporting the herder communities, it maintains effective networking for information exchange and experience sharing with other successful herder communities created through World Bank, GTZ and other international charity and humanitarian organizations such as ADRA, World Vision, and IFRC, which have extensive experiences and achievements in working at the community level.

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Proposed Regional Centers of NEMA	Aimags in the region	Soums from Phase II (also target for Phase III)	Newly selected soums and districts for Phase III
Western region: <i>Khovd</i>	1. Uvs 2. Bayan-Ulgii 3. <i>Khovd*</i> 4. Govi-Altai 5. Bayankhongor 6. <i>Zavkhan</i>	1. Munkhkhairkhan 2. Bulgan 3. Numrug 4. Tsagaanchuluut	
Eastern region: <i>Khentii</i>	7. <i>Khentii</i> 8. Dornod 9. Sukhbaatar 10. Dornogovi 11. Govi sumber	5. Binder 6. Jargaltkhaan	
Northern region: Darkhan-Uul	12. Selenge 13. Orkhon-Uul 14. Darkhan-Uul		
Southern region: <i>Dundgovi</i>	15. Southgovi 16. <i>Dundgovi</i> 17. Uvurkhangai		9. Bayanjargal 10. Govi-Ugtaal
Central region: <i>Arkhangai</i>	18. Arkhangai 19. <i>Bulgan</i> 20. <i>Huvsgul</i>	7. Teshig 8. Saikhan	11. Selenge (Bulgan) 12. Erdenebulgan (Huvsgul)
<i>Ulaanbaatar</i>	21. Tuv 1. <i>Songinokhairkhan</i> 2. Bayanzurkh 3. Bayangol 4. Khan-Uul 5. Nalaikh 6. Baganuur 7. Sukhbaatar 8. <i>Chingeltei</i> 9. Bagakhangai		13. Songinokhairkhan 14. Chingeltei

* Soums in the next column are from these aimags in italics.

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Project outcomes, outputs and indicative activities

The proposed Phase III project has following three Outcomes that focus on disaster risk reduction in Mongolia:

Outcome 1: NEMA and its 30 departments at aimag/duureg levels are enhanced their professional capacities through supported implementation of NFA 2006-2015 for reducing disaster risks, and responding to emergencies and new hazards with the careful consideration of regional specifics and their diversified needs.

Outcome 2: Public awareness and education for DRR in Mongolia are increased by establishing wider partnerships at local (including CBDM), regional, national, and international levels leading to improved cooperation and increased resources for DRR.

Outcome 3: National capacity for Climate resilience and adaptation to reduce disaster risks has strengthened.

For achieving these outcomes, the project will produce following outputs under each of them:

Outcome 1: NEMA and its 30 departments at aimag/duureg levels are enhanced their professional capacities through supported implementation of NFA 2006-2015 for reducing disaster risks, and responding to emergencies and new hazards with the careful consideration of regional specifics and their diversified needs.

It is assumed that the Government of Mongolia will update and adopt a draft National Framework for Action (NFA) 2006-2015¹⁴ developed during Phase II in early stage of Phase III project, as it is drawn to an international standard for DRR. The capacity building aspect of this Outcome will focus on three levels, namely: i) institutional capacity and strengthening for effective DRR policy and planning; ii) human resources and research capacity, and; iii) equipment and physical infrastructure capacity.

Output 1.1: Implementation of a Multi-Year Phased National Implementation Plan for the NFA is supported. For this output the following key activities are proposed to be undertaken.

- 1.1.1. Assist NEMA to develop/update a five-year national implementation plan (NIP), with annual work programmes of NFA subject to annual review and adjustments. NIP will establish and agree on a National Platform Structure (NPS) based on existing functions for managing and realizing the Plan, as a basic guideline for coordinating multi-disciplinary association, national partnerships, and inputs for distributed activities at aimag, soum and bag levels of activity.
- 1.1.2. Conduct series of training to introduce NFA, assist in clarification of roles and responsibilities as part of NPS development for implementing the NIP for all NEMA personnel, key sectoral personnel, and other local stakeholders. In this activity involvement of master trainers prepared during Phase II, should be considered.
- 1.1.3. Support implementation of the national plan in those areas where NEMA lacks both technical and financial capacities.

¹⁴ The first draft was finalized in August 2006 and titled as the National Framework of Action for Strengthening the Capacity for Combating Disaster (2006-2015), which needs slight update, and final approval

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- 1.1.4. Assist NEMA to design and conduct an internal review and analysis process to monitor progress for the implementation of both NFA and NIP, and conduct independent evaluation of the NFA implementation.

Output 1.2: Resource mobilization and material support strategy for national disaster mitigation and management with its action plan is developed and their implementation is supported.

- 1.2.1. Provide support in creation of a systematic, strategic and sustainable resource mobilization and material acquisition policy and plan related to the NFA. Ideally this would be keyed to functions outlined in the annual NIP. Such strategic resource mobilization plan related to the functional requirements will seek equipment/materials from both established and non-traditional donor sources. Within this work, conduct inventory of current equipment/materials, scale, prioritize, and rationalize needs with external technical assistance that can forge preliminary linkage with potential sources of supply. Also to identify technical/material needs by function such as fire-fighting, SAR, ICT, health or chemical decontamination, building standards etc. and develop a functional approach to needs, moving away from generic requirements so as to better target possible sources of interest and support.
- 1.2.2. According to an approved plan, which is based on the results of the above needs assessment, provide Aimag/duureg NEMA branches with modern emergency management equipment/tools and protective clothing, which meet international quality standards. A priority shall be given to fire fighting and rescue team members. For this procurement, the government co-funding should be encouraged.
- 1.2.3. An appeal for international contributions could be undertaken with the proviso that equipment comes with skills development, training and knowledge products in the use and application of any contributed equipment.

Output 1.3: National Research capacity including NEMA's is enhanced to assume duties to conduct required risk assessments, develop disaster management plans and set standard operating procedures to effectively deal with emergencies.

- 1.3.1. Support in developing assessment methods for the range of hazards (type, location, potential impacts, populations affected), specifically for those populations at risk and/or vulnerable to these hazards and to map these components to provide a basis of a structured disaster risk reduction approach.
- 1.3.2. Train national researchers and relevant professionals, NEMA staff to conduct these assessments (including on risk and EIA as well as post-disaster need assessment and damage assessment) applying the developed methods, and teach them how to formulate realistic and effective disaster management plans using results of the assessments at national, regional and local levels that meet the principal requirements for local DRR measures. This will include review of the special situation of vulnerable groups (including women) into account. Guidelines for conducting assessments are prepared as training material and published, and disseminated to relevant organizations, and professionals.
- 1.3.3. Provide support for conducting priority assessments in both urban and rural areas (project target areas) to identify, map and assess likely impacts of key natural and human-made hazards including climate-related hazards.

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- 1.3.4. Review and update Standard Operating procedures developed for Search and Rescue, on emergency communication, technical supply, personnel protection equipment, and immediate response to key disaster scenarios including earthquake, flash flooding, forest fires and chemical spills or contamination.

Outcome 2: Public awareness and education for DRR in Mongolia are increased by establishing wider partnerships at local (including CBDM), regional, national, and international levels leading to improved cooperation and increased resources for DRR.

Output2.1: NEMA partnerships at all levels are strengthened.

- 2.1.1. Assist NEMA to sustain a vertical structure responsible for domestic and international partnership affairs to increase its resource mobilization and operational networking capacity. The Project Partnership Coordinator is to work with NEMA partnership staff to link mutually supporting interventions, cross-referenced studies, resource applications, training opportunities, and shared technical assistance with national and regional partnership. Development of a structured partnership skills development programme for NEMA staff should be considered to enable them to work more widely and effectively with other stakeholder organizations. This may be developed as a specific section of the national implementation plans, with annual emphasis given to specific functions.
- 2.1.2. Identify and invite specific agencies including NGOs and research, and donor organizations to partner with NEMA on designated activities of NIP or NFA or functions in which they share mutual interests, and work out a mechanism for regular information sharing, obtain their input/consultation on draft policies/plans, and coordination of activities, and resource mobilization. The project Board meeting may initially serve such functions during the lifetime of Phase III.
- 2.1.3. Support NEMA to conduct and host *incoming* study tours for other selected countries for mutual review of mitigation and disaster management experience, and to showcase Mongolia's own sustained efforts – at all levels of activity. Continue assist NEMA to maintain English pages of its website for wider advocacy of its work
- 2.1.4. Improve government and UN partnership for DRR in Mongolia through established UN Theme Group to coordinate activities of UN agencies in the field, and assigned a focal point (National Programme Officer level) to act as a Secretary to UNTG, and closely liaises with UN agencies as well as with the relevant government counterparts, and to provide necessary advisory service to the project implementation unit and NEMA

Output 2.2: Public awareness and education and training for DRR are improved.

- 2.2.1. Assist NEMA to update and improve National Public Awareness Plan developed during Phase II, and support its implementation especially in the area of educational programs through mass media such as TV, Radio, and FM radio stations. Before commencement of this program, conduct a short training for relevant NEMA staff on essentials of dealing with media, and journalists.
- 2.2.2. Support NEMA in developing a basic body of training materials for public awareness through media, including technical support provided by partner organizations/ministries for building training material resources.

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- 2.2.3. Develop existing education standards into national curricula course materials for primary and secondary school students in cooperation with the Ministry of Education. This will include developed curriculum on Disaster Risk Management, a textbook and student book on Disaster management for secondary schools, and training of trainers to teach the subject in schools.

Output 2.3: Local communities in both rural and urban areas have strengthened their disaster resilience through systematic capacity building support, and are able to partner with Soum authorities undertaking necessary measures for preparedness, response and mitigation of disaster risks within their competence.

While supporting CBDM in both rural and urban areas, the project will carefully consider their distinct needs and specifics for DRR. The key activities to produce this output include:

- 2.3.1. Replicate functions of Soum Disaster Risk Reduction Partnership Councils (DRRPC) to assist Soum Emergency Committee for ensuring adequate disaster preparedness/response, and established cooperation network with soum herder groups, in those newly included soums. A similar structure at Khoroo level in urban target areas will be initiated, and support provided to build its capacity for khoroo DRR, in particular to assist activities of CBDM units/self help groups.
- 2.3.2. Assist development and implementation of Soum/Khoroo Disaster Preparedness Plan with a focus on building women's skills and confidence, and facilitate formation of Soum Disaster Preparedness Fund administered by Soum DRRPC, and its function and transparency to soum stakeholders. For urban areas, this fund should be initiated only after proper institutional setting of self help groups, and needs identification for such common fund by member households themselves.
- 2.3.3. The project will encourage formation of herder/urban self help groups as CBDM units, and for them to pursue organizational development practices, formalize their collective actions through institutional elements such as commonly agreed bylaws, regular meetings, regular planning with consideration of gender equality, reporting and monitoring processes that can lead to obtaining official NGO designation under Mongolian law. It is necessary to ensure that bylaws/plans of all Nukhurluls/Urban self help groups as a primary CBDM institution to include requirements of basic knowledge on DRR including traditional ones by each member, and availability of necessary tools/equipment and basic protection, and agreed early warning scheme, and its testing through various training, and if possible, simulation exercises by its members. The project will facilitate community-to-community learning to advocate and share beneficial experiences on group formation, and capacity strengthening efforts. The project in cooperation with NEMA will deliver skills training to Nukhurluls/self help groups in the area of DRR, income diversification, sustainable pasture management, organizational/ management, and fund raising for their small scale projects mobilising Local trainers and trainers from Aimag/Duureg NEMA and or the Regional Training centres. In relation to Outcome 3, support adaptation efforts of Nukhurluls to keep livestock number under the established carrying capacity of the pastures, encourage non-livestock production and/or value addition to the livestock products such as dairy, wool and skin processing.
- 2.3.4. Assist the most promising Nukhurluls to have their own mobile/ger Information Centre where they can have meetings, training, and other collective activities if Nukhurluls to contribute at least 30-40% of necessary input. Especially supply of

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public awareness and educational materials to such Information Centres will be of primary importance. For those of urban groups, the existing bag office and other venues may be used for the above purposes. In case there is no such premise available, the project may suggest an appropriate option to solve the issue of providing training/meeting centre for self help groups to its Project Board for approval.

Output 2.4: Supporting structures for Community-based disaster management are set at related NEMA branches and Soum Government level, and are capable for coordinating government DRR efforts with initiatives of CBDM groups.

- 2.4.1. Support in laying out a working mechanism between community groups, Soum/Duureg Emergency Unit, Soum/Duureg DRRPC, and Aimag/Duureg NEMA department (Partnership staff) to coordinate, plan, and report on their collaborative efforts towards DRR at soum level, and its further replication to other non-project soums/khoroos if needed.
- 2.4.2. Develop NEMA regional training capacities for specific technical advice and mobile training at soum/Khoroos and bag levels to enhance capacities of existing CBDM groups.
- 2.4.3. Identify or outsource project management capacity to administer small grant incentives in line with Soum/Khoroos DPP and Workplan of CBDM unit which are aligned with NEMA DRR policy /National Platform oversight.

Outcome 3: National capacity for Climate resilience and adaptation to reduce disaster risks has strengthened.

Output 3.1: National Climate Risk Management (CRM) Strategy is developed, and capacity for its implementation is strengthened.

- 3.1.1. Assist NEMA in development of National Climate Risk Management Strategy (NCRMS), as part of NFA 2008-2015. The strategy will be well linked to the MDG-based National Development Strategy of Mongolia currently under discussion. A consultative workshop will be organized to discuss draft NCRM strategy in collaboration with key partners and donors, and the priority recommendations to be reflected in the draft and followed up by the Implementation Plan (Activity 3.1.2) of NCRMS.
- 3.1.2. Formulate a multi-year implementation plan of NCRMS to be jointly implemented by four institutions (NEMA, MNE, MFAG, SSIA) with clear division of roles/responsibilities, targets/indicators, and financing mechanisms.
- 3.1.3. Assist NEMA to function as a Focal point for implementation of the plan under overall leadership of the Deputy Prime Minister in formulating Annual workplan, setting regular review of the progress, and mobilising funds for subsequent year activities etc.
- 3.1.4. Conduct 5 regional training for Aimag level staff of the four institutions to commence joint activities in the Implementation Plan of NCRMS at local levels, and incorporate them into local policy and planning. Organize subsequent review missions with the three institutions to monitor progress at aimag levels.

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Output 3.2: Public awareness and education to support implementation of National Climate Risk Management Strategy are increased.

This output will be closely related to Outcome 2 with a specific emphasis on Climate Risk Management. Therefore update of the current National Public Awareness Plan will include climate risk awareness building with an adequate, effective communication strategy before its submission for approval. Major activities for achieving this output are:

- 3.2.1. Conduct assessment and inventory of traditional responses to climate variability applied by farmers and herders in Mongolia that may include best practices and lessons learned, and produce their publication for dissemination of knowledge material on traditional climate adaptation strategies to most vulnerable communities and relevant NEMA Training centres, other training organizations as part of their training material
- 3.2.2. Prepare a range of knowledge and educational products for dissemination and use in various media and training institutions/NGOs to build awareness of the linkage between climate change, disaster risks and development in Mongolia. Three different packages targeted to a) government officials, b) local communities/citizens, and c) NEMA personnel will be developed, and disseminated/presented.
- 3.2.3. Develop and implement a training program on climate risk management and disaster risk reduction for 1) NEMA personnel, 2) bag, soum and aimag government officials, and 3) rural residents/herders, and urban residents. The project will assist in delivering basic training on climate change adaptation (risks and opportunities) and introductory climate risk management for farmer and herder groups in target 12 soums, and other 33 UNDP project soums

Within this outcome, given the additional resources are sought, the project may assist the other institutions upon their interest and request in the following measures such as:

- conducting assessment of climate and disaster risk (vulnerability, exposure, hazards and elements at risk) in key areas/sectors under the ministry;
- preparing policy recommendations for practical measures to reduce vulnerability and exposure to various extreme weather events;
- undertaking climate and disaster risk screening in the Ministry to ascertain integration of climate and disaster risk aspects into current and planned development projects and programs
- designing an economic impact assessment on the benefits of early adaptation and the costs of inaction in the agricultural and livestock sector

Part III. Management arrangements

- The project will be implemented over a period of four years beginning in early 2008. Project implementation will adhere to **National Execution Modality (NEX)**. The Ministry of Foreign Affairs (MFA) is the focal point for coordinating UNDP's technical cooperation in Mongolia. The Implementing Partner of the project will be NEMA which is ultimately responsible for the timely delivery of inputs and outputs and for coordination of all other Responsible parties including other line ministries, relevant agencies, and local government Authorities.

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- The project will receive high-level guidance and oversight from a **Project Board** (formerly Project Steering Committee) responsible for making on a consensus basis management decisions for the project. PB contains three roles; 1) Executive role for representing the project ownership, 2) Senior Supplier role to provide guidance regarding the technical feasibility of the project, and 3) Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.
- The Project Board will be chaired by the Deputy Prime Minister (Executive) and/or a NEMA official appointed by the DPM. The Project Board will be composed of designated senior-level representatives of the following organizations in accordance with the Results Management Guide:
 - 1) Deputy Prime Minister/Chief of NEMA appointed by DPM – *Chair of the Board/Executive*
 - 2) NEMA - *Senior Supplier*
 - 3) Ministry of Nature and Environment (from forestry/ hazardous material departments)- *Senior beneficiary*
 - 4) UNDP (Programme Officer) – *Project Assurance*
 - 5) Ministry of Food and Agriculture (animal husbandry, pasture departments)
 - 6) Ministry of Education, Culture and Science (secondary education/ curriculum development departments)
 - 7) Ministry of Construction and Urban Development (construction safety, standards and building norms)
 - 8) State Specialized Inspection Agency
 - 9) National Agency for Meteorology, Hydrology and Environment Monitoring
 - 10) Information and Communication Technology Agency
 - 11) Representative of UB Songinokhairkhan district NEMA
 - 12) Representative of UB Chingeltei district NEMA
 - 13) Representative of Western/Eastern region soum government
 - 14) Representative of Southern/Central region soum government
 - 15) Representative of private sector whose service/expertise is important for DRR such as Mobicom, MonSat, and Boroo Gold etc.
- Appointments to the Project Board will be on an honorary basis and no fees will be paid. Upon request of NPD to nominate a Project Board member, the heads of the respective organizations shall appoint its relevant staff to represent them to the Project Board which is to be confirmed in the form of a nomination letter to NPD. The NPM serves as a secretary to PB with a status of a non-voting member. The TOR of the PB are presented in [Annex 2](#).
- To ensure clear link between Phase II and Phase III, the former Project Implementation Unit (PIU) will function continuously and it will play a key role in project implementation. It will be located at the NEMA and will be headed by a National Project Manager (NPM). He/she will be a national professional designated for the four-year duration of the project. The NPM is responsible for day-to-day management for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost. TOR of NPM is presented in [Annex 4](#).
- The NPM will work under the guidance of a National Project Director (NPD), a senior level official of NEMA appointed by DPM. The NPD will be responsible for ensuring the proper implementation of the project on behalf of the Government. In doing so the

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NPD will be responsible for overseeing proper project implementation for the Government of Mongolia. Terms of reference of NDP is given in [Annex 3](#). An **alternate NPD** will be nominated by DPM to ensure smooth operation of the project in the absence of NPD.

- The UNDP Country Office will support project implementation by assisting in monitoring project budgets and expenditures, recruiting and contracting project personnel and consultant services, subcontracting, procuring equipment, and providing other assistance upon request of NEMA. The UNDP Country Office will also monitor the project implementation and achievement of the project outcomes/outputs and ensure the efficient use of donor funds. Financial transactions, reporting and auditing will be carried out in compliance with national regulations and UNDP rules and procedures for national execution. The UNDP will carry out its management and monitoring functions through an assigned Programme Officer in the Country Office in Ulaanbaatar, who will be also responsible for the project coordination with NPD and the project team, and other national counterparts.
- The UNDP team in Mongolia would receive technical support and assistance from the UNDP's Bureau for Crisis Prevention and Recovery Unit in Bangkok (including, amongst others, Regional Disaster Adviser and the Disaster Reduction Unit of BCPR, Geneva) as well respective units at UN OCHA in Geneva in the area of UNDP CO capacity building for coordinating and supporting national efforts for DRR with specific emphasis on climate change related hazards.
- NPM will be supported by a core technical and support staff at the project implementation unit. The following composition of the team is viable for smooth implementation of the project:
 - National Project Manager
 - 4 professional staff:
 1. Policy and Planning Officer, responsible for Outcome 1
 2. Partnership and Advocacy Officer, responsible for Outcome 2
 3. CBDM Development Officer, responsible for Outcome 2
 4. Climate Change Program Officer, responsible for Outcome 3
 - 1 Administration and Finance Officer
 - 1 translator/interpreter with extra secretarial duties
 - 2 drivers
 - 14 local coordinators (in 12 soums and 2 khoros)

Local coordinators (LC) at soum/khoroo levels will be responsible for the implementation of all project activities at soum/khoroo level. In order to facilitate a participatory decision making, transparency and good governance at community level, the Soum/Khoroo DRRPC will serve as a local decision making body for project activities, and LC will serve as a secretary to DRRPC. The Council will be composed of Soum/Khoroo Governor, Heads of Soum Hospital, Post Office, Meteorology Office, School, Chair of Soum/Khoroo Resident Khural, and at least three leaders of functioning Herder/self help Groups. It is also encouraged to invite representatives of local private sector entities, companies operating in a particular locality, who have a role and interest in DRR and emergency preparedness. The overall project management structure is illustrated in Annex.

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Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Mongolia and the United Nations Development Programme, signed by the parties 28 September 1976 and all CPAP provisions apply to this document.

The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that Agreement. The relevant provisions of the SBAA would apply to the implementation of the program.

The UNDP Resident Representative in Mongolia is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the Government of Luxemburg and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions, which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and Inclusion of additional annexes and attachments only as set out here in this Project Document.

Part IV. Monitoring and Evaluation

Monitoring Framework

An overall monitoring framework is being designed to ensure effective multi-stakeholder (UNDP, Government, civil society, community, donors) monitoring of activities supported through the project, through on-site monitoring, regular reporting, and financial expenditure tracking. These functions would be supported by the Project Team, but there would also be dedicated UNDP CO staff for the functions related to monitoring and evaluation of the project activities. The monitoring framework is intended to achieve the following purposes.

- **Results-Orientation:** Ensure appropriate measurement and assessment of project performance in order to effectively improve its management and achieve results.
- **Quality Assurance:** Ensure quality in project activities to ensure best possible benefit for beneficiaries, through monitoring delivery and identifying issues that need corrective action and ensure that additional assistance is provided early.
- **Accountability:** Ensure accountability in the use of programme resources through heavy emphasis on financial reviews to make sure that funds are being appropriately used to achieve defined outputs, and that the implementing agents have sufficient controls in place to demonstrate that funds are being used appropriately.
- **Transparency:** Ensure transparency in project activities, finances, and results to all stakeholders.
- **Learning:** Ensure that the project has mechanisms to ensure learning for purposes of improving ongoing implementation and guiding new initiatives, and to identify key

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lessons learned and successes from project implementation in relation to DRR processes by UNDP, the Government and development partners.

In order to achieve these purposes, the monitoring framework for the Phase III would seek to apply the following measures:

- **Day to day monitoring** of implementation progress will be the responsibility of the NPM with oversight by UNDP. Based on the project's Annual Work plan and its indicators, the Project Team will inform the UNDP CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.
- **Periodic monitoring** of implementation progress will be undertaken by the UNDP CO through quarterly meetings with the project staff. This will allow parties to review and troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. UNDP CO and Project Board members will conduct yearly visits to field sites to assess project progress first hand. A Field Visit Report will be prepared by the CO and circulated to all stakeholders.
- The NPM will be responsible for the preparation and submission to UNDP the following mandatory reports: Quarterly Status Report, Annual Progress Report (APR), and the Project Terminal Report.
- To facilitate the sharing of information, the project staff will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects, and report will be submitted to the UNDP CO. If requested, the project staff will prepare project specific technical reports and technical publications. The technical reports will represent the project's substantive contribution to specific areas, and be used in efforts to disseminate relevant information and best practices at local, national and international levels.

Financial Monitoring

The programme's financial resources would be managed through a series of controls at various levels. All financial transactions are monitored, recorded, analyzed and reported through UNDP's newly introduced ATLAS Enterprise Resource Planning (ERP) system.

The Project Implementation Unit is closely monitored by relevant UNDP teams. They confirm delivery of activities and outputs against agreed schedules, and review and confirm whether the resources are being used in an effective manner. UNDP Financial monitoring includes:

- Monitoring and reviewing financial reports against agreed project budgets to ensure fairness of expenditure;
- Verifying accuracy and completeness of financial information, including review of supporting documents and test of expenditure details;
- Requesting clarification or additional information as required to verify and justify expenditures;
- Providing advice and technical assistance to the implementing unit on measures necessary to enhance their project financial management in line with UNDP standards and norms;

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- Payments by the implementing unit that are not in line with approved AWP/QWP and/or which do not have adequate supporting details and documentation can be rejected for reimbursement by UNDP.

Audit and Evaluation

The project would be audited in line with the rules and regulations of UNDP for nationally executed programs.

- The project shall be audited every year, in accordance with the **NEX** guidelines. The project will be subject to Tripartite Review (TPR) meetings between the Government of Mongolia, UNDP CO, and the Government of Luxembourg at least twice during the project lifetime.
- For the benefit of all stakeholders, the following specific UNDP mechanisms will be defined and programmed with actions: **Annual Progress Report (APR)** subsequently submitted to the Government of Luxembourg, the **Project Board** (formerly Project Steering Committee) represented by relevant stakeholders, **Tripartite Review (TPR)** meetings at least twice during the project, preferably, the first to be at 12-15 months, and the second as specified below, in addition to these, the independent **Final Evaluation**.
- A terminal TPR meeting will be held in the last year of project operations. NEMA (NPD) will be responsible for preparing the **Terminal Report** and submitting it to UNDP CO, and the Government of Luxembourg for distribution. It will be prepared in draft at least six months in advance of the terminal Project Board in order to allow review, and will serve as the basis for discussions in the Project Board meeting.
- The project will be subjected to at least one independent external evaluation. An independent **Terminal Evaluation** will take place three months prior to the terminal Project Board meeting.

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Risk Log

ID	Type	Date Identified / Author	Description	Comments	Status	Owner
1	Financial	Program Formulation	Risk of misuse or misappropriation of funds.	Setting up a Financial Tracking System for all the resources spent through the program. Strong emphasis on field validation of outputs, beneficiary interviews and surveys, and review of financial expenditure. Generation of physical and financial progress reports.	To be factored into design and implementation of monitoring system.	PIU, UNDP
2	Institutional	Program Formulation	Limited capacity of UNDP and implementing partners hinders speed of recovery and reconstruction efforts.	Need to augment the internal capacity of the UNDP through recruiting a national professional at CO, and developing reporting and monitoring systems.	To be factored into program formulation.	UNDP, BCPR
3	Institutional	Program Formulation	Ineffective coordination leads to overlaps and lost opportunities for synergy	Strengthening coordination mechanism through the regular meetings of the project stakeholders at NEMA. Regular meetings with the LGAs, and Aimag NEMA SDRRPC and other projects with similar objectives to establish a collaborative relationship and avoid duplication in efforts. Continuous emphasis on seeking synergies with the on-going government and NGO programs	To be factored into program formulation and monitored via regular meetings.	NEMA, PIU, UNDP
4	External	Program Formulation	Recurrence of natural disaster (Zud, drought, forest fire and floods) causes new loss and creates setbacks in reconstruction process.	Recurrent natural disasters could cause a set back to the capacity development process. It needs to be addressed through reinforcing early warning systems and natural disaster preparedness programs with special focus on capacity-building of the local governments and communities most exposed to these risks.	To be factored into program formulation.	NEMA, CBDMUs, Soum DRRPC

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Annual Work Plan Monitoring Tool

CP Component Reducing Disaster Risks

Implementing Partner NEMA

EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES	EXPENDITURES (USD)	RESULTS/INDICATORS OF ACTIVITIES
<p>Output 1.1: Implementation of a Multi-Year Phased National Implementation Plan for the NFA is supported.</p> <p>Target for 2008 NFA approved, Completed draft NIP</p> <p>Target for 2009 NFA/NIP training completed for entire NEMA personnel</p> <p>Target for 2010 First internal review conducted.</p> <p>Target for 2011 First independent review conducted.</p>	<p>1.1.1. Assist NEMA to develop/update a five-year national implementation plan (NIP), with annual work programmes of NFA subject to annual review and adjustments.</p>		<p>Updated and approved NFA Approved NIP for 5 years AWP of NIP for each year NPS as part of NIP developed, and approved.</p>
	<p>1.1.2. Conduct series of training to introduce NFA, assist in clarification of roles and responsibilities as part of NPS development for implementing the NIP using master trainers prepared during Phase II, for all NEMA personnel,, key sectoral personnel and other local stakeholders.</p>		<p>No of NEMA personnel trained. Produced and continuously applied training package Progress/delivery of NIP AWP implementation</p>
	<p>1.1.3. Support implementation of the national plan in those areas where NEMA lacks both technical and financial capacities.</p>		<p>Percentage increase of technical provision at NEMA through procurement of basic equipment</p>
	<p>1.1.4. Assist NEMA to design and conduct an internal review and analysis process to monitor progress for the implementation of both NFA and NIP, and conduct independent evaluation of the NFA implementation.</p>		<p>Reports of annual review Reports of independent evaluation of NIP Reports on Follow-up actions Audit reports</p>
<p>Output 1.2: Resource mobilization and material support strategy for national disaster mitigation and management with its action plan is developed and their implementation is supported.</p> <p>Target for 2008 RMMA policy and Plan drafted.</p> <p>Target for 2009 Priority technical needs of aimag NEMA s addressed.</p> <p>Target for 2010 Priority Needs of Regional centres addressed.</p> <p>Target for 2011 At least 20% of needed Resource is mobilized.</p>	<p>1.2.1. Provide support in creation of <u>resource mobilization and material acquisition policy and plan</u> related to the NFA. <u>conduct inventory of current equipment/materials, identify technical/material needs</u> by functions.</p>		<p>drafted and approved RMMA policy and Plan Report of baseline inventory of equipment/material with identified needs</p>
	<p>1.2.2. Provide Aimag/duureg NEMA branches with modern emergency management equipment/tools and protective clothing, which meet international quality standards.</p>		<p>No. of Aimag/District NEMA provided with basic equipment Increased ability to respond emergencies due to supplied equipment/tools</p>
	<p>1.2.3. An appeal for international contributions is undertaken with the proviso that equipment comes with skills development.</p>		<p>No. of Regional NEMA Centres provided with basic equipment Their increased ability to respond emergencies due to supplied equipment/tools % of supplied equipment/materials against RMMA Plan</p>

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<p>Output 1.3: National Research capacity including NEMA's is enhanced to assume duties to conduct required risk assessments, develop disaster management plans and set standard operating procedures to effectively deal with emergencies.</p> <p>Target for 2008 Methodology for Priority assessments completed with necessary baseline info.</p> <p>Target for 2009 Training started for professionals.</p> <p>Target for 2010 Training completed for NEMA personnel and others. Priority assessments completed.</p> <p>Target for 2011 Update of key standard operating procedures completed and applied.</p>	<p>1.3.1. Support in developing assessment methods for the range of hazards and to map these components to provide a basis of a structured disaster risk reduction approach.</p>		<p>Approved Methodology for at least 4 priority assessments</p>
	<p>1.3.2. Train national researchers and relevant professionals, NEMA staff to conduct these assessments, to formulate disaster management plans that meet the principal requirements for local DRR measures. Guidelines for conducting assessments are prepared. The assessment reviews the special situation of vulnerable groups (including women) into account.</p>		<p>No of trainees, organizations. Produced and continuously applied training package Published Guidelines Approved and being implemented DMPs at different levels</p>
	<p>1.3.3. Provide support for conducting priority assessments in both urban and rural areas (project target areas) to identify, map and assess likely impacts of key natural and human-made hazards</p>		<p>Reports of priority assessment in at least four types of hazards that include: 1. Earthquake, 2. Flood, 3. CC related hazards, 4. Chemicals</p>
	<p>1.3.4. Review and update Standard Operating procedures developed for Search and Rescue, on emergency communication, technical supply, personnel protection equipment, and immediate response to key disaster scenarios.</p>		<p>Approved and applied SOPs for</p> <ul style="list-style-type: none"> ▪ Search & Rescue ▪ Emergency Communication ▪ Technical supply ▪ PPE ▪ Immediate response to key emergency scenarios etc.
<p>Output 2.1: NEMA partnerships at all levels are strengthened.</p> <p>Target for 2008 NEMA partnership structure is established. Other partners' roles in NFA/NIP are agreed/committed.</p> <p>Target for 2009, 2010 Partners are contributing to NFA/NIP</p> <p>Target for 2011 At least 20% of needed Resource is mobilized.</p>	<p>2.1.1. Assist NEMA to sustain a vertical structure responsible for domestic and international partnership affairs to increase its resource mobilization and operational networking capacity.</p>		<p>Functioning focal points at NEMA HQ responsible for domestic and international partnerships Functions of Partnership Officer are reflected in JDs of relevant staff at all aimag/district NEMA trained Partnership Officers able to perform their duties through partnership skills development program</p>
	<p>2.1.2. Identify and invite specific agencies including NGOs and research, and donor organizations to partner with NEMA on designated activities of NIP of NFA.</p>		<p>Clearly specified and agreed roles and commitments of other organizations in NIP and AWP Annual report on implementation of their duties/contributions to NIP AWP</p>
	<p>2.1.3. Support NEMA to conduct and host <i>incoming</i> study tours for other selected countries for mutual review of mitigation and disaster management experience, and to showcase Mongolia's own sustained efforts.</p>		<p>Reports of Study tours with feedback of guests and outcomes no. of partnering organizations under various agreement, contributing to capacity building in the forms of in kind, donations, and cash funds</p>
	<p>2.1.4. Improve government and UN partnership for DRR in Mongolia through established UN Theme Group to coordinate activities of UN agencies in the field, and assigned a focal point to act as a Secretary to UNTG, and closely liaise with UN agencies</p>		<p>Functioning UN TG assisting Government efforts for DRR More harmonized UN action on any emergencies where UN support requested by the Government</p>

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<p>Output 2.2: Public awareness and education and training for DRR are improved.</p> <p>Target for 2008 NPAP updated and approved. Baseline study completed.</p> <p>Target for 2009 Training material preparation started. Development of education materials, standards started.</p> <p>Target for 2010 Training material for PA produced, application started. National curricula approved, applied.</p> <p>Target for 2011 Impact assessment is conducted against 2008 baselines.</p>	<p>2.2.1. Assist NEMA to update and improve National Public Awareness Plan developed during Phase II, and support its implementation.</p>		<p>Approved NPAP, and its implementation report Increased awareness of the citizen verified by various questionnaires, and/or case studies</p>
	<p>2.2.2. Support NEMA in developing a basic body of training materials for public awareness through media, including technical support provided by partner organizations/ministries for building training material resources.</p>		<p>No. of materials produced No. and frequency of application of the produced materials No. trained personnel, and visitors of training centres Case studies confirming improved public awareness, better preparedness for disasters</p>
	<p>2.2.3. Develop existing education standards into national curricula course materials for primary and secondary school students.</p>		<p>Approved curricula on DRM for secondary education Published and applied textbooks of DRM, and teacher book containing Training manual for trainers Results of Impact Assessment</p>
<p>Output 2.3: Local communities in both rural and urban areas have strengthened their disaster resilience through systematic capacity building support, and are able to partner with Soum authorities undertaking necessary measures for preparedness, response and mitigation of disaster risks within their capacity.</p> <p>Target for 2008 Baseline assessment is conducted for CBDM in 14 areas. Establishment of 14 DRRPC completed.</p>	<p>2.3.1. Replicate functions of Soum Disaster Risk Reduction Partnership Councils (DRRPC) to assist Soum Emergency Committee for ensuring adequate disaster preparedness/response, and established cooperation network with soum herder groups.</p>		<p>At least 60% of the soum/khoroo households aware of functioning Soum/Khoroo DRRPC Well functioning DRRPC in at least 10 target localities with agreed bylaws, regular meeting, AWP, and reports, funds and public control</p>
	<p>2.3.2. Assist development and implementation of Soum/Khoroo Disaster Preparedness Plan, and facilitate formation of Soum/Khoroo Disaster Preparedness Fund administered by Soum DRRPC, and its function and transparency to soum stakeholders.</p>		<p>Cases of better responses to emergencies in their areas At least 60% of the soum/khoroo households aware of functioning Soum/Khoroo DPFund, and its beneficiaries, and their access to the fund</p>
	<p>2.3.3. Encourage formation of herder/urban self help groups as CBDM units, and for them to pursue organizational development practices, formalize their collective actions.</p>		<p>At least 40 well functioning CBDMUs in 14 localities able to assist local DRRPC and Emergency Committees during emergencies. Collectively improved their livelihood, and contributed to poverty alleviation</p>

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<p>DRRPlans are developed. Target for 2009 Necessary DM training for CBDM units completed. Priority skills training completed. Target for 2010 Institutional setting of CBDMUs completed. Target for 2011 40 CBDM units established, and able to sustain their functions. Impact assessment is conducted to verify results.</p>	<p>2.3.4. Assist the most promising Nukhurluls (herder groups) to have their own mobile/ger Information Centre where they can have meetings, training, and other collective activities.</p>		<p>No. of cases for better responses to emergencies No. beneficiaries from established mobile training & information centres Increased awareness of communities for DRR verified by various questionnaires, and surveys. No. of visitors coming to learn from their experiences</p> <p>Health status of pasture lands No. livestock against pasture carrying capacity No. structures/fences built by their own resources to better respond to emergencies</p>
<p>Output2.4: Supporting structures for Community-based disaster management are set at related NEMA branches and Soum Government level, and are capable for coordinating government DRR efforts with initiatives of CBDM groups. Target for 2008 Working mechanism is set. Target for 2009 Mechanism is regular and sustainable. Management of SGrants is set. Target for 2010 Basic needs of Regional centres addressed. Small grants provided. Target for 2011 40 CBDM units established, and able to assist local NEMA functions.</p>	<p>2.4.1. Support in laying out a working mechanism between community groups, Soum/Duureg Emergency Unit, Soum/Duureg DRRPC, and Aimag/Duureg NEMA department (Partnership staff) to coordinate, plan, and report on their collaborative efforts towards DRR at soum level</p>		<p>Work with CBDMUs is part of AWP of Aimag/District NEMA Necessary budget allocated for working with CBDMUs</p>
	<p>2.4.2. Develop NEMA regional training capacities for specific technical advice and mobile training at soum/khoroo and bagh levels to enhance capacities of existing CBDM groups.</p>		<p>Applied Training manual on how to work with CBDMUs, DRRPCs, and local Emergency Committees Regular guidance provided by Trained NEMA staffs Regular training is budgeted and organized by NEMA for CBDMUs and DRRPCs.</p>
	<p>2.4.3. Identify or outsource project management capacity to administer small grant incentives in line with Soum/Khoroo DPP and Workplan of CBDM unit</p>		<p>30-40 % of cost sharing of SGs by CBDMUs paid back to DPF NEMA POs have skills for selecting awardees for SGs against set criteria At least 30 CBDMUs and 7 DRRPCs that benefited from SG to improve their disaster resilience and livelihood No. households with improved livelihood No. structures/fences built by CBDMUs to better respond to emergencies No. of cases of better responses to emergencies</p>
<p>Output 3.1: National Climate Risk Management (NCRM) Strategy is developed, and capacity for its implementation is strengthened. Target for 2008 NCRMS with MYIP is drafted. Target for 2009 NCRMS with MYIP is approved,</p>	<p>3.1.1. Assist NEMA in development of National Climate Risk Management Strategy (NCRMS), as part of NFA 2006-2015. A consultative workshop will be organized to discuss draft NCRM strategy.</p>		<p>Approved and being implemented NCRMS, and MYIP</p>
	<p>3.1.2. Formulate a multi-year implementation plan of NCRMS to be jointly implemented by three insititutions with clear division of roles/responsibilities, targets/indicators, and financing mechanisms.</p>		<p>Necessary baseline studies and Impact assessments conducted to prioritize risk reduction, and adaptation measures. Additional funds are sought for these studies.</p>

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<p>implementation started. 5 Regional training conducted. Target for 2010, 2011 First 2 year plans implemented, and Progress Review conducted.</p>	<p>3.1.3. Assist NEMA to function as a Focal point for implementation of the plan in formulating Annual workplan, setting regular review of the progress, and mobilising funds for subsequent year activities etc.</p>		<p>Two Annual reviews of MYIP are conducted.</p>
<p>Output 3.2: Public awareness and education to support implementation of National Climate Risk Management Strategy are increased. Target for 2008 Assessment is completed with indicators of baseline data. Target for 2009 Knowledge product is completed. Training program made, and approved. Target for 2010 Knowledge product published, disseminated. Training program delivered. Target for 2011 Final impact assessment is conducted to measure public awareness/education.</p>	<p>3.1.4. Conduct 5 regional training for Aimag level staff of the three insititutions to commence joint activities in the Implementation Plan of NCRMS at local levels, and incorporate them into local policy and planning.</p>		<p>Approved and being implemented Regional/Aimag level CRMS and Plans, and Annual reports submitted to NEMA HQ.</p>
	<p>3.2.1. Conduct assessment and <u>inventory of traditional responses to climate variability</u> applied by farmers and herders in Mongolia and produce their publication for dissemination of knowledge material.</p>		<p>Published and distributed Knowledge material</p>
	<p>3.2.2. Prepare a range of <u>knowledge and educational products</u> for dissemination and use in various media and training institutions/NGOs to build awareness of the linkage between climate change and disaster risks in Mongolia.</p>		<p>Published and disseminated Education packages for three target groups: 1. government officials/non professionals, 2. local communities/citizens, 3. NEMA personnel/professionals</p>
	<p>3.2.3. Develop and implement a <u>training program on climate risk management and disaster risk reduction</u> for 1) bag, soum and aimag government officials, and 2) rural residents/herders, and urban residents 3) NEMA personnel. The project will assist in delivering basic training on <u>climate change adaptation</u> (risks and opportunities) and introductory climate risk management for farmer and herder groups in target 12 soums</p>		<p>Approved and applied training programs for three different targets. Increased knowledge of CRM of these target groups No. cases where CRM is reflected in local planning, and NEMA planning, and local DMPs of CBDMUs No. adaptation measures taken by CBDMUs No. well resulted adaptation measures</p>
<p>Adequate management/ evaluation of the project is ensured.</p>	<p>Necessary human and technical input is available to ensure successful implementation of the project, and its monitoring/evaluation.</p>		<p>Filled posts specified in the project document Availability of necessary equipment for the implementation Timely contracts for evaluations</p>

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Part V. Annual Work Plan Budget Sheet

EXPECTED OUTPUTS AND INDICATORS INCLUDING ANNUAL TARGETS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Source of Funds	Amount USD
<p>Output 1.1: Implementation of a Multi-Year Phased National Implementation Plan for the NFA is supported.</p> <p>Target for 2008 NFA approved, Completed draft NIP</p> <p>Target for 2009 NFA/NIP training completed for entire NEMA personnel</p> <p>Target for 2010 First internal review conducted.</p> <p>Target for 2011 First independent review conducted.</p>	1.1.1. Assist NEMA to develop/update a five-year national implementation plan (NIP), with annual work programmes of NFA subject to annual review and adjustments.	X				NEMA	TRAC 1 TRAC 3	
	1.1.2. Conduct series of training to introduce NFA, assist in clarification of roles and responsibilities as part of NPS development for implementing the NIP using master trainers prepared during Phase II, for all NEMA personnel, key sectoral personnel and other local stakeholders.	X	X			NEMA	TRAC 3	
	1.1.3. Support implementation of the national plan in those areas where NEMA lacks both technical and financial capacities.		X	X	X	NEMA, UNDP	Gov. of Lux. TRAC 3(82078)	
	1.1.4. Assist NEMA to design and conduct an internal review and analysis process to monitor progress for the implementation of both NFA and NIP, and conduct independent evaluation of the NFA implementation.		X		X	NEMA, UNDP	TRAC 3	
	1.2.1. Provide support in creation of resource mobilization and material acquisition policy and plan related to the NFA. conduct inventory of current equipment/materials, identify technical/material needs by functions.	X				NEMA, UNDP	TRAC 1 TRAC 1	
<p>Output 1.2: Resource mobilization and material support strategy for national disaster mitigation and management with its action plan is developed and their implementation is supported.</p> <p>Target for 2008 RMMA policy and Plan drafted.</p> <p>Target for 2009</p>	1.2.2. Provide Aimag/duureg NEMA branches with modern emergency management equipment/tools and protective clothing, which meet international quality standards.	X	X	X		NEMA, UNDP	Gov. of Lux.	

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Priority technical needs of aimag NEMA s addressed. Target for 2010 Priority Needs of Regional centres addressed. Target for 2011 At least 20% of needed Resource is mobilized.	1.2.3. An appeal for international contributions is undertaken with the proviso that equipment comes with skills development.		X			NEMA, UNDP	TRAC 1		
Output 1.3: National Research capacity including NEMA's is enhanced to assume duties to conduct required risk assessments, develop disaster management plans and set standard operating procedures to effectively deal with emergencies. Target for 2008 Methodology for Priority assessments completed with necessary baseline info. Target for 2009 Training started for professionals. Target for 2010 Training completed for NEMA personnel and others. Priority assessments completed. Target for 2011 Update of key standard operating procedures completed and applied.	1.3.1. Support in developing assessment methods for the range of hazards and to map these components to provide a basis of a structured disaster risk reduction approach.		X			NEMA, UNDP	TRAC 3		
	1.3.2. Train national researchers and relevant professionals, NEMA staff to conduct these assessments, to formulate disaster management plans that meet the principal requirements for local DRR measures. Guidelines for conducting assessments are prepared. The assessment reviews the special situation of vulnerable groups (including women) into account.		X	X			NEMA, UNDP	TRAC 3	
	1.3.3. Provide support for conducting priority assessments in both urban and rural areas (project target areas) to identify, map and assess likely impacts of key natural and human-made hazards.		X	X			NEMA, UNDP	Gov. of Lux.	
	1.3.4. Review and update Standard Operating procedures developed for Search and Rescue, on emergency communication, technical supply, personnel protection equipment, and immediate response to key disaster scenarios.		X	X			NEMA, UNDP	Gov. of Lux. TRAC 1	
TOTAL FOR OUTCOME 1								765147.34,	
Output2.1: NEMA partnerships at all levels are strengthened. Target for 2008 NEMA partnership structure is established. Other partners' roles in NFA/NIP are agreed/committed. Target for 2009, 2010	2.1.1. Assist NEMA to sustain a vertical structure responsible for domestic and international partnership affairs to increase its resource mobilization and operational networking capacity.		X	X	X	NEMA, UNDP	Gov. of Lux.		
	2.1.2. Identify and invite specific agencies including NGOs and research, and donor organizations to partner with NEMA on designated activities of NIP of NFA.	X	X	X	X	NEMA, UNDP	Gov. of Lux.		

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Partners are contributing to NFA/NIP Target for 2011 At least 20% of needed Resource is mobilized.	2.1.3. Support NEMA to conduct and host <i>incoming</i> study tours for other selected countries for mutual review of mitigation and disaster management experience, and to showcase Mongolia's own sustained efforts.			X		NEMA, UNDP	Gov. of Lux.	
	2.1.4. Improve government and UN partnership for DRR in Mongolia through established UN Theme Group to coordinate activities of UN agencies in the field, and assigned a focal point to act as a Secretary to UNTG, and closely liaise with UN agencies	X	X	X	X	UNDP UNRC	TRAC 3	
Output 2.2: Public awareness and education and training for DRR are improved. Target for 2008 NPAP updated and approved. Baseline study completed. Target for 2009 Training material preparation started. Development of education materials, standards started. Target for 2010 Training material for PA produced, application started. National curricula approved, applied. Target for 2011 Impact assessment is conducted against 2008 baselines.	2.2.1. Assist NEMA to update and improve National Public Awareness Plan developed during Phase II, and support its implementation.	X	X	X	X	NEMA	TRAC 1	
	2.2.2. Support NEMA in developing a basic body of training materials for public awareness through media, including technical support provided by partner organizations/ministries for building training material resources.		X	X	X	NEMA	Gov. of Lux.	
	2.2.3. Develop existing education standards into national curricula course materials for primary and secondary school students.		X	X	X	NEMA	Gov. of Lux.	
Output 2.3: Local communities in both rural and urban areas have strengthened their disaster resilience through systematic capacity building support, and are able to partner with Soum authorities undertaking necessary measures for preparedness, response and mitigation of disaster risks within their capacity. Target for 2008	2.3.1. Replicate functions of Soum Disaster Risk Reduction Partnership Councils (DRRPC) to assist Soum Emergency Committee for ensuring adequate disaster preparedness/response, and established cooperation network with soum herder groups.	X	X	X	X	NEMA, Local authorities, UNDP	Gov. of Lux.	
	2.3.2. Assist development and implementation of Soum/Khoroos Disaster Preparedness Plan, and facilitate formation of Soum Disaster Preparedness Fund administered by Soum DRRPC, and its function and transparency to soum stakeholders.		X	X	X	NEMA, Local authorities, UNDP	Gov. of Lux.	

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<p>Baseline assessment is conducted for CBDM in 14 areas. Establishment of 14 DRRPC completed. DRRPlans are developed.</p> <p>Target for 2009 Necessary DM training for CBDM units completed. Priority skills training completed.</p> <p>Target for 2010 Institutional setting of CBDMUs completed.</p> <p>Target for 2011 30 CBDM units established, and able to sustain their functions. Impact assessment is conducted to verify results.</p>	<p>2.3.3. Encourage formation of herder/urban self help groups as CBDM units, and for them to pursue organizational development practices, formalize their collective actions.</p>	X	X			NEMA, Local authorities	Gov. of Lux.		
	<p>2.3.4. Assist the most promising Nukhurluls to have their own mobile/ger Information Centre where they can have meetings, training, and other collective activities.</p>			X	X		NEMA, Local authorities	Gov. of Lux.	
<p>Output2.4: Supporting structures for Community-based disaster management are set at related NEMA branches and Soum Government level, and are capable for coordinating government DRR efforts with initiatives of CBDM groups.</p> <p>Target for 2008 Working mechanism is set.</p> <p>Target for 2009 Mechanism is regular and sustainable. Management of SG is set.</p> <p>Target for 2010 Basic needs of Regional centres addressed. Small grants provided.</p> <p>Target for 2011 30 CBDM units established, and able to assist local NEMA functions.</p>	<p>2.4.1. Support in laying out a working mechanism between community groups, Soum/Duureg Emergency Unit, Soum/Duureg DRRPC, and Aimag/Duureg NEMA department (Partnership staff) to coordinate, plan, and report on their collaborative efforts towards DRR at soum level</p>	X	X			NEMA, Local authorities	Gov. of Lux.		
	<p>2.4.2. Develop NEMA regional training capacities for specific technical advice and mobile training at soum/khoroos and baghs levels to enhance capacities of existing CBDM groups.</p>		X	X	X		NEMA, Local authorities, UNDP	Gov. of Lux.	
	<p>2.4.3. Identify or outsource project management capacity to administer small grant incentives in line with Soum/Khoroos DPP and Workplan of CBDM unit</p>		X	X			NEMA, Local authorities, UNDP	Gov. of Lux.	
TOTAL FOR OUTCOME 2								584330,07	

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<p>Output 3.1: National Climate Risk Management (NCRM) Strategy is developed, and capacity for its implementation is strengthened.</p> <p>Target for 2008 NCRMS with MYIP is drafted.</p> <p>Target for 2009 NCRMS with MYIP is approved, implementation started. 5 Regional training conducted.</p> <p>Target for 2010, 2011 First 2 year plans implemented, and Progress Review conducted.</p>	3.1.1. Assist NEMA in development of National Climate Risk Management Strategy (NCRMS), as part of NFA 2008-2015. A consultative workshop will be organized to discuss draft NCRM strategy.	X	X			NEMA, UNDP, BCPR	TRAC 3		
	3.1.2. Formulate a multi-year implementation plan of NCRMS to be jointly implemented by three insititutions with clear division of roles/responsibilities, targets/indicators, and financing mechanisms.	X	X			NEMA, UNDP, MOH, MFAG	TRAC 3		
	3.1.3. Assist NEMA to function as a Focal point for implementation of the plan in formulating Annual workplan, setting regular review of the progress, and mobilising funds for subsequent year activities etc.	X	X	X	X	NEMA, UNDP, BCPR	TRAC 3		
	3.1.4. Conduct 5 regional training for Aimag level staff of the three insititutions to commence joint activities in the Implementation Plan of NCRMS at local levels, and incorporate them into local policy and planning.		X			NEMA, UNDP, MOH, MFAG	TRAC 3		
<p>Output 3.2: Public awareness and education to support implementation of National Climate Risk Management Strategy are increased.</p> <p>Target for 2008 Assessment is completed with indicators of baseline data.</p> <p>Target for 2009 Knowledge product is completed. Training program made, and approved.</p> <p>Target for 2010 Knowledge product published, disseminated. Training program delivered.</p> <p>Target for 2011 Final impact assessment is conducted to measure public awareness/education.</p>	3.2.1. Conduct assessment and <u>inventory of traditional responses to climate variability</u> applied by farmers and herders in Mongolia and produce their publication for dissemination of knowledge material.	X	X			NEMA, UNDP	TRAC 3		
	3.2.2. Prepare a range of <u>knowledge and educational products</u> for dissemination and use in various media and training institutions/NGOs to build awareness of the linkage between climate change and disaster risks in Mongolia.		X	X			NEMA, UNDP, BCPR	TRAC 3	
	3.2.3. Develop and implement a <u>training program on climate risk management and disaster risk reduction</u> for 1) bag, soum and aimag government officials, and 2) rural residents/herders, and urban residents 3) NEMA personnel.		X	X			NEMA, UNDP, BCPR	TRAC 3	
TOTAL FOR OUTCOME 3								199099	

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Monitoring Evaluation/Project support	Terminal Project Evaluation; Salary for project staff and operational costs (running costs for vehicles, office communication, stationary supplies)	X	X	X	X	NEMA, UNDP, BCPR	Gov. of Lux. TRAC 1 TRAC 3	451423,621
GRAND TOTAL								2,000,000

Budget details

Project number	Key Activities	Chart of account			Budget Description	Budget by years				
		Fund	Donor	Account		2008	2009	2010	2011	Total
46121	Activity 1 NEMA and its 30 departments at aimag/duureg levels are enhanced their professional capacities	04000	00012	71200	International consultant					
		04000	00012	72200						
Strengthening Disaster Mitigation and Management System in Mongolia		04000	00012	71300	ShT consultant					
		04000	00012	71600	Training Workshop					
		04000	00012	74200	Advocacy					
		04110	00012	71200	International consultant					
		04110	00012	71300	ShT consultant					
		04110	00012	71600	Training Workshop					
		04110	00012	71200	International consultant					
		04110	00012	72200	Equipment, furniture					
		04110	00012	72500	Materials, goods					
		04110	00012	74200	Advocacy					
		30000	00155	71600	Training, Travel					
		30000	00155	71200	International consultant					
		30000	00155	72200	Equipment, furniture					
		30000	00155	72500	Materials, goods					
		30000	00155	75100	GMS					
	Activity 1 Total					199320	298960.9	175806.4	91060	765147.34
	Activity 1 Total	04000	00012		TRAC1	44500	60000	24100	20000	148600
	Activity 1 Total	04110	00012		TRAC3	68150	42678	38800	9000	158628
	Activity 1 Total	30000	00155		LUX	81000	183442	105520	58000	427962
	Activity 2 Public awareness	04110	00012	71300	ShT consultant	12000	12000	12000	12000	48000
		04000	00012	74200	Advocacy	1750	1750	1750	1750	7000

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and education for DRR in Mongolia are increased by establishing wider partnerships	30000	00155	71200	International consultant					
	30000	00155	71300	ShT consultant					
	30000	00155	71600	Training, Workshop, travel					
	30000	00155	72100	Contract service-company					
	30000	00155	72200	Equipment					
	30000	00155	72500	Materials, goods					
	30000	00155	72600	Grant					
	30000	00155	75100	GMS					
Activity 2 Total					109409.07	213412	155204	106305	584330.07
Activity 2 Total	04000	00012		TRAC1	1750	1750	1750	1750	7000
Activity 2 Total	04110	00012		TRAC3	12000	12000	12000	12000	48000
Activity 2 Total	30000	00155		LUX	89401	186600	132200	86500	494701
Activity 3 National capacity for Climate resilience and adaptation to reduce disaster risks has strengthened	04110	00012	71200	International consultant					
	04110	00012	72100	Contract service-company					
	04110	00012	71600	Training, Workshop, travel					
	04110	00012	72200	Equipment					
	04110	00012	74200	Advocacy					
	04110	00012	74500	Miscellaneous					
Activity 3 Total	04110	00012		TRAC3	44500	112100	36499	6000	199099
Activity 4 Project Management and Monitoring Evaluation	04110	'00012	71400	Contract service-Individual					
	04000	00012	74100	Mid Term, Terminal Evaluation					
	04000	00012	71300	Mid Term, Terminal Evaluation Local consultant					
	30000	00155	71400	Contract service-Individual					
	30000	00155	72400	Communication					
	30000	00155	73400	Petrol					
	30000	00155	74500	Miscellaneous					
	30000	00155	71600	Mid Term, Terminal Evaluation					
	30000	00155	75100	GMS					

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	Activity 4 total					102193.15	101610	115595	132025.47	451423.62
	Activity 4 Total	04000	00012		TRAC1	0	0	12000	32400	44400
	Activity 4 Total	04110	00012		TRAC3	23500	23500	23773	23500	94273
	Activity 4 Total	30000	00155		LUX	73545	73000	74600	71145.3	292290.3
	Grand Total					455422.22	726082.9	483104.4	335390.47	2000000
		30000			LUX Total without GMS	243946.00	443042.00	312320.00	215645.30	1214953.3
		GMS			GMS Total	17076.22	31012.94	21862.40	15095.17	85046.7
		30000			LUX Total included GMS	261022.22	474054.94	334182.40	230740.47	1300000.0
		04110			TRAC3 Total	148150.00	190278.00	111072.00	50500.00	500000.0
		04000			TRAC1 Total	46250.00	61750.00	37850.00	54150.00	200000.0

Budget summary

Outcome/Donor	Government of Luxemburg	UNDP TRAC I	UNDP TRAC III	MGL Gov in kind	Total
Outcome 1	427,962	148,600	158,628	30,000	765,190
Outcome 2	494,701	7,000	48,000		549,701
Outcome 3			199,099		199,099
M&E/Support	292,290	44,400	94,273		430,963.3
GMS	85,047				85,047
Donor total	1,300,000	200,000	500,000	30,000	2,030,000

Part VI. Annexes

Annex 1: UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery

1. Strengthen Women's Security in Crisis.

Work to end personal and institutional **violence against women**. Strengthen the **rule of law**. Increase the gender responsiveness of **security institutions**, disarmament, demobilization and **reintegration**, and small arms reduction initiatives.

2. Advance Gender Justice.

Increase women's **access to justice**. Ensure the protection of women's **economic, social, political and cultural rights**. Bring a gender perspective into transitional justice, constitutional, electoral, legislative, judicial, institutional and **security sector reforms**.

3. Expand Women's Citizenship, Participation and Leadership.

Build women's **skills and confidence**. Support **women's representation** in the social, political, and economic spheres. Develop **women's networks and institutions** for conflict prevention, disaster risk reduction, peace building, and post-conflict/post-disaster reconstruction.

4. Build Peace with and for Women.

Ensure women's meaningful participation in formal and informal **peace processes**. Bring a gender perspective to the design and implementation of **peace missions and peace agreements**.

5. Promote Gender Equality in Disaster Risk Reduction.

Incorporate **gender analysis** in the assessment of disaster risks, impacts and needs. Address **women's unique needs** and value **women's knowledge** in disaster reduction and recovery policies, plans and programmes. Strengthen **women's networks and organizations** to facilitate women's active engagement.

6. Ensure Gender-Responsive Recovery.

Infuse **gender analysis** into all post-conflict and post-disaster **planning tools and processes**. Ensure recovery efforts provide equal economic opportunities for women including access to assets, such as land and credit. Promote **social protection and sustainable livelihoods**. Prioritize women's needs in **key sectors** such as transportation, shelter and health care.

7. Transform Government to Deliver for Women.

Build capacities and promote accountability within government **institutions and processes**. Engage women and men to foster gender-equitable relations within these institutions. Ensure gender-sensitive **resource mobilization, aid coordination, budgeting and funds allocation**.

8. Develop Capacities for Social Change.

Build **the skills and the will of men and women** to: prevent and respond to **violence**; reduce **vulnerability** to natural hazards; achieve equitable **post-crisis reconstruction**; and build **social cohesion**.

Achievement of this Eight- Point Agenda will require:

Supporting full implementation of Security Council Resolution 1325;

Incorporating gender equality priorities into advocacy and strategic planning in the development, humanitarian, peace, and security spheres;

Strengthening human resources, policies and programmes to ensure responsiveness and accountability on gender issues;

Building partnerships to maximize impact on gender priorities;

Developing gender-responsive funding mechanisms and resource mobilization strategies;

Supporting data collection that counts women, counts what women value, and values what women count; and

Advancing intellectual leadership, knowledge management, monitoring and evaluation gender and CPR issues.

Strengthening the Disaster Mitigation and Management System in Mongolia - Phase III

Mongolian Version of

UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery

Байгалийн гамшгаас урьдчилан сэргийлэх, хохирлыг нөхөн сэргээхэд эмэгтэйчүүдийн эрх мэдэл, мэдлэгийг дээшлүүлэх, жендерийн тэгш байдлыг хангах талаар НҮБХХ-өөс баримтлах найман-зүйлт хөтөлбөр

1. Гамшгийн үед эмэгтэйчүүдийн аюулгүй байдлыг хангах

Хувь хүмүүс болон институцийн түвшинд эмэгтэйчүүдийн эсрэг хүчирхийллийг таслан зогсоох. Хууль дээдлэх ёсыг бэхжүүлэх. Хууль сахиулах байгууллагад жендерийн мэдрэмжийг нэмэгдүүлэх

2. Жендерийн мэдрэмжтэй хууль, эрх зүй

Эмэгтэйчүүдийн эрх зүйн туслалцааны хүртээмжийг нэмэгдүүлэх. Эмэгтэйчүүдийн эдийн засаг, нийгэм, улс төр, соёлын эрхийг хамгаалах. Шилжилтийн үе дэх эрх зүй, үндсэн хууль, сонгууль, хууль тогтоох, шүүх засаглал, институцийн болоод аюулгүй байдлыг хамгаалах салбарт хийх шинэтгэлд жендерийн асуудлыг тусгах.

3. Эмэгтэйчүүдийн иргэншил, оролцоо, манлайллыг нэмэгдүүлэх

Эмэгтэйчүүдэд арга дадал, өөртөө итгэх итгэлийг бий болгох. Нийгэм, улс төр, эдийн засгийн хүрээнд эмэгтэйчүүдийн төлөөллийг дэмжих. Мөргөлдөөнөөс хамгаалах, байгалийн гамшгийн эрсдэлийг бууруулах, нөхөн сэргээх чиглэлээр ажиллах эмэгтэйчүүдийн сүлжээ, байгууллагуудыг хөгжүүлэх.

4. Эмэгтэйчүүдийн төлөө болон тэдний оролцоотой энхийг сахиулах үйл ажиллагаа

Энхийг сахиулах албан болон албан бус үйл ажиллагаанд эмэгтэйчүүдийн оролцоог хангах. Энхийг сахиулах үйл ажиллагаа, хэлэлцээрийг боловсруулах, хэрэгжүүлэхэд жендерийн асуудлыг авч үзэх.

5. Байгалийн гамшгийн эрсдэлийг бууруулахад жендерийн тэгш байдлыг бий болгох

Гамшгийн эрсдэл, түүний үр нөлөө, хэрэгцээг үнэлэхэд жендерийн шинжилгээ хийх. Эмэгтэйчүүдийн онцлог хэрэгцээг хангах, гамшгийг бууруулах, нөхөн сэргээх бодлого, төлөвлөгөө, хөтөлбөрийг боловсруулахад эмэгтэйчүүдийн мэдлэгийг харгалзан үзэх.

6. Сэргээн босголтын үйл ажиллагаанд жендерийн асуудлыг авч үзэх

Гамшгийн дараа үеийн төлөвлөлтийн аргачлал, үйл ажиллагаанд жендерийн шинжилгээг ашиглах. Сэргээн босголтын үед эмэгтэйчүүдийг газар эзэмших, зээл авах зэрэг эдийн засгийн тэгш боломжоор хангаж өгөх. Нийгмийн хамгаалал, тогтвортой амьжиргааг дэмжих. Зам тээвэр, орон сууц, эрүүл мэнд зэрэг гол салбаруудад эмэгтэйчүүдийн хэрэгцээг тэргүүлэх чиглэл болгон тусгах.

7. Эмэгтэйчүүдэд үйлчлэх чиглэлээр төрийн захиргааны өөрчлөлт хийх

Засгийн газрын бүтэц, үйл ажиллагаанд хариуцлагын тогтолцоог дэмжин урамшуулж чадавхийг бий болгох. Төрийн эдгээр байгууллагуудад жендерийн тэгш харилцааг бий болгох чиглэлээр эмэгтэйчүүд, эрчүүдийг татан оролцуулах. Хөрөнгийн эх үүсвэр бий болгох, зээл, тусламжийг зохицуулах, төсөв зохиох, хөрөнгө нөөц хуваарилахад жендерийн мэдрэмжтэй хандах.

8. Нийгмийн өөрчлөлт хийх чадавхийг хөгжүүлэх

Хүчирхийллээс урьдчилан сэргийлэх, халдлагаас хамгаалах арга барил, хүсэл зоригийг эмэгтэйчүүд, эрчүүдэд бий болгох. Байгалийн болзошгүй аюулд өртөмтгий байдлыг бууруулах, гамшгийн дараахь сэргээн босголтын үйл ажиллагаанд шударга, тэгш байдлыг мөрдлөг болгох, нийгмийн нийтэч уур амьсгалыг бий болгох.

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Энэхүү найман зүйлт хөтөлбөрийг хэрэгжүүлэхэд шаардагдах алхам:

Аюулгүйн зөвлөлийн 1325 дугаар тогтоолыг бүрн хэрэгжүүлэхэд дэмжлэг үзүүлэх.

Хөгжлийн тусламж, хүмүүнлэгийн болон энхийг сахиулах үйл ажиллагаа, аюулгүй байдлыг хамгаалах салбарт хийх сурталчилгаа, стратеги төлөвлөлтөнд жендерийн тэгш байдлын асуудлыг тусгах.

Жендерийн асуудалд илүү мэдрэмжтэй, хариуцлагатай хандах чиглэлээр хүний нөөц, бодлого, хөтөлбөрийг бэхжүүлэх.

Жендерийн тэргүүлэх чиглэлийг дээд зэргээр хангахын тулд түншлэл бий болгох.

Жендерийн мэдрэмжтэй санхүүжилтийн механизм, эх үүсвэр дайчлах стратегийг боловсруулах.

Эмэгтэйчүүдийн тоо, тэдний хэрэгцээ, хүсэл эрмэлзлэлийг тооцон үздэг баримт материал цуглуулах үйл ажиллагааг дэмжих.

Жендерийн болон гамигаас урьдчилан сэргийлэх асуудлаар оюуны манлайлал, мэдлэг хуримтлуулах, мониторинг, үнэлгээг сайжруулах.

Annex 2: Terms of References of the Project Board

The **Project Board** (PB) provides overall technical advisory and management guidance, project assurance and oversight for the implementation of the project. Day-to-day coordination of the project will rest in the Project Manager. Appointments to the PB will be on an honorary basis and no fees will be paid.

The PB has the following composition:

- 1) Deputy Prime Minister/Chief of NEMA appointed by DPM – *Chair of the Board/Executive*
- 2) NEMA - *Senior Supplier*
- 3) Ministry of Nature and Environment (from forestry/ hazardous material departments)- *Senior beneficiary*
- 4) UNDP (Programme Officer) – *Project Assurance*
- 5) Ministry of Food and Agriculture (animal husbandry, pasture departments)
- 6) Ministry of Education, Culture and Science (secondary education/ curriculum development departments)
- 7) Ministry of Construction and Urban Development (construction safety, standards and building norms)
- 8) State Specialized Inspection Agency
- 9) National Agency for Meteorology, Hydrology and Environment Monitoring
- 10) Information and Communication Technology Agency
- 11) Representative of UB Songinokhairkhan district NEMA
- 12) Representative of UB Chingeltei district NEMA
- 13) Representative of Western/Eastern region soum government
- 14) Representative of Southern/Central region soum government
- 15) Representative of private sector whose service/expertise is important for DRR such as Mobicom, MonSat, and Boroo Gold etc.

The Project Board will meet semi-annually, or if need be, more often, to review progress of the project.

The Project Board will be responsible for the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;

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- Agree on Project Manager's tolerances in the achievement of Outputs and Activities;
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Assess and decide on project changes;
- Assure that all planned deliverables are delivered satisfactorily.
- To monitor project implementation in terms of effectiveness and timeliness of inputs and in terms of the success of project activities.
- To oversee and provide guidance to project activities and ensure such activities address national priorities.
- To monitor project implementation to ensure that it remains in-line with the approved project document, financial rules and regulations of UNDP and requirements of any other donors providing co-funding.
- To provide a forum for ensuring an integrated approach to project activities and serve as a forum for stakeholder input and discussion.
- To resolve any conflicts or disagreements that arises with respect to project activities that cannot be resolved by the project team.
- To facilitate implementation of project activities in their respective organizations.
- To review Annual Project Reports (APRs) and annual workplans and budgets for project activities and consider proposed changes as recommended.
- To participate in a Tripartite Review and propose strategic changes of the project document if needs arise.

For the process of closing a project:

- Assure that all products deliverables are delivered satisfactorily;
- Review independent project evaluation and approve the end project report;
- Make recommendations for follow-on actions and post project review plan;
- Notify project closure to the Outcome Board.

Annex 3: Terms of References of the National Project Director

Duties and Responsibilities

The National Emergency Management Agency has been designated by the Government of Mongolia to oversee the national execution (NEX) of the UNDP-supported Strengthening the Disaster Mitigation and Management System in Mongolia project on its behalf.

1. The **National Project Director** (NPD), appointed by the National Emergency Management Agency, is a government representative, responsible for supporting implementation of the project. The NPD serves as the focal point on the part of a National Emergency Management Agency and as such ensures effective communication between the government and other relevant national stakeholders/actors and monitors the progress towards expected outputs and strategic results under the project.
2. Specifically, the NPD's major responsibilities, in close collaboration with UNDP CO and the National Emergency Management Agency are:
 - (a) Undertake project advocacy at the policy level (high officials of the parliament, cabinet, line ministries, government agencies and other public sector institutions, civil society, private sector and the donor community) to ensure national commitment and contribution to the project objectives;
 - (b) Undertake policy level negotiations and other activities to facilitate effective and efficient project implementation and maximize its impact;
 - (c) Provide policy guidance to the PIU (Project Implementation Unit) congruent with national policies, including for the selection of local consultancy, training and other specialist services;
 - (d) In consultation with the Ministry of Finance (MF) and the Designated institution concerned, ensures that requisite financial allocations are contained in the national budget, in accordance with the in-kind, cash or cost-sharing budgets, and the established schedules of payment;

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- (e) Ensures that the project document revisions requiring Government's approval are processed through the MF (as a Government's Coordinating Authority), in accordance with established procedures;
- (f) Participate in the finalization and approve the Project Annual and Quarterly Work Plans and budget, in close discussion with the UNDP, to maximize the leverage of the project resources in order to achieve the desired overall state of development and immediate objectives set out in the project document; s/he may also approve individual payments on a day-to-day basis.
- (g) Supervise and approve the project budget revision and NEX delivery report;
- (h) Review jointly with the PMU success indicators and progress benchmarks against expected project outputs so that progress can be assessed, and review and clear Annual Project Progress and Terminal Reports;
- (i) Conduct regular monitoring sessions with UNDP and the PMU, including Project Appraisal Committee (PAC) Meeting, Annual and Terminal Tripartite Review Meetings to measure progress made or achieved towards the project objectives, and comment on Project Review and Evaluation Reports;
- (j) Report regularly to the Project Steering Committee on the project progress, in conjunction with the PMU staff;
- (k) Assess on regular basis staff work performance in the PMU, including that of National Project Manager, Administrative & Finance Assistant and other staff;

Establishes close linkages with other UNDP and UN supported as well as other donor or nationally funded projects/programmes in the same sector

Annex 4: Terms of References of the National Project Manager

Organizational Setting

The **National Project Manager** (NPM), under supervision of the National Project Director (NPD), will be responsible for achieving the outputs and, hence, objectives of the project, and ensuring the co-operation and support from the executing and implementing agent(s).

Job content

The NPM will be responsible for managing the implementation of the project, which includes personnel, subcontracts, training, equipment, administrative support and financial reporting keeping the NPD aware of all relevant factors which could impact on project implementation. The specific responsibilities of the NPM will be to:

1. Set up and manage the project office, including staff facilities and services, in accordance with the project work plan;
2. Prepare and update project workplans, and submit these to the NPD and DRR/P UNDP CO for clearance and ensure their implementation consistent with the provisions of the project document.
3. Ensure that all agreement with designated project implementing agencies are prepared, negotiated and signed.
4. With respect to external project implementing agencies:
 - a) ensure that they mobilize and deliver the inputs in accordance with their implementation agreement and contract, and
 - b) provide overall supervision and/or coordination of their work to ensure the production of the corresponding project outputs.
5. Act as a principal representative of the project during review meetings, evaluations and in discussions and, hence, be responsible for preparation of review and evaluation reports such as the Annual Project Report (APR) for the consideration of the NPD.
6. Ensure the timely mobilization and utilization of project personnel, subcontracts, training and equipment inputs, whether these are procured by the Executing Agent itself or by other implementing agents:

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- a) identify potential candidates, national and international, for posts under the project
 - b) prepare the ToR, in consultation with the implementing agent and subcontractors;
 - c) prepare training programmes (in consultation with the implementing agents) designed for staff, with particular emphasis on developing an overall training plan.
 - d) draw up specifications for the equipment required under the project; procure such equipment according to Government and UNDP rules and procedures governing such procurement.
7. Assume direct responsibility for managing the project budget on behalf of the NPD, ensuring that:
 - a) project funds are made available when needed, and are disbursed properly;
 - b) accounting records and supporting documents are kept;
 - c) required financial reports are prepared;
 - d) financial operations are transparent and financial procedures/regulations for NEX projects are applied; and
 - e) the project is ready to stand up to audit at any time.
 8. Exercise overall technical and administrative oversight of the project, including supervision of national and international personnel assigned to the project.
 9. Report regularly to and keeps the NPD/Executing Agency and UNDP CO up-to-date on project progress and problems, if any.
 10. Ensure timely preparation and submission of required reports, including technical, financial, and study tour/fellowship reports;
 11. Perform others coordinating tasks as appropriate for the successful implementation of the project in accordance with the project document.

Responsibilities on project completion and follow-up

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

1. Prepare a draft Terminal Report for consideration at the Terminal Tripartite Review meeting (Project Board Meeting), and submits a copy of this report to the UNDP Resident Representative and designated Executing Agency's official for comments at least 12 weeks before the completion of the project;
2. Make a final check of all equipment purchased under the project through a physical inventory, indicating the condition of each equipment item and its location; discusses and agrees with the UNDP and the implementing agent(s) the mode of disposition of such equipment and follow up on the exchange of letters among the UNDP, Government and implementing agent(s) on the agreed manner of disposition of project equipment; take action to implement the agreed disposition of equipment in consultation with the project parties.
3. Ensure all terminal arrangements relating to project personnel are completed at the final closure of the project.

Accountability

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

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

General qualifications

- Education: Post-graduate level (preferable academic background)
- Experience: At least 5 years work experience in the relevant area;
Demonstrated management experience and organizational capacity;
Previous experience/familiarity with UNDP (or other donors) an asset.
- Skills: Good analytical skill, good interpersonal and communication skills, good computer skill
- Language: Fluent in both English and Mongolian

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Annex 5: Organigram of the Project Management

The project management structure described above can be illustrated as follows:

