

Annual Report 2015



Submitted to the Government of Mongolia

By



Mercy Corps Mongolia
Peace Avenue 30-1, Bayanzurkh District
Ulaanbaatar, Mongolia
Phone: 976-11-461-145
Contact: Jennifer Bielman, Country Director
Email: jbielman@mercycorps.org

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List of Acronyms

Aimag	Province/state	MIA	Ministry of Industry and Agriculture
APPEAL	Active Partnerships and Public Engagement for Accountable Localities	MNDI	Mongolian National Development Institute
Bagh	Administrative subdivision of a soum	MNT	Mongolian National Tugrug
BEC	Bid evaluation committee	MOF	Ministry of Finance
BDS	Business development service	MoU	Memorandum of Understanding
CSO	Civil Society Organization	NAMEM	National Agency of Meteorology and Environmental Monitoring
Dzud	Natural disaster in which large number of livestock die	NBFI	Non-bank financial institution
eS	EngageSpark	NEMA	National Emergency Management Agency
GIZ	German Agency for International Cooperation	NGO	Non-governmental organization
GPA	Government Procurement Agency	NUM	National University of Mongolia
Hural	Parliament	OFDA	Office of US Foreign Disaster Assistance
ICOGS	Improved Competitive Outsourcing of Goods and Services	PACS	Productive Agribusiness Chains Support
LEGS	Livestock Emergency Guidelines and Standards	PPLM	Public Procurement Law of Mongolia
LGM	Loan Guarantee Mechanism	SDC	Swiss Agency for Development and Cooperation
LLC	Limited Liability Company	SME	Small and medium enterprises
LPU	Local Procurement Unit	SMP	Soum master plan
LEWS	Livestock Early Warning System	Soum	County/district
LTS	Leveraging Tradition and Science	ToT	Training of Trainers
MCM	Mercy Corps Mongolia	USAID	US Agency for International Development
		3PP	Tripartite Committee

ANNUAL REPORT ON ACTIVITIES - 2015

I. Introduction

Mercy Corps' Mission



Mercy Corps' global mission is to support secure, just and productive communities guided by our Vision for Change. Working in 41 countries and reaching 19 million beneficiaries, Mercy Corps takes a community-led and market-driven approach to facilitate lasting systemic change, supporting the establishment and growth of sustainable mechanisms for improving access to information, training, financial services, business services and markets.

In Mongolia, Mercy Corps' mission is to support rural communities to mobilize resources to meet their economic and social needs to be resilient in a rapidly changing environment. Public-private dialogue and strong collaborative partnerships form the foundation of our efforts, as strong community engagement is crucial for inclusive and sustainable growth, good governance and environmental stewardship.

Project Portfolio

Mercy Corps contributed to Mongolia's continued development by addressing three broad, inter-related themes: Inclusive Economic Development, Good Governance and Environmental Stewardship. Mercy Corps implemented four projects in Mongolia during calendar year 2015.

Table 1: Project portfolio Mercy Corps Mongolia 2015

Project	Donor	Project Period	# of Aimags
ICOGS Improved Competitive Outsourcing Of Government Services	SDC	May 2012 – Mar 2015	13
LGM Loan Guarantee Mechanism	USDA	Sep 2004 – ongoing	15
LTS2 Leveraging Science and Tradition-2	USAID	Jun 2015 – May 2016	10
PACS Productive Agribusiness Chains Support	USDA	Sep 2012 - Sep 2015	7

Direct Program Implementation Areas

In 2015 Mercy Corps implemented program activities through direct, peer partnerships in 13 program aimags including Bayan-Ulgii, Uvs, Hovd, Gobi-Altai, Zavhan, Arhangai, Bayanhongor, Uvurhangai, Gobi-Sumber, Dundgobi, Umnugobi, Suhbaatar and Dornogobi. This partnership structure is facilitated by regional centers in Hovd, Zavhan, Uvurhangai, Umnugobi, and Dornogobi. In 2015 Mercy Corps partnered with 9 national level and 284 local level Mongolian government agencies, civil society organizations (CSOs) and businesses to implement activities under the four donor-funded programs implemented in Mongolia.

Regional Centers and Offices

Mercy Corps has 5 regional offices and a head office in Ulaanbaatar:

- 1) Bayan-Ulgii, Uvs, **Hovd** (regional center)
- 2) Gobi-Altai, **Zavhan** (regional center)
- 3) Arhangai, Bayanhongor, **Uvurhangai** (regional center)
- 4) Gobi-Sumber, Dundgobi, **Umnugobi** (regional center)
- 5) Suhbaatar, **Dornogobi** (regional center)
- 6) **Ulaanbaatar**

Figure 1. Mercy Corps Mongolia Regions



II. Key Achievements in 2015

Mercy Corps Mongolia had a successful year in 2015 and the ICOGS, LTS2 and LGM projects had a significant impact in rural Mongolia. Key results of our work in 2015 include reducing the risk of dzud to herder communities and rural economies as well as creating a transparent and competitive procurement system in rural Mongolia.

Beneficiaries

96,364 people benefited from participating in projects implemented by Mercy Corps in 2015 (see table 1 below). These participants were involved in a range of activities: training sessions, workshops, public discussions and meetings, dissemination of best practices, and accessing new and better information about local government.

Our beneficiaries included the following groups of people:

1. **Government employees** who improved their knowledge on transparent procurement, good governance, disaster risk reduction and provided access to public information
2. Local **CSOs** who strengthened their engagement in the procurement process and enhanced their institutional capacities through subgrants offered by Mercy Corps projects.
3. Local **businesses** that participated in public procurement tenders.
4. Local **trainers** (representatives from soum and bagh governor’s office, veterinary and breeding units, emergency unit, meteorology and environment units, NGOs) who learned about disaster risk assessments, livestock emergency situations, livestock interventions and guidelines and went on to implement training in 69 soums level.
5. Local **herders, community members, government employees and emergency response personnel** who attended soum risk management trainings and learned about LEGS tools, livestock based interventions, emergency steps, livelihood-based objectives
6. Local **citizens and communities** who learned about principles of good governance, transparency and accountability, in addition to having participated in decision making, and gained access to public information.

Table 2: Number of beneficiaries by projects

Projects	No of beneficiaries
ICOGS	94,212
LTS	2,152
Total	96,364

ICOGS project completed

The ICOGS project was launched in May 2012 and closed in March 2015. It was part of SDC’s Governance and Decentralization Program (GDP). The goal of the ICOGS project was to strengthen the institutional framework of transparent and competitive public procurement in 13 *aimag* centers and urban soums, and 26 rural *soums* through sustainable mechanisms. During two and a half years of program intervention, ICOGS achieved success in building the capacity of procurement officials and 51 local CSOs through small grant funded projects; it also supported proactive information disclosure

to improve competitiveness and increased Civil Society Organizations' (CSO) engagement in procurement processes.

Key results of ICOGS projects include:

- 378 competitive tenders undertaken in 13 *aimags* and 26 *soums*
- Memoranda of Understanding (MOU) with 14 government partners established a foundation for public collaboration
- 2,278 individuals received public procurement certification training and 969 of them successfully passed the exam and secured certification by the GPA

“Estimate Risk, Plan Early and Overcome Disaster with no Losses” Training Conducted

The LTS2 team developed a risk management training entitled “Estimate Risk, Plan Early and Overcome Disaster with no Losses”. This training was offered first to local trainers. 164 aimag- and soum-level trainers successfully completed ToT and then carried out direct training sessions in the 69 target soums. 1,940 individuals attended direct soum-based trainings to obtain knowledge of the LEGS tools and learn about livestock based interventions, emergency steps, livelihood-based objectives, etc. The training participants made changes to 35 soum disaster plans as a result of what they learned from LTS2. They identified the most frequent disasters that occur in their locations and adapted soum disaster plans accordingly.

Best Procurement Practices Book published and distributed

ICOGS developed and published a book entitled *Best Practices of Local Procurement* based on its two and half years of experience working at the local level. The book includes 1) a description of “best practices”; 2) an overview of the ground rules for public procurement; 3) how public procurement can be a major risk area for corruption; 4) a review of the main responsibilities of procurement actors; and 4) a series of newly emerging best practice examples and stories from local partners including LPUs, CSOs and media organizations. More than 1,000 copies were distributed to national and local partners including the MOF, GPA, universities, local Hurals, *aimag* governments, LPUs, CSO Network members and media organizations. The *Best Practices of Local Procurement* can be downloaded from the Mercy Corps website at: <http://mercycorps.org.mn/beta/index.php/en/projects/completed-projects/305-ICOGS>

Utilization of online technologies to enhance program impact

2015 was a successful year for Mercy Corps Mongolia to apply different Information and Communication Technology approaches in program implementation. Mercy Corps is increasingly using Blackboard, ooVoo and Skype programs to connect to our partners and staff in various parts of the country. Online meetings and trainings proved to be one of the most popular and effective tools of communication.

In 2015, Mercy Corps projects and units organized a total of 50 online meetings reaching over 670 participants from the target 13 aimags. The online trainings and meetings covered variety topics including organizational policy, financial guidelines, herder loan survey, weather forecast processing and e-procurement. Also, Mercy Corps uses Skype to organize bi-weekly coordination meetings with our staff.

Online technologies help Mercy Corps save significant amount of time and money. During 2015 it is estimated that USD 101,800 was saved over the cost of convening in-person seminars and meetings. Using online tools increases program impact by increasing the frequency of contacts with program partners and beneficiaries.

III. Project Achievements in Detail

1. IMPROVED COMPETITIVE OUTSOURCING OF GOVERNMENT SERVICES (ICOGS)

Funded By Swiss Agency for Development and Cooperation (SDC)

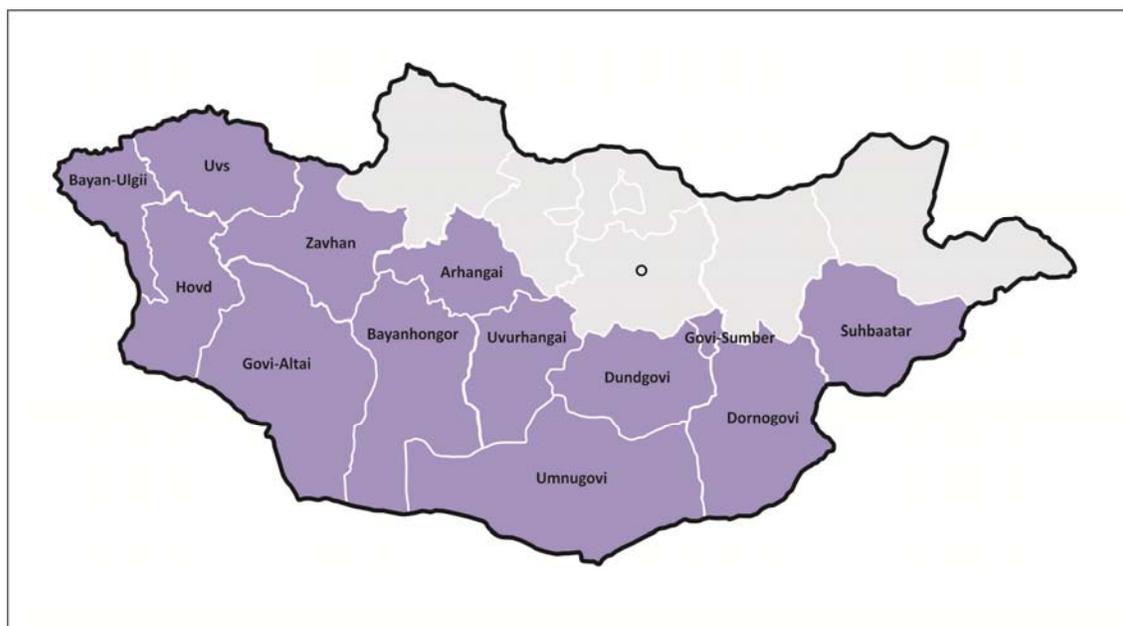
Project Period: May 2012 to March 2015

Project Goal: To strengthen the institutional framework of transparent, competitive public procurement in 13 aimags and 26 soums through sustainable mechanisms

Project Objectives

- Expand free and easily access to complete information concerning public procurement for entrepreneurs and community groups.
- Develop the capacity of local government and procurement officials to undertake public procurement according to the Public Procurement Law of Mongolia.
- Improve capacity of local civil society actors to enable them to carry out effective monitoring of procurement procedures and contract performance.

Figure 3: ICOGS project aimags



The ICOGS project started in May 2012 and closed on March 2015. This project was part of SDC's Governance and Decentralization Program (GDP), which was launched in 2012. The ICOGS project promoted the Government of Mongolia's strategy to strengthen public procurement capacity at the local level. The project strengthened the local procurement systems of 13 aimags. It built the capacity of local government, LPUs and CSOs to comply with open procurement procedures. Lastly, ICOGS created a sustainable system for CSOs' active and accountable engagement in the procurement process and improved entrepreneur and community group access to accurate and timely information related to local tenders.

An important factor of ICOGS’ success was an emphasis, from the beginning, on building collaboration with local government and CSOs. ICOGS encouraged local partners to work together through an effective strategy of capacity building, information disclosure, media influence, legislative advocacy, and civil society participation. In every project *aimag*, local government and civil society partners actively engaged in ICOGS from design to implementation.

Through the ICOGS small grant activity, CSOs have begun to consolidate their experience, expertise and authority in supporting and monitoring procurement. CSO members were able to gain experience in many ways: increasing their confidence in communicating with local officials, contractors and media; establishing and supporting local monitoring groups; and the creation of a supportive network between different organizations and different *aimags*.

ICOGS promoted local procurement practices that are more effective and productive. The project approach not only created material benefit for *aimags* and *soums* but also contributed to eliminating negative attitudes about government corruption, particularly collusion on local tenders, and shifted the public dialogue from highlighting problems to recognizing that civil society and government can work together to improve local governance.

PROJECT OUTCOMES IN 2015

Memoranda of Understanding (MOU) reviewed

MOUs with the Government Procurement Agency (GPA) and 13 *aimag* governments established clear roles and responsibilities in carrying out the ICOGS project and periodically evaluating



Photo 1: MOU review in Dornogobi

progress. The resulting partnerships modelled an approach for selecting beneficiaries through a transparent process; engaging civil society and CSOs to support project implementation and jointly planning and funding work aimed at achieving specific outcomes.

This collaboration brought positive changes to local procurement practices by creating a more accessible procurement database and information dissemination system, mobilizing local resources for capacity building training; and allocating funds from

local budgets for CSO’s procurement monitoring. Working closely with government partners, ICOGS established measurable criteria to apply in selecting the 39 soums that were partners in the ICOGS project.

During January through March of 2015, ICOGS and its partners organized MoU review meetings in target aimags to assess program implementation under the terms of the MOUs and discuss progress and challenges in achieving common goals. Representatives of Mercy Corps, aimag governor’s offices, aimag Procurement Units, CSOs and the private sector participated in these meetings. According to the final MOU reviews, ICOGS and the local governments effectively partnered to achieve all of the project goals, with 94.8% of all activities planned in the MOUs completed by the end of 2014.

Contributions of Collaboration

- Mobilized resources from ICOGS and the local governments to meet fundamental training needs;
- Identified operational guidelines and funding for CSOs' participation in BECs and procurement monitoring on contract execution;
- Created a more accessible procurement database and information dissemination system;
- Strengthened an effective partnership between government and civil society
- Resulted in sustainable commitments from local governments to continue best practices introduced by ICOGS.

Procurement A3 trainings

According to the 2011 amended PPLM, it is a legal requirement that all members of any BEC must be trained and certified in public procurement. This created high demand for procurement certification training.

In 2015, Procurement Certification Training (A3) was conducted in Dornogobi and Bayanhongor aimags. In total, 85 people attended three day training sessions on key public procurement procedures (32 from Dornogobi and 53 from Bayanhongor). Female participants accounted for 45% (38) of the total attendees. 35 (41%) participants received certificates as qualified members of BECs, of whom 17 were women.



Photo 2: Procurement training in Ulaanbaatar

Training for the A3 procurement certification formed one of the core activities of the ICOGS project and has been used during all stages of the project's implementation. In collaboration with the GPA and training institutions accredited by the MOF, between 2012 and 2015 ICOGS organized a total of 28 sessions of procurement training in 13 target *aimags* with local governments sharing 50% of the total cost. In total, 2,278 individuals attended the 28 procurement training sessions. Women made up 760 (33.4%) of the total attendees. Of those completing training, 969 individuals (42.5%) secured certification from the GPA by passing the required exam and 481 of certified individuals (49.6%) were women. Participants were drawn from a variety of local institutions including: officials from LPUs, Local Hurals, *aimag* Governors' Offices, CSOs, and citizens. These trained individuals joined 378 BECs across 13 *aimags*. Every BEC had at least one member from civil society. The inclusion of civil society representatives is also an indication of public inclusion in certification training and the ability of these community stakeholders to pass the qualification exam.

ICOGS surveyed its training participants and found that 90% of those who achieved certification were engaged in the procurement process as a member of a BEC or as third parties who monitor awarded contracts to ensure quality.

Training and Discussion for Procurement Actors

In 2015, ICOGS conducted 26 in-class training sessions for 745 participants, including local officials, BEC members, media representatives and CSOs. 34 meetings and discussions took place with 858 participants.

Table 3: Trainings and discussions in 2015

Months	Trainings		Meetings	
	# of events	Participants	# of events	Participants
Jan	11	279	15	399
Feb	4	119	7	117
Mar	11	347	12	342
Total	26	745	34	858

Between 2012 and 2015, the ICOGS project organized 202 training sessions for local officials, BEC members, the media and CSOs to make them aware of competitive tendering obligations and to participate in tendering procedures and procurement contract execution. In total, 5,967 people took part in the training sessions. Topics included:

- Preparation of tender documents of public goods, works and services through the State and Local Development Funds
- Budget transparency and budget monitoring approaches
- Procurement monitoring by CSOs
- Development and the importance of partnerships between government and civil society
- Institutional development and management
- Web-based training

Best Procurement Practices Book

ICOGS developed and published a book entitled *Best Practices of Local Procurement* based on its two and half year history in Mongolia, working at the local level. The book includes 1) a description of “best practices”; 2) an overview of the ground rules for public procurement; 3) how public procurement can be a major risk area for corruption; 4) a review of the main responsibilities of procurement actors; and 5) a series of newly emerging best practice examples and stories from local partners including LPUs, CSOs and media organizations. More than 1,000 copies were distributed to national and local partners including the MOF, GPA, universities, local Hurals, *aimag* governments, LPUs, CSO Network members and media organizations.



Photo 3: Best Procurement Practices Book

The *Best Practices of Local Procurement* can be downloaded from the Mercy Corps website at: <http://mercycorps.org.mn/beta/index.php/en/projects/completed-projects/305-ICOGS>

CSO Subgrant Activities

Following two public calls for proposals in 2013 and 2014, ICOGS received 119 proposals from local CSOs and media organizations in all 13 project *aimags*. The proposals were reviewed by an internal team and 61 subgrants were awarded to CSOs. A complete list of projects funded by ICOGS is provided in *Annex I*.

Table 4: Subgrants

	# of subgrants	# of activities	# of beneficiaries	# of women	Subgrant value, million MNT
ICOGS	61	344	138,617	70,742	147.1

Through these small grants, CSOs contributed to the institutionalization of transparent, competitive and participatory local procurement practices by conducting capacity building activities, improving access to information, and facilitating citizens' participation throughout the procurement process. The projects addressed one or more of the following objectives:

1. Improved the capacity of procurement actors in rural soums, including providing public procurement training and supporting initiatives aimed at developing bidding documents, reporting and archiving
2. Improved the quality of and access to procurement information by coordinating with local governments and media outlets
3. Increased citizen participation in planning public procurement
4. Strengthened CSO engagement in the procurement process and on procurement contract executions
5. Extended and strengthening tripartite committees (3PPs) and incorporated 3PP functionality within Citizen Chambers supervised by the local Hural
6. Contributed to the creation of an inclusive procurement environment by encouraging the participation of people with disabilities in procurement monitoring



Photo 4: Public school No1 in Uvs renovated as a result of open tendering process.

In 2015 Mercy Corps worked with the last 19 subgrantees to finish their projects in target aimags. The NGOs successfully completed their projects and submitted final reports by the end of March.

2. LOAN GUARANTEE MECHANISM (LGM)

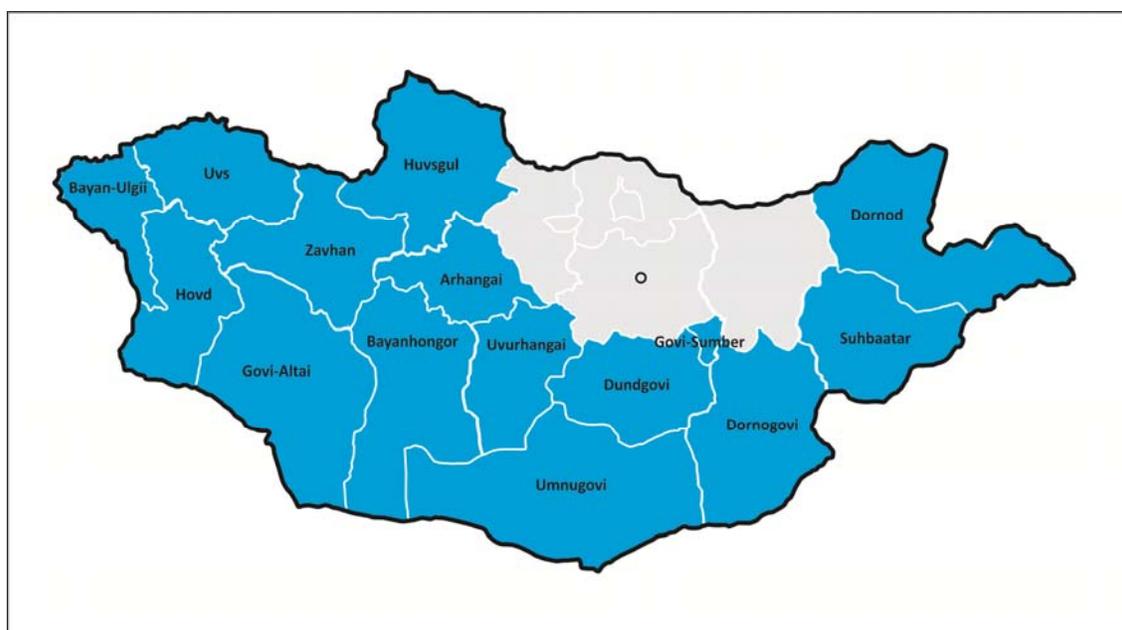
Funded by the US Department of Agriculture (USDA)
Program Period: Since 2004

Project Goal: To assist rural agribusinesses to obtain commercial loans through the provision of additional cash collateral

Project Objectives

- To support small rural businesses to improve their financial capacity in order to implement their business ideas, start and/or expand, and/or diversify their business activities.
- To strengthen the linkages between rural businesses and financial institutions, and build capacity of clients to access financial resources and use them for business purposes.
- To increase competition among financial institutions to promote improved availability and accessibility of financial services for rural businesses and influence lending terms and conditions in an effort to make them more appropriate to the needs of the businesses.

Figure 4: LGM project aimags



This Mercy Corps’ initiative was originally funded through the 2004 USDA-funded RASP program. In 2010 LGM became a stand-alone activity and Mercy Corps continued to provide micro- and small business credit guarantees to support business start-up and expansion. In September 2012 new credit guarantees were suspended until a revised strategy could be put into place. In 2015 the LGM Program worked to monitor existing loans repayments that were disbursed in previous years. Mercy Corps primarily collaborated with three key retail financial institutions: XAC bank, KHAN bank and the State bank. The LGM was facilitated through a network of 20 local Business Development Service (BDS) providers, who - under contract from Mercy Corps - monitor and mentor individual loans, assist the loan-takers on business development, and ensure timely loan repayment.

PROJECT OUTCOMES 2004-2015

Since the inception of the LGM in 2004, 3,423 loans totaling MNT 13.3 billion have been issued by commercial banks with the support of MNT 4.9 billion or 36.8% of the value provided by Mercy Corps in the form of additional cash collateral. These loans were disbursed to 2,706 people; 82% supported business start-ups and the remaining 18% were for business expansion. 1,993 or 58.2% of all loans were provided to individuals, 12.1% to cooperatives, 9.9% to herder groups, 8.2% to partnerships, 7.1% to LLCs and the remaining 4.5% to patent holders and NGOs.

Loan Portfolio

In the beginning of 2015, the LGM Program had outstanding MNT 12,622,500 in additional cash collateral for four loans that were valued at MNT 33,750,000 and provided by two commercial banks: XAC and State banks. During 2015, two loans had been repaid on time and two clients in Dundgobi and Uvurhangai defaulted on their loans. Mercy Corps and partner banks worked together and found a reasonable solution. Mercy Corps repaid its share of the collateral.

Carpentry workshop “Uuld”

In early 1990, Mr. D. Uuld from Jargalant soum, Hovd aimag, lost his job and resorted to driving a taxi in order to make ends meet, even though he had carpentry skills and 30 years of construction experience. He started producing ger furniture and wanted to expand. However, high interest rates and lack of collateral made it impossible for him to get a bank loan. Fortunately, Uuld was able to participate in Mercy Corps' LGM program. As one of the program's last clients, he finished repaying his loan in July of 2015.



In 2010 Uuld attended a business training offered by Mercy Corps' RAPS program. In 2012 he was finally able to get a loan of MNT 15 million with 1.16% monthly interest for three years. Mercy Corps' LGM program provided 40% of his collateral. Now he is satisfied with the results he has achieved. “I am very grateful to Mercy Corps and the LGM program” he says. “I hired more workers and my income almost doubled since 2010 reaching MNT14.1 million. I produce more furniture with higher quality and began building houses. Everything I achieved, I owe to Mercy Corps' support”.

Access to Finance

Since the inception of the LGM program, Mongolia has undergone a rapid economic change. The economy expanded and diversified, and communication and access to market information has greatly improved. Banks are offering a wide range of financial services and loans at different interest rates. The Credit Guarantee Fund (CGF) created by the Mongolian Government, along with the Mongolian Employer's Federation and Chamber of Commerce and Industry in November 2012, provides credit guarantees to small and medium sized enterprises and is actively trying to expand its client base among rural entrepreneurs.

In 2015, Mercy Corps carried out an assessment of the LGM program's impact and conducted market analysis of financial services. Based on results of the assessment, Mercy Corps identified CGF as a partner to implement the Access to Finance project. This project is a follow-up to Mercy Corps' Loan Guarantee Program (LGM). It aims to support the Credit Guarantee Fund of Mongolia (CGF) to extend its existing services to aimag and soum level SME's through both commercial banks and NBFI's. Pilot project activities will be introduced in 3 aimags that show rapid uptake and success will be scaled to Mercy Corps' full operating area of 16 aimags, targeted under the Resilient Communities program. The pilot phase will last 6-9 months but activities will be scaled as soon as demonstrable impact is achieved.

Currently, Mercy Corps is developing a program strategy and work plan. The partnership with CGF will be defined through a Memorandum of Understanding (MoU). The MOU ensures commitment and clarifies the roles and responsibilities of MC and CGF to achieve the shared goal.

3. LEVERAGING TRADITION AND SCIENCE-2 (LTS2)

Funded by USAID Office of Foreign Disaster Assistance (OFDA)

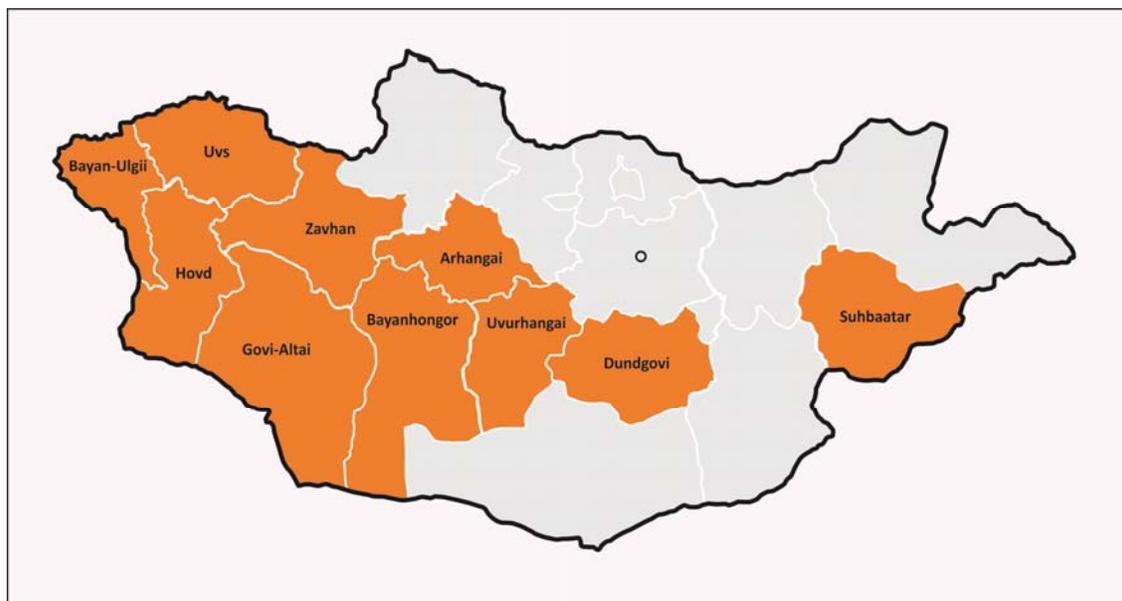
Project Period: June 2015 to May 2016

Project Goal: Reduce the risk of dzud to herder communities and rural economies in Mongolia through on-demand weather information and increased local planning and risk reduction capacity.

Project Objectives

- Institutionalize training programs at the local level
- Take to scale a national SMS-based information system

Figure 5: LTS project aimags



The Leveraging Tradition and Science-2 project launched on May 1, 2015 with the formation of the project team from within existing Mercy Corps staff. Mercy Corps is implementing LTS2 in

collaboration with the National Emergency Management Agency (NEMA), the Livestock Early Warning System (LEWS), the Mongolian National Development Institute (MNDI) and their partner Keio University (KEIO).

The Leveraging Tradition and Science in Disaster Risk Reduction in Mongolia-2 (LTS2) project supports herding communities to build stronger local institutions and creates access to current weather information via SMS that will not only improve their ability to respond to dzud, but also increase their options in creating more resilient and sustainable pastoral management strategies.

PROJECT OUTCOMES IN 2015

Risk Management Policy and Practice

Sub-sector 1: Building Community Awareness/Mobilization

Activity 1.1 SMS System Design

The LTS2 team initiated work on the SMS delivery system based on the engageSPARK (eS) platform. Researchers from Keio University visited Mongolia during July 2015 and met with Mercy Corps to clarify specific tasks and develop a work plan for moving forward. The messaging system will be centered on the eS platform which will allow for automated messages to be uploaded on a regular schedule and then distribute weather and pasture updates on-demand to end users who send a text requesting the data. The eS system can distribute messages in both Latin and Cyrillic characters and can send a message to subscribers of any mobile service.

EngageSPARK is (<https://www.engagespark.com/>) a frequent collaborator with Mercy Corps, based in India, which provides a platform for mobile messaging. Using the eS platform will allow the project to begin rolling out messaging services, testing user response, and planning for any adaptations that result from user feedback while at the same time working with local mobile providers and the mobile regulator to develop a local solution for message distribution.

Mercy Corps will host the messaging system as the build is carried forward. A final Mongolian home for the messaging system will be identified once the system is up and running and resources needed to maintain it can be clearly elaborated.

Activity 1.2 SMS Message System Implementation

Mercy Corps, MNDI, KEIO, Texas A&M University, and the LEWS teams have collaborated effectively to map out the data flows needed for message creation and delivery. With help from the LEWS team, Mercy Corps created a map of all 173 LEWS monitoring points in the LTS2 target soums. The maps and local names were shared with KEIO, to support their work programming the location-specific messages and to ensure that they are building the best local name labels into the system.

Since September 2015, Keio University has worked on the soum-level SMS system and developed automated messaging for 10 soums, as a test. Mercy Corps identified one soum per target aimag to test the process of programming local messages for the on-demand SMS system. Complete,

automated SMS messages were successfully developed for eight of the target soums.¹ In the eight successful tests, each Monday the system produces an accurate, automated message with complete information for 8 soums that are stored on the Keio server and can be accessed by any interested user.

The LTS2 team is currently working to resolve the local information issues and expand this system to remaining 60 target soums by training local Mongolian programmers to build-out the system architecture for each of the targets. Mercy Corps and KEIO will train at least four programmers from NUM, LEWS and Mercy Corps to create and provide documentation on the protocol for coding SMS based weather information, and to provide oversight and maintenance of message creation for all 69 target soums.

Activity 1.3 Community Mobilization

The LTS2 team has concluded that the best option for reaching herders via SMS is to use a “pull model” in which users ask for and then receive a message. While this creates a challenge as far as teaching users about the system and how to use it, it ensures that herders who are infrequently connected to the mobile phone system will be able to access information when it is convenient for them.

The automated response system to receive weather and pasture information by SMS was introduced to participants during Training of Trainers (ToT) sessions. In three of the training groups, 90% of participants were able to access and understand the SMS message. The main issues in accessing the system were related to connectivity. It is expected that users will need to be in a location with good connectivity to download the SMS messages which is the motivation for developing an on-demand system that users can text into when they find a good connection. Some of the older people in the group struggled with their mobile phones. All of the participants praised the on-demand nature of the system and the fact that the forecasts are local.

During 67 soum level training sessions, the local trainers demonstrated to participants how to send a text message to the weather information phone number in order to request a weekly forecast. Each new user sends a first text message to be registered in the system and then sends a text prompt to receive the weather and forage forecast for the location they want.



Photo 5: ToT participants testing SMS system in Zavhan

Of the 1,940 training participants 795 sent the text requesting registration and of those 604 (80.5%) received messages from eS confirming that they had successfully registered. 1,319 (68%) of the training participants reported failing to successfully register. Of those, 197 failed to send the registration email for a wide variety of reasons, including lack of network availability, sand and snow storms, or the network being down. Meanwhile, 247 did not receive a response to a text that appeared to be sent successfully because eS system did not respond or the Mongolian access number was down. A number of participants (229) struggled to work their phones or correctly type the text messages. While the remaining 663 did not have working cell

¹ Erdenetsagaan (SU), Adaatsag (DG), Ugiinuur (AR), Zuumbayan-Ulaan (UH), Songino (ZA), Tonhil (GA), Tsengel (BU) and Davst (Uvs).

phones, were not text enabled, ran out of battery power, ran out of minutes, or did not bring a phone to the training session.

On the eS side, the system received 711 registration requests. This indicates that there were connection issues for some of the users who believed their registration text was sent. eS confirmed registration for 672 users, a number of the requests were mistyped and rejected as a result. Given that only 604 users reported confirmation of their registration request, there is also a connection issue on the receiving side.

The registered users each sent at least one SMS requesting weather data and the eS system sent out 458 weather and forage forecasts. This initial test identified many of the common connectivity and user issues that will be faced when rolling out the system, pointing to the promotion and education messaging that will be needed. While not all first-time users were successful in navigating the system, most participants praised the SMS system for offering the following benefits:

- User can receive on-demand weather forecasts
- SMS can be received on any phone on any network
- SMS messages can be delivered in Cyrillic characters

Sub-sector 2: Capacity Building and Training

Activity 2.1 Partner Mobilization and Planning

During June 2015, the LTS2 team worked with NEMA to coordinate training schedules and to plan additional content for the LTS2 training and capacity building activity. NEMA conducts two kinds of training – professional training for their staff, and disaster simulation exercises targeted at the general public in four to six aimags per year. The LTS2 training takes a broader view of dzud risk mitigation and will provide an opportunity for NEMA to increase its outreach through joint trainings across public sector responsibilities and be inclusive of leaders from the private sector.

Beginning in July, Mercy Corps reached out to NEMA and NAMEM to identify Master Trainers who would participate in developing the LTS2 dzud risk reduction training content and implement ToT. NAMEM declined to participate directly, so during August 2015, Mercy Corps, MNDI and NEMA jointly finalized the training schedule and developed the content for both ToT and soum-level direct training. NEMA, Mercy Corps and local authorities jointly identified the ToT participants.

During October and November, 2015, Emergency Management Departments in each target aimag contributed to developing the training curriculum and helped to conduct trainings and improve disaster plans in a few soums.

Activity 2.2 Curriculum Development

Working with NEMA, the LTS2 team developed a risk management training entitled “Estimate Risk, Plan Early and Overcome Disaster with no Losses.” The training strengthened the disaster risk reduction capacity of local stakeholders by enhancing their understanding and use of early warning information, emergency management systems, and the LEGS tools and methodology. Dr. Suvdansetseg of MNDI developed content on climate change and forecasting that she introduced at the Ulaanbaatar ToT. This was subsequently taught by the core training team at the other three regional sessions. NEMA appointed a training officer to develop content and teach a component at each of the regional ToT sessions. The training includes both a theoretical overview of implementing

disaster mitigation plans and content on conducting assessments during livestock emergency situations.

Mercy Corps aimag APFs plus local trainers adapted the training curriculum to fit the needs of each target soum. Soum trainings were hugely successful. Training participants learned about the LEGS methodology and development of soum disaster plans and understood the importance of active public engagement in developing such plans.

During the training sessions, both ToT and soum trainings, each participant received the following materials: a copy of the translated LEGS tools, the LTS Dzud Lessons Book, Disaster Response Leaflets, forecast maps from LEWS and NAMEM, training presentations, and a number of videos demonstrating training techniques covered during the training. A majority of the training participants reported that the training materials were very useful. Particularly, the Dzud Lessons book was emphasized for its significance for young herders. Bayanhongor aimag governor read the book and requested Mercy Corps to send 5000 more copies to his aimag.

Activity 2.3 Training of Trainers and Direct Training

Training of Trainers

LTS2 implemented four ToT sessions during September 2015 in four regional groupings, as noted in the table below. The training was implemented over three days in each location and reached a total of 164 trainers.

Table 5: Training of trainers, locations and participants by gender

Date	Location	Aimags covered	Number of soums	No of participants		
				Total	Female	Male
Sep 2-4	Ulaanbaatar	Suhbaatar, Dundgobi	5	17	9	8
Sep 9-11	Bayanhongor	Arhangai, Bayanhongor, Uvurhangai	23	51	19	32
Sep 14-16	Zavhan	Zavhan, Gobi-Altai	21	48	17	31
Sep 21-23	Uvs	Bayan-Ulgii, Hovd, Uvs	20	48	19	29
Total			69	164	64	100



Photo 6: Training of Trainers in Uvs

Each of the 69 target soums in the LTS2 program sent two representatives and a total of 178 people attended the trainings including trainers and observers from partner agencies. The trainees and visitors included 137 people from state organizations (77 representatives from soum and bagh governor's office, 30 specialists from veterinary and breeding units, 18 officers from Emergency Units, 11 representatives

from local Meteorology and Environment Units, and one person who came from the health office), 32 participants were representatives from NGOs and 9 were local residents nominated by soum governors. This breakdown includes the trainers, Mercy Corps staff observers and NEMA visitors to the training session.

A total of 164 individuals (64 women) successfully completed the trainings and became local trainers. There was an overall increase in knowledge and new skills acquisition as a result of participating in the training. The pre- and post-training evaluations show that the participants' knowledge of the subject increased by 88.8%. In addition, the participants learned five to six different types of new skills during the training: how to conduct disaster risk assessments and assess livestock emergency situations, develop action plans, select and implement livestock interventions, as well as having learned guidelines to organize trainings at the soum-level.

The participants' feedback on the training was overwhelmingly positive. According to the post-training evaluation, 95% of participants think that the ToT program meets the needs of participants. A total of 89.5% of respondents believe that the training achieved its goals.

Direct trainings

The local trainers and Mercy Corps aimag staff have jointly conducted “Estimate Risks, Plan Early and Overcome Disaster with no Losses” trainings in 67 target soums. First training started in Bayanhongor in late September and the last training was organized on 26-27 November 2015 in Altai soum, Bayan-Ulgii aimag. Local soum governor’s offices offered full support to our training program by providing training rooms and other needed assistance.

Each training lasted for two days. The trainings were attended by a mix of local government representatives, emergency response personnel, and herders/community members. Total of 1,940 people participated in the trainings including 1,220 (63%) from state organizations, 47 (2.4%) from NGOs and 673 (34.6%) were herders. 45.4% (880) of participants were female and 54.6% (1060) were male.

Table 6: Direct trainings, locations and participants by gender

No	Name of Aimag	# Soum	# Participants		
			# total	# female	# male
1	Suhbaatar	3	84	37	47
2	Dundgobi	2	55	25	30
3	Arhangai	6	160	92	68
4	Uvurhangai	8	226	111	115
5	Bayanhongor	7	188	96	92
6	Zavhan	15	445	206	239
7	Gobi-Altai	6	180	82	98
8	Hovd	3	97	41	56
9	Bayan- Ulgii	5	150	49	101
10	Uvs	12	355	141	214
Total		67	1,940	880	1,060

Post-tests revealed that participants improved their knowledge and skills by an average of 41.2%. The participants were able to obtain good knowledge of the LEGS tools and learned about livestock based interventions, emergency steps, livelihood-based objectives and more.

The training evaluation revealed mostly positive feedback from the participants. The overwhelming majority (97.7%) of 1,940 participants believed the training achieved its goals; 88.9% of respondents were very satisfied with the training curriculum, and 87.9% of participants agreed that the training content was highly relevant to their work.



Photo 7: Direct soum training in Hovd

Furthermore, the training participants learned more about their old soum disaster plans, and used LEGS methodology to improve them. The participants criticized that most soums didn't conduct risk assessment to write their plans. Most disaster plans were very general, didn't reflect needs of specific soums, and included only actions to be taken during emergency situations. Most participants (especially herders) never had any access to disaster plans and considered them to be classified documents.

The participants expressed their interest to share and promote skills and knowledge learned at the trainings. About 30% of respondents indicated they would share knowledge with other people, 18.8% would use it to improve their livelihoods, 25% would improve soum disaster plans and 12% would develop a winter preparation plan. Aimag Emergency Management Department officers were especially keen on education and requested more LEGS trainings from Mercy Corps.

LTS2 Project Impact

LTS2 successfully completed ToT and prepared 164 aimag- and soum-level trainers. These 164 local trainers have successfully carried out direct training sessions in the 69 target soums and 1,940 individuals attended direct soum-based trainings to obtain knowledge of the LEGS tools and learn about livestock based interventions, emergency steps, livelihood-based objectives, etc.

The training participants made changes to 35 soum disaster plans as a result of what they learned from LTS2. They identified the most frequent disasters that occur in their locations and adapted soum disaster plans accordingly. For instance the Hangai region is frequently hit by dzuds; the Eastern aimags are most affected by wildfires; the Western region is prone to outbreaks of infectious animal diseases, dzud and floods; and Gobi-Altai and Zavhan aimags have a lot of snow and sand storms.

- Hangai region: improved disaster plans in 14 soums of three aimags
- Gobi region: two plans have been changed and included activities such as relocation of households, distribution of hay and fodder reserves and preparation of warm shelters for dzud disaster
- Eastern region: one soum disaster plan was improved. It now includes prevention and reduction of negative effects from frequent wildfires
- Western aimags: six soums improved their plans by including response to animal disease outbreaks, drought and dzud.

- Altai region: previously, citizens had never participated in disaster plan development, so, 12 soums in two aimags improved their plans by engaging more people in developing the plans.

The project team collected best practices from 115 herders and selected 45 best stories that would be included in the 2nd edition of the Dzud Lessons book. The new book will have more stories divided into nine categories. These best practices focus on destocking, restocking, emergency feeding, livestock shelter and settlement. The first Dzud Lessons book had 27 best practices and was very popular among herders in rural areas. Mercy Corps plans to produce more copies and distribute them to herders in target soums.

Animal Blankets

R. Badamjav, director of a public school in Davst soum, participated in the LEGS training in Uvs aimag. She learned LEGS methodology and understood the importance of community participation in developing disaster plans.

Impressed by the training, Badamjav promised to provide 500 pieces of animal blankets for free to soum emergency management units. With help from soum government employees and communities, she was able to collect 500 animal blankets and donated them to the local emergency unit on 11 December 2015.



4. PRODUCTIVE AGRIBUSINESS CHAINS SUPPORT (PACS)

Funded by: US Department of Agriculture (USDA)

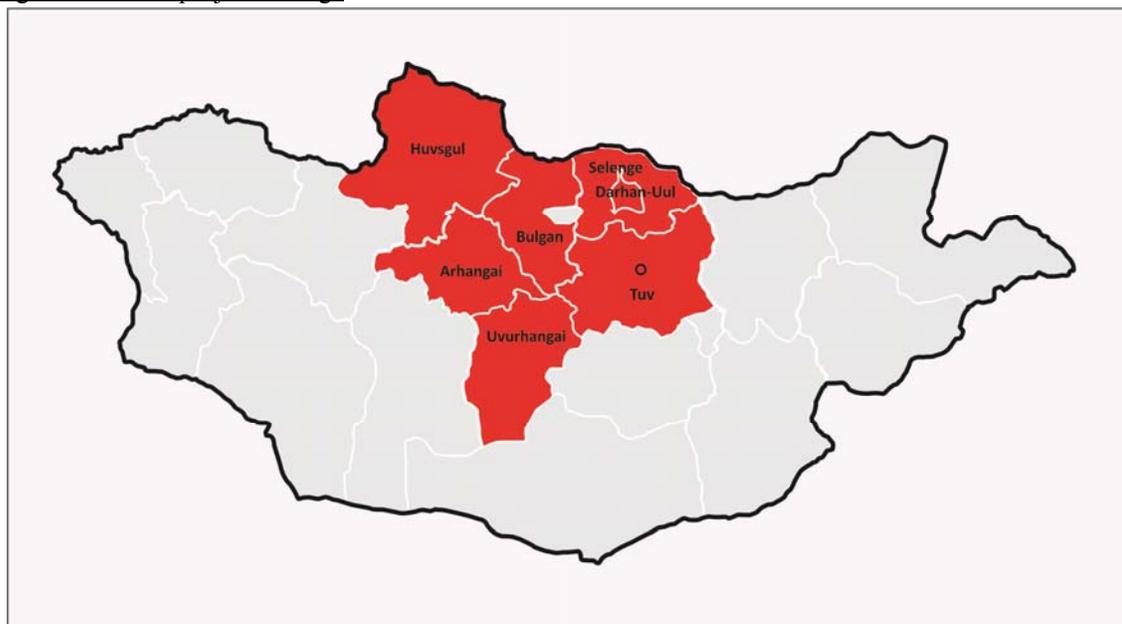
Project Period: September 2012 to September 2015

Project Goal: To increase the productivity of meat and dairy value chains and expand trade in these goods by improving input markets, increasing quality to meet international standards and expanding access to training and technical assistance for producers, processors and other agribusinesses

Project Objectives

- Increase agricultural productivity in the meat and dairy sectors by increasing agricultural producers' knowledge of improved agricultural techniques and technologies, and by improving the quality of agricultural inputs and farm management.
- Expand the trade of agricultural products by increasing producers' adoption of established industry standards for quality and safety of meat and dairy products, and by improving post-production processing, handling and marketing.

Figure 6: PACS project aimags



Project Outcomes

Agreement Signed with USDA

On September 14, 2012 Mercy Corps and USDA agreed that Mercy Corps would monetize 2,500 tons of vegetable oil over a period of approximately three years. The proceeds from that sale would be used to implement a project in Mongolia focused on achieving the following objectives: 1) Increase agricultural productivity in the meat and dairy sectors by increasing agricultural producers' knowledge of improved agricultural techniques and technologies, and by improving the quality of agricultural inputs and farm management, and 2) Expand the trade of agricultural products by increasing producers' adoption of established industry standards for quality and safety of meat and dairy products, and by improving post-production, processing, handling and marketing.

Monetization

Between 2012 and 2015 Mercy Corps worked with internal and external consultants to plan the commodity monetization and complete all required sales documents for prior approval by USDA. Due to a new Food Safety Law, which banned the importation of food products containing GMO, Mercy Corps canceled the pending sale of vegetable oil and working with USDA and MIA replaced it with milled rice as a preferred alternative commodity.

In 2014, Mercy Corps launched two rice tenders, but price offers submitted were all rejected by USDA. The project team revisited all bidders to review terms and solicit new offers. This effort resulted in a new offer from the second highest bidder. Mercy Corps submitted the final price offer for review by USDA on February 7, 2015 and was rejected by USDA on February 11, 2015. USDA provided a formal cancelation letter to Mercy Corps dated September 17, 2015.

5. OTHER COLLABORATION WITH GOVERNMENT AND NON-GOVERNMENT AGENCIES

Even though our governance projects like APPEAL and ICOGS ended in 2015, Mercy Corps staff was frequently invited to participate in many public events and activities to share our knowledge and experience, promote Mercy Corps, and disseminate best practices and lessons learned.

Mercy Corps staff in 13 aimags engaged in seven types of activities in 2015: trainings, meetings, consultancies, conferences, surveys, discussions and open day events. In total 5,102 individuals, including 2,675 women (52%) attended 148 events. 1,629 (32%) participants came from government agencies, 630 (12%) from NGOs, 97 (2%) from media organizations, and 2,746 (54%) from the private sector.

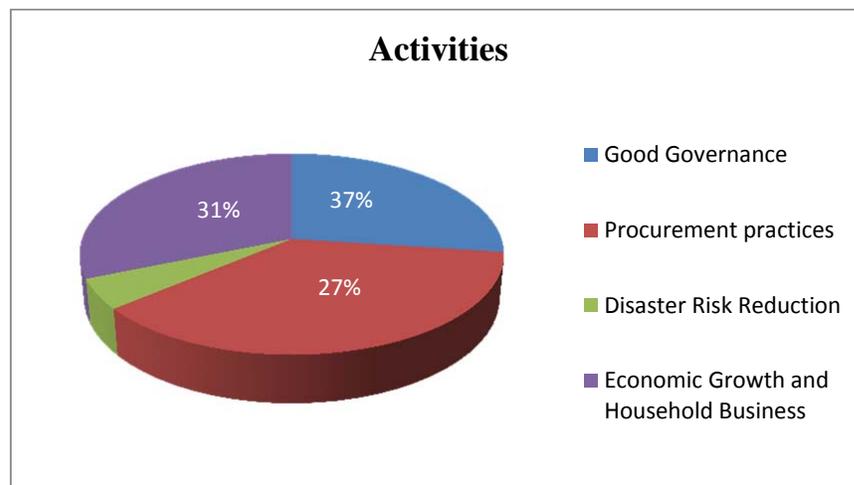
Many activities started as Mercy Corps projects, in fact, 141, or 95%, of all these events were directly or indirectly connected to our previous projects and programs. Now local government agencies and NGOs have taken over and fund these activities.

Table 7: Number of activities

No	Activities	No of activity	No of beneficiaries	No of female participants
1	Meetings	73	1453	647
2	Trainings	32	932	527
3	Consultancies	14	75	39
4	Conference	12	1,151	523
5	Survey	3	701	486
6	Discussion	6	153	114
7	Open days	8	637	339
	Total	148	5,102	2,675

54 (37%) activities out of 148 supported good governance. 39 or 27% of all activities helped to establish competitive and transparent procurement. 8 (5%) activities focused on disaster risk reduction. And 47 activities (31%) supported economic growth and household business

Chart 1. Other activities



Under the government-funded project to create jobs, 122 participants from business trainings in Hovd, Zavhan, Uvurhangai, Arhangai, Gobi-Altai and Suhbaatar aimags had their business plans approved by the local Labor departments.

Mercy Corps staff worked in 39 bid evaluation committees after ICOGS ended. As a result, BECs were able to conduct transparent and competitive procurement tenders and conclude contracts with winners.

Collaboration with local organizations after the projects ended proves, once again, that our impact continues well beyond our project lifetimes. We look forward, in 2016, to seeing these former Mercy Corps projects continue to grow under the independent auspices of local governments, businesses and NGOs. Whether measured in businesses created, women's empowerment, trainings conducted or conferences attended, it is clear that Mercy Corps' programs are effective, sustainable and have tangible impacts on people's lives in Mongolia.

IV. Partner agencies

Mercy Corps collaborates and cooperates with all levels of the Mongolian government in our shared goal of promoting greater economic activity and social inclusion, including:

Office of the President

Cabinet Secretariat of Government of Mongolia

Ministries

Mercy Corps Mongolia appreciates the direct and productive communication it shares with the following ministries, departments and agencies to develop and implement specific program ideas that support official government development priorities such as job creation, inclusive growth, good governance, and sound environmental stewardship.

Ministry of Finance

Development Financing and Cooperation Department (Policy and Coordination for Loans and Aid Department)

Legal and Procurement Policy Department

Ministry of Food and Agriculture

Veterinary and Animal Breeding Department

Ministry of Foreign Affairs

Ministry of Justice

Immigration Agency

General Authority for State Registration

Ministry of Labor

National Employment Service, Research and Information Center

Ministry of Environment, Green Development and Tourism

National Agency for Meteorology, and Environment Monitoring

Mercy Corps program implementation requires cooperating and coordinating with a variety of state, local and non-state institutions and agencies. Among our partners in 2015 – although there were many more - were:

Government Agencies

General Procurement Agency, National Emergency Management Agency, Credit Guarantee Fund, Construction Development Center

Education and Research

National University of Mongolia

Non-Governmental Organizations

Mongolian National Development Institute (MNDI), Development Solutions, Mongolian Budget Specialists' Association, Procurement Training and Consultancy Service Center, Mongolian Association of Local Authorities (MALA) and more.

Banks

XAC Bank, and State Bank

International Organizations and Projects

USAID, OFDA, USDA, Swiss Development Agency (SDC), the Asia Foundation, GIZ, Keio University Japan

Ulaanbaatar Offices and Units

Tax Department of Bayanzurkh District

Aimags and Soums

Mercy Corps program staff and stakeholders enjoy good program cooperation and implementation with a variety of aimag and soum-level officials and agencies. In addition to governors' offices, Mercy Corps values our partnerships with aimag and soum Governor's Office and Citizens' Representative Hural, bagh governors, local procurement units, local specialized inspection units, local units of standardization and metrology, local branches of Chamber of Commerce and Industry, Employers' Association, local media, tax departments and more across the following aimags and soums:

Table 8: Selected aimags and soum partners

Arhangai (8 soums) Bulgan, Ugiinuur, Tuvshruulekh, Khashaat, Khotont, Ulziit, Erdenebulgan, Tsenkher	Gobi-Altai (8 soums) Bugat, Bayan-Uul, Delger, Khaliun, Tonkhil, Tugrug, Sharga, Yesunbulag	Uvurhangai (11 soums) Bat-Ulzii, Bayan-Undur, Burd, Harkhorin, Hujirt, Ulziit, Yesunzuil, Zuunbayan-Ulaan, Tugrug, Uyanga, Arvaiheer
Bayanhongor (12 soums) Bayanhongor, Bayanbulag, Bayan-Ovoo, Buutsagaan, Galuut, Gurvanbulag, Jargalant, Jinst, Zag, Ulziit, Khureemara, Erdenetsogt	Gobi-Sumber (2 soums) Sumber, Shiveegobi	Umnugobi (3 soums) Bayan-Ovoo, Dalanzadgad, Tsogt-Tsetsii
Bayan-Ulgii (6 soums) Altai, Bulgan, Sagsai, Ulaankhus, Tsengel, Ulgii	Hovd (7 soums) Altai, Bulgan, Erdeneburen, Hovd, Jargalant, Munkhkhairhan, Uyench	Uvs (15 soums) Baruunturuun, Davst, Zuungobi, Zuunkhangai, Malchin, Naranbulag, Undurkhangai, Sagil, Tes, Turgen, Khyargas, Tsagaankhairkhan, Umnugobi, Ulaangom, Tarialan
Dornogobi (3 soums) Airag, Sainshand, Zamyn-Uud	Suhbaatar (6 soums) Asgat, Baruun-Urt, Dariganga, Erdenetsaagan, Munkhhaan, Suhbaatar	Zavhan (17 soums) Aldarkhaan, Asgat, Bayantes, Bayankhairkhan, Ider, Ih-Uul, Numrug, Songino, Tosontsengel, Tudevtei,

		Telmen, Tes, Tsagaankhairkhan, Tsagaanchuluut, Tsetsen-Uul, Erdenekhairkhan, Uliastai
Dundgobi (4 soums) Adaatsag, Erdenedalai, Saintsagaan, Ulziit		

V. Financial Statement

Table 9: Financial summary

Project	Donor	Project Expenditures 2015 (USD)	Total Project Budget (USD)
LGM	USDA	539,819	1,869,852
PACS	USDA	10,334	2,059,730
LTS2	USDA	155,459	278,207
iCOGS	SDC	68,347	918,632
Total		773,959	5,126,421

Annex 1: Complete list of CSOs' sub grant activities

	Organization	Grant Focus	Year
Arhangai			
1.	Arkhangaikhan Club	Plan and organize community meetings to increase access to procurement information; write newspaper articles to inform the public of procurement procedures and tender outcomes in Erdenebulgan soum.	2013
2.	New Leader	Conduct independent procurement monitoring on 3 procurement contracts in the two target soums (Erdenebulgan and Tsenher).	2013
3.	Knowledge Network	The project aims to improve local citizens' understanding of public procurement and enhance the openness, transparency and accountability in the local procurement practice through introducing an independent monitoring of the process by CSOs	2014
Bayan-Ulgii			
4.	Khushuut Tsengel	Together with the LPU, organize public dialogues with citizens to improve their awareness and understanding of the full procurement process in Tsengel soum.	2013
5.	Hovd Gol association	Conduct independent procurement monitoring on 12 procurement contracts in 4 target soums (Ulgii, Ulaankhus, Tsengel and Sagsai)	2013
6.	Labor Union NGO	The project aims to conduct independent monitoring on all public procurement in 2014 by providing information of public procurement and improving capacity of local citizens; report the monitoring result to local stakeholders; contribute to identify appropriate monitoring tools and activities	2014
Bayanhongor			
7.	Community Development Center	Conduct independent procurement monitoring on the 4 procurement contracts in Bayankhongor and Galuut soums.	2013
8.	Community Development Center	The project aims to improve citizens' active participation in local procurement process by facilitating tri-partite partnership committee with support of Local Hural.	2014
9.	Young leader women for social welfare and development	This project aims to contribute CSOs' independent monitoring on the procurement contract executions by facilitating local communities and increasing an access to information of public procurement.	2014
10.	Parents Association of disabled children	The project aims to oversee newly constructed public buildings compliance with the approved construction standards for people with disabilities (PWD); do budget monitoring on community based social welfare service for PWD and introduce CSO's monitoring result to representatives of PWD and professional community	2014

Dornogobi			
11.	Hugjliin Tuluu Dorniin Holboo	Create civic participation and monitoring in procurement process by establishing a citizens' control group in Sainshand soum. The control group will provide external monitoring of procurement and report their findings to the public via meetings and newspaper articles.	2013
12.	Unuugiin Dornogobi newspaper	Improve partnerships between 3PP Committee and LPU to ensure the openness and transparency of procurement activities. Improved partnership will increase public awareness and confidence in the role of these entities and will increase transparency of the procurement process.	2013
13.	Association for Consumer Rights Protection and Employers' Association	Conduct independent procurement monitoring on 6 procurement contracts in Airag soum.	2013
14.	Women's Council	The project aims to increase citizens participation in the planning of Local Development Fund and its execution; and public procurement by preparing volunteers and to cooperate with Local Hural.	2014
15.	Manlailagch Irged	This project aims to improve meaningful participation of local CSOs in the procurement process to ensure transparency and accountability of public procurement by collaborating with local government organizations.	2014
16.	Borkhoin Elch	The project aims to test citizens' participatory procurement model to ensure transparency, government accountability and quality assurance.	2014
17.	Hutgatiin Goviin Naran	This project aims to improve efficiency of budget expenditures and encourage sustainable engagement of CSOs and citizens in procurement performances by doing a qualitative survey on public engaged procurement as well as transparency and competitiveness of local government procurement	2014
Dundgobi			
18.	Byambaa Bagsh Foundation	Working with the DG CSO Network, educate citizens about the new public procurement laws and mobilize those citizens to monitor local procurement practice in Saintsagaan soum	2013
19.	Bayantsagaan Herders Association	Conduct independent procurement monitoring on 3 procurement contracts in Saintsagaan soum.	2013
20.	DG CSO Network	The project aims to make local citizens more aware of public procurement and to increase citizen participation in the procurement process.	2014
21.	Sounds of Rocky Mountains	The project aims to strengthening partnership monitoring on local public procurement process via conducting a participatory monitoring on target public procurements through developing local partnerships.	2014

22.	Disabled People's Association	The project aims to oversee newly constructed public buildings in Ulziit, Saintsagaan and Erdenedalai soums compliance with the approved construction standards for people with disabilities (PWD); do budget monitoring on community based social welfare service for PWD and introduce CSO's monitoring result to representatives of PWD and professional community	2014
Gobi-Altai			
23.	Binder Atas Bogd	Link with the LPU to explore the best way for CSOs to be effective members in BECs and throughout the procurement process.	2013
24.	Unelemj LLC	Conduct independent procurement monitoring on the 2 procurement contracts in the Esunbulag soum.	2013
25.	Altai Swiss Fund	The project aims to improve planning and implementation of local government procurement by building capacity of stakeholders and improving monitoring with citizens' participation.	2014
26.	Mongolian Institute of Certified Accountants	The project aims to increase transparency in government procurement by evaluating community based procurement including construction of a playground and a fodder house in target Bayan-Uul and Sharga soums in cooperation with the community monitoring groups and organizing necessary activities with the local government	2014
Gobi-Sumber			
27.	Community participatory solution	Monitor execution of four contracts in 3 soums (Bayantal, Shivee-Gobi and Sumber). Based on findings, inform the LPU and governor of recommendations for improvements.	2013
28.	Community participatory solution	Conduct independent procurement monitoring on 2 procurement contracts in Sumber and Shiveegobi soums.	2013
29.	Community participatory solution	The project aims to support local citizens to monitor procurement contract execution by improving information of local procurement and education training local citizens on public procurement arena.	2014
30.	Community participatory solution	The project aims to determine and improve Citizens' and CSO's participation in tender selection process	2014
Hovd			
31.	Hovd's Toli	Link with the LPU to explore the best way for CSOs to be effective members in BECs and throughout the procurement process.	2013
32.	Surah Chadvar	Develop a training curriculum for business owners on documentation to compete in bidding processes.	2013
33.	Tungalag Hugjil	Conduct independent procurement monitoring on the 3 procurement contracts in the Jargalant soum.	2013
34.	Gegeen Garts	The project aims to develop system of providing citizens' participation in Local Development Fund activities by	2014

		establishing Partnership committee in 12 baghs of Jargalant soum, and building capacity of the committee members.	
35.	Hovdiin Toli	The project aims to improve citizens` meaningful engagement in the procurement process and on the procurement contract performance and identify associated challenges.	2014
Umnugobi			
36.	Women for Social Progress	Extend CSO`s own best practice and train Tsogtsetsii soum stakeholders about 3PP and form 3PP committee in the soum.	2013
37.	Gobiin Hugliin Zuun	Work with the LPU to hold community meetings and dialogue with procurement stakeholders, offer timely information and conduct training for procurement actors in Dalanzadgad soum.	2013
38.	Women for Social Progress	Conduct independent procurement monitoring on 4 procurement contracts in Dalandazgad and Bayan-Ovoo soum.	2013
39.	Bayan Tost	The project aims to conduct the independent monitoring of CSO in the procurement contracts, especially focusing on developing and testing a CSO`s monitoring practice model through examining awarded public procurement contracts and disseminating information of procurement contract performance in Dalanzadgad soum of UG <i>aimag</i> .	2014
40.	Mongolian Bagh and Soums` Association	The project aims to improve transparency and accountability of local procurement by increased level of citizen participation in the procurement through Tri-partite partnership committee and Local Hural.	2014
41.	Women for Social Progress	The project aims to conduct the independent monitoring of CSO on eight procurement contracts through testing participatory monitoring tools.	2014
Uvurhangai			
42.	Enkh Tumnii Huch	Work with other local CSOs to develop guidelines on CSO preparedness and membership in future BECs.	2013
43.	Intelligent Citizen—LEOS	Holding local governors, civil servants and LPU staff accountable to new procurement policies through discussions and watchdogging. Hold public meetings to inform community of observations and actions.	2013
44.	Sarlag Erdene	Support CBSWS procurement by working with local officials and LPUs to develop and publicize a list of works and services for this year, including service value; and hold local government accountable to procuring all those goods/services.	2013
45.	Association for Consumer Rights Protection	Conduct monitoring on two contracts –building a kindergarten and building a sub electric station in Arvaikheer soum and publish findings on contract compliance.	2013
46.	Liberal Women`s	Conduct independent procurement monitoring on 3	2013

	Association	procurement contracts in Arvaikheer and Uyanga soums.	
47.	Association for Consumer Rights Protection	The project aims to develop administrative procedure that enable effective CSO's involvement in the entire procurement phases by collaborating LPU and CSOs; and to run an advocacy to <i>Aimag</i> Representative Hural to approve administrative procedure and sustained funding opportunities for CSO's involvement in the procurement phases.	2014
48.	"Powerful Nation" NGO	The project aims to improve quality of public procurement information and feedback mechanism; and speed of information by creating new website and train prospective users for their constant application.	2014
49.	Enkh Tumnii Huch	The project aims to increase participation of people with disabilities (PWD) in local procurement through overseeing newly constructed and renovated road and public buildings complaint with the approved standard construction for PWD	2014
50.	Liberal Women's Association	The project aims to increase accountable government procurement by improving capacity building of the citizens' monitoring group and monitoring the 2014 investment process with the citizens' monitoring groups	2014
51.	Citizen Initiative-Local Development	The project aims to ensure the stability of public monitoring on the public procurement agreement process and implementation	2014
Uvs			
52.	Sain Tus	The project aims to collaborate with Ulaangom soum's CRKh to provide citizens engagement in PP planning and contract performance monitoring, establish suitable and new sample of Citizens engagement network for PP process and disseminate the best practice.	2014
53.	Youth Future	The project "Develop New Regulation on Openness and Competitiveness of Public Procurement Actions in Soums" to increase accountability of PP actors	2014
Suhbaatar			
54.	Employers' Association	Conduct independent procurement monitoring on 6 procurement contracts in Baruun-Urt, Munkh Khan and Sukhbaatar soum.	2013
55.	"Mongolian Compulsory Insurers Association"	The project aims to improve quality, transparency and accountability of local procurement practice by training local key procurement actors and conducting CSO's independent oversight on procurement contract execution.	2014
56.	Union of Mongolian Production and Service Cooperatives	This project aims to enforce the amended PPLM specifications in 3 target soums that support citizens' oversight on procurement contract execution by improving transparency and citizens' participation and to conduct advocacy to sustain project outcome at the local level	2014
Zavhan			
57.	ZA Bagana	Monitor execution of three contracts (construction, food,	2013

		and bridge renovation) and report broadly how well the contracts were executed.	
58.	Urnukh Hugjil	Provide training to CSO Network and CRH members in Uliastii soum on budget allocations and spending; and the new role of citizen participation in local planning and spending.	2013
59.	Capacity building center for finance personnel in the western region	Conduct independent procurement monitoring on the 3 procurement contracts in the Uliastai soum.	2013
60.	Enkhiin Toloo	This project aims to support and develop 3PPs in Uliastai, Tosontsengel, and Ikh Uul Soums.	2014
61.	Tuna Tergel San	The project aims to support applying the methodology on how to monitor the government procurement contract process and implementation to those tenders done by the Local Development Fund in Uliastai Soum, <i>Zavkhan Aimag</i> based on CSO and Citizens' engagement	2014