**TERMS OF REFERENCE**

June 2, 2022

| | |
|---|---|
| **Project title:** | "Towards a Professional and Citizen-Centered Civil Service in Mongolia" |
| **Title of the assignment:** | National consultant to conduct Project Final Evaluation of the Project – 1 Team member |
| **Type of contract:** | Individual contract |
| **Duty station:** | Home based with travel to the field |
| **Contract duration** | 40 working days over the period of 2 months From August 2022 to October 2022 |

## 1. BACKGROUND

### 1.1 INTRODUCTION

This is the Terms of Reference (ToR) for - the  project final evaluation () of the UNDP-supported project titled "Towards a professional and citizen centred civil service in Mongolia" implemented by the Civil Service Council (CSC), Mongolia, with support of UNDP. The project started on 4 February 2018 and is in its fourth year of implementation. This ToR sets out the expectations for the Project  Final Evaluation. The project evaluation  process must follow the guidance outlined in the  *UNDP Evaluation Guidelines 2021[1]*

| PROJECT INFORMATION | | |
|---|---|---|
| Project/outcome title | "Towards a Professional and Citizen-Centered Civil Service in Mongolia" | |
| Atlas ID | 110646 | |
| Corporate outcome and output | UNDAF Outcome 3 and UNDP Mongolia CPD Outcome 2. Strengthened governance for increased voice and accountability  UNDP Strategic Plan Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance | |
| Country | Mongolia | |
| Region | Asia-Pacific | |
| Date project document signed | 14 February 2018 | |
| Project dates | Start | Planned end |
| | 14 February 2018 | 31 December 2022 |
| Project budget | US $5.5 million | |
| Project expenditure at the time of evaluation | US $4,540,154 | |

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[1] http://web.undp.org/evaluation/guideline/

| Funding source | Government of Canada and UNDP |
|---|---|
| Implementing party | Civil Service Council of Mongolia |
| Management arrangement | National Implementation Modality (NIM) supported by UNDP |

The project "Towards a Professional and Citizen-centred Civil Service in Mongolia" ("Project"[2]), was approved in February 2018 and implemented in 2018-2021 (extended to 2022), jointly with the Parliament of Mongolia, the Civil Service Council (CSC), the Cabinet Secretariat (CS) and other agencies involved in training of civil servants. The project is funded by the Government of Canada. The project supported the implementation of the civil service reform priorities towards creating a stable, impartial, professional, and citizen-centred civil service and their implementation through capacity-building.

Project aimed to create capacity in the Mongolian civil service, especially through the activities of the Civil Service Council (CSC) of Mongolia, so that core civil service reform can be implemented. This allows the creation of a stable, impartial, professional and citizen centred civil service, with the ultimate outcome being the emergence of a professional and depoliticized civil service. Just as importantly, the project aimed at building towards gender parity in the civil service.
The project's overall goal is to support the implementation of the Civil Service Law by providing technical inputs into the process of development of required procedures and tools and contribute to building relevant capacities among civil servants and government agencies.

This will be achieved by means of four interlinked outputs:
**Output 1:**    Strengthened legal and policy framework for a professional civil service
**Output 2:**    Improved professional capacities for civil servants
**Output 3:**    Enhanced gender equality in public administration
**Output 4:**    Citizen-centred monitoring of public administration performance

**Major obstacles**
The outbreak of COVID-19 in different parts of the world is a major concern. Mongolia is also fighting this very tough task for controlling the virus outbreak through extensive vaccination drive.  Mongolia has so far reported 913,4 hundred Covid-19 cases and more than 2,100 deaths. In terms of the project, several consultations and on-ground activities had been put on hold due the COVID-19 pandemic. This has affected the pace of implementation of the project and the delivery of desired results as outlined in the project document. All the project areas were under lockdown because of COVID-19 and field activities were partially suspended in the last two years. Despite the covid measures related restrictions, the project implemented number of interventions while applying adaptive management to the country conditions.

## 2.   SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK
## 2.1 PROJECT EVALUATION PURPOSE

The objective of the Final Evaluation (FE) is to assess the achievement of project results to date against the project objectives in the project document, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming; and to provide specific recommendations to UNDP to develop next phase of the project in Mongolia. FE will also assess the viability of the interventions *vis-à-vis* the project outcomes and expected results, assess the implementation approaches, progress made, and challenges encountered, identify and document the lessons learnt and good practices while addressing questions on how the interventions

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[2] See the project document at www.mn.undp.org

sought to mainstream gender in development efforts, considered disability issues and applied the rights-based approach. The FE will also lay the foundation for a sustainability and scaling up the project. The final project evaluation is proposed to be conducted in September 2022 and completed by end of October 2022 to ensure all the results are captured in the findings.

## 2.2.    PROJECT EVALUATION APPROACH & METHODOLOGY

The evaluators are expected to frame the evaluation effort using the criteria of **relevance, coherence, effectiveness, efficiency, and sustainability**. A set of questions covering each of these criteria have been drafted and are included with this TOR (see Annex C). The evaluator is expected to amend, complete, and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Country Office, project team, Project hired international and local consultants and key stakeholders. Interviews will be held with the following key organizations at a minimum:

      A.   Project board members:
1. Standing Committee on State Structure
2. Civil Service Council of Mongolia
3. Cabinet Secretariat of Mongolia
4. National Academy of Governance
5. Independent Agency against Corruption
6. National University of Mongolia
      B.   Sub-Projects:
7. Ministry of Education and Science
8. Ministry of Labor and Social Protection
9. Ministry of Finance
10. Ministry of Roads and Transportation Development
11. Ministry of Construction and Urban Development
12. Ministry of Food, Agriculture and Light Industry
13. General Agency for Specialized Inspection
14. Authority for Fair Competition and Consumer Protection of Mongolia
15. State Procurement Agency
16. Agency for Standardization and Metrology
17. Immigration Agency of Mongolia
18. Khentii Aimag Governor's Office
19. Selenge Aimag Governor's Office
20. Zavkhan Aimag Governor's Office

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual reports, project budget revisions, reviews, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

In case of pandemic situation if it is not possible to travel to or within the country for the FE mission then the International Consultant should design the most appropriate methodology and strategy for carrying out this FE that takes this into account the conduct of the FE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the FE Inception Report and agreed with the UNDP.  If a data

collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.) National consultant will work remotely with international consultant who will conduct field visits as per the regulations and guidelines of Government of Mongolia. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

## 2.3. DETAILED SCOPE OF THE PROJECT FINAL EVALUATION

The FE team will assess the following four categories of project progress with appropriate input and support from the national consultant.

### i. Project Strategy

Project design
- Review the problem addressed by the project and the underlying assumptions.  Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document. See Annex A for List of Documents to be reviewed by the FE Team
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results.  Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national development priorities and plans of the country?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?
- Review the extent to which relevant gender issues were raised in the project design.
  - Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- Review the impact of COVID-19 in the target areas and on the project implementation
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Log-frame
- Undertake a critical analysis of the project's results framework indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary, also considering the impact of COVID-19.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively

### ii. Progress Towards Results
Progress Towards Outcomes/Outputs Analysis
- Review the Results Framework (Annex J) indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix; colour code progress in a "traffic light

system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

**Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)**

| Project Strategy | Indicator[3] | Baseline Level[4] | End-of-project Target | Midterm Level & Assessment[5] | Achievement Rating[6] | Justification for Rating |
|---|---|---|---|---|---|---|
| **Objective:** | Indicator (if applicable): | | | | | |
| **Outcome 1:** | Indicator 1: | | | | | |
| | Indicator 2: | | | | | |
| **Outcome 2:** | Indicator 3: | | | | | |
| | Indicator 4: | | | | | |
| | Etc. | | | | | |
| **Etc.** | | | | | | |

**Indicator Assessment Key**

| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |
|---|---|---|

In addition to the progress towards outcomes analysis:
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

### iii. Project Implementation and Adaptive Management

Management Arrangements
- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?
- Review the quality of execution of the Executing Agency/Implementing Partner(s).
- Did the Executing Agency/Implementing Partner and/or UNDP and other partners had the capacity to deliver benefits to or involve women? If yes, how?
- What was the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What was the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

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[3] Populate with data from the Logframe and scorecards
[4] Populate with data from the Project Document
[5] Colour code this column only
[6] Use the 6 point Progress Towards Results Rating Scale: Highly Satisfactory, Satisfactory, Moderate Satisfactory, Moderate Unsatisfactory, Unsatisfactory, Highly Unsatisfactory, N/A (see page (see page 142 of the UNDP Evaluation Guidelines 2021 for ratings explanation)

Work Planning
- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based?  If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework as a management tool and review any changes made to it since project start.

Finance and co-finance
- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- In case co-financing is used, is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems
- Review the monitoring tools used:  Did they provide the necessary information? Did they involve key partners? Have they been aligned or mainstreamed with national systems? Did they use existing information? Were they efficient? Were they cost-effective? Were additional tools required?
- Examine the financial management of the project monitoring and evaluation budget.  Were sufficient resources allocated to monitoring and evaluation? Were these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems.

Stakeholder Engagement
- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Did local and national government stakeholders support the objectives of the project?  Did they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How did the project engage women and girls?  Will the project likely to have the same positive and/or negative effects on women and men, girls and boys?  Identify, if possible, legal, cultural, or religious constraints on women's participation in the project.  What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)
- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted, including any revisions to those measures.

Reporting
- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners.

Communications & Knowledge Management
- Review internal project communication with stakeholders: Was communication regular and effective? Were key stakeholders left out of communication? Were there feedback mechanisms when communication is received? Did this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Were proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed

## iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/Annual Project Progress Reports and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability
- What is the likelihood of financial and economic resources not being available once the Canadian Government assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability
- Were there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Did the various key stakeholders see that it is in their interest that the project benefits continue to flow? Was there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability
- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

<u>Environmental risks to sustainability</u>
- Were there any environmental risks that may jeopardize sustenance of project outcomes?

## 3. CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations,** and **lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

## 4. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Mongolia. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. Under the direct supervision of the Deputy Resident Representative and close consultation with the CO RBM specialist/M&E officer, Programme Officer and CO senior management, the International Team Leader is responsible for the deliverables outlined below. The Project Team will be responsible for liaising with the Evaluators team for the logistic arrangements of the evaluation to set up stakeholder interviews, arrange field visits, coordinate with the Government etc. They will provide required information, furnishing documents for evaluation to the consultant.

## 5. EVALUATION TIMEFRAME

The total duration of the evaluation will be 20 days according to the following indicative plan:

|  | **Activity** | Timing (indicative) | Completion Date (indicative) | Place | Responsible party |
|---|---|---|---|---|---|
| **Phase One: Preparation, Desk review and inception report** | **Meeting briefing with UNDP (programme manager and project staff)** | August | At the time of contract signing (date can be agreed with the team) | UNDP | DRR, PO and M&E |
|  | **Sharing of the relevant documentation with the evaluation team** |  | At the time of contract signing (date can be agreed with the team) | Via email | Project unit |

| | | | | | |
|---|---|---|---|---|---|
| | **Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed** | 5 days (20 August2022) | 25 August2022 | Home-based | Evaluation team |
| | **Submission of the inception report (15 pages maximum)** | | 25 August 2022 | Home-based | Evaluation team |
| | **Comments and approval of inception report** | | 30 August 2022 | UNDP | DRR, PO and M&E |
| **Phase Two: Data-collection mission** | **Evaluation Mission (in-country field visits, interviews)** | Up to 15 days (1 September 2022) | 15 September, 2022 | Ulaanbaatar and Selenge Province | Project Unit |
| | Debriefing to UNDP and key stakeholders and presentation of preliminary findings | 1 day | 19 September 2022 | UNDP | Project Unit |
| **Phase Three: Evaluation report writing** | **Draft Evaluation Report** | 6 days (October 2022) | 10 October, 2022 | Home-based | Evaluation team |
| | Preparation of draft evaluation report (50 pages maximum excluding annexes), executive | 7 days | Within three weeks of the completion of the field mission | Home-based | Evaluation team |

| | summary (4-5 pages) | | | | |
|---|---|---|---|---|---|
| | Draft report submission | - | 10 October, 2022 | Home-based | Evaluation team |
| | Consolidated UNDP and stakeholder comments to the draft report | 14 days | Within two weeks of submission of the evaluation report 24 October, 2022 | UNDP | Project Unit |
| | Debriefing with UNDP | 1 day | Within one week of receipt of the comments | Remotely | Evaluation team |
| | Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office | 4 days | Within one week of final de-briefing | Home based | Evaluation team |
| | Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes) | - | Within one week of final debriefing | Home based | Evaluation team |
| | **Final Report** | 4 days (October 2019) | By end of October, 2022 | | |

## 6. EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

| Deliverable | Content | Timing | Responsibilities |
|---|---|---|---|
| **Inception Report** | Evaluator provides clarifications on timing and method | No later than 1 week before the evaluation mission (by 25 August 2022) | Evaluator submits to UNDP CO and Project |
| **Presentation** | Initial Findings | Last day of the field mission (Monday, by 19 September) | Project Team, UNDP CO and key stakeholders, members of Project Board |
| **Draft Final Report** | Draft evaluation report, (per annexed template) with annexes | Within two weeks' time after the field mission (by 3 October 2022) | Project team, CO, reviewed |
| **Final Report\*** | Final report addressing and integrating feedback and comments | Within a week time after receiving comments on the draft (at the latest by end of October 2022) | Sent to CO for uploading to UNDP Region. |

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report. See Annex D for an audit trail template.

## 7. TEAM COMPOSITION

The Final Evaluation team will be composed of two members: one Team Leader (International Consultant), one National evaluator. Team leader and national evaluator shall have prior experience in evaluating similar projects. They will be recruited separately; The FE team will conduct the review under the overall guidance of the FE team leader and the UNDP CO's management.

The Evaluation team leader shall be responsible for the overall design and writing of the FE report and as well as the overall quality of the final report submitted to UNDP. The National Consultant will be expected to support the team leader in conducting the evaluation and field missions in the selected locations from 3 aimags.

The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

This TOR is for the team member who is required to have the following qualifications and experience:

<u>Education (15% weightage)</u>

A Master's degree or higher in public administration, public policy, Political Science, Law, Public Finance, or any other related field

<u>Experience (50% weightage)</u>

- Minimum 5 years of experience with RBM evaluation methodologies including applying SMART indicators.
- Demonstrated understanding of UNDP social and environmental standards and framework for application to project development and implementation
- Experience of working in technical areas related to public administration reform, civil service reform, public sector reform, with added advantage of Mongolian experience.
- Demonstrated understanding of issues related to civil service, public administration and experience in gender sensitive evaluation and analysis.
- Demonstrable analytical skills,
- Experience with implementing evaluations remotely will be considered an asset.
  Experience with coordinating an evaluation or FE team of consultants is desirable

<u>Language (5% weightage)</u>

- Fluency in written and spoken English.

## 8. EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the <u>UNEG 'Ethical Guidelines for Evaluations'</u>

## 9. PAYMENT MODALITIES AND SPECIFICATIONS

  i.    20% payment upon satisfactory delivery of the Final Evaluation Inception Report and approval by the Commissioning Unit
  ii.   40% payment upon satisfactory delivery of the draft Final Evaluation report to the Commissioning Unit
  iii.  40% payment upon satisfactory delivery of the Final Evaluation report and approval by the Commissioning Unit

Criteria for issuing the final payment of 40%[7]:

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[7] The Commissioning Unit is obligated to issue payments to the FE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the FE team. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters.

- The Final Outcome Evaluation report includes all requirements outlined in the Final Evaluation TOR and is in accordance with the Outcome Evaluation guidance.
- The Final Outcome Evaluation report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other Final Evaluation reports).
- The Audit Trail includes responses to and justification for each comment listed.

**APPLICATION PROCESS**

**Recommended Presentation of Proposal:**

a) **Letter of Confirmation of Interest and Availability** using the [template](#)[8] provided by UNDP;
b) **CV** and a **Personal History Form** ([P11 form](#)[9]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the e-mail address ([bids.mn@undp.org](mailto:bids.mn@undp.org)) with reference " International Consultant for UNDP-Civil Service Project" by _____**.** Incomplete applications will be excluded from further consideration.

**SCOPE OF PRICE PROPOSAL**
- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN's Daily Subsistence Allowance (DSA) rates are Sukhbaatar soum, Selenge province and include DSA rate for Ulaanbaatar (fill for all travel destinations), which should provide indication of the cost of living in a duty station/destination *(Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.)*

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[8]
https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx
[9] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

**ADDITIONAL REQUIREMENTS FOR THE RECOMMENDED CONTRACTOR**

**Statement of Medical Fitness for Work**

Individual Consultants/Contractors whose assignments require travel and who are over 60 years of age are required, at their own costs, to undergo a full medical examination including x-rays and obtaining medical clearance from UN –approved doctor, prior to taking up their assignment.

Where there is no UN office nor a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.

**Inoculations/Vaccinations**

Individual Contractors are required to have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.  The cost of required vaccinations/inoculations, when foreseeable, must be included in the financial proposal.   Any unforeseeable vaccination/inoculation cost will be reimbursed by UNDP.

**TRAVELS**

| Date | Place | No. of days | |
|---|---|---|---|
| September 2022 | Mongolia | Up to 10 working days trip | 10 overnights |

Field missions to (location), including the following project sites (list):
Ulaanbaatar (Country office, Project Management Unit UNDP, Project National Partners);
Selenge province Sukhbaatar soum

**SECURITY CLEARANCE:**
The Consultant will be requested to undertake the Basic Security in the Field (BSIF) training and Advanced Security in the Field (ASIF). These requirements apply for all Consultants, attracted individually or through the Employer.

**UNDP CONTRIBUTION:**
The security charges are applicable. UNDP project will provide the Consultant with following:

- Project documents (see list of documents on page 16);
- Organize meetings with Project partners;
- Working place;
- Interpreter if needed.


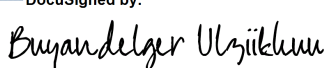The ToR is prepared and submitted by:
Name: Khulangoo.P
Designation: Project Manager

DocuSigned by:

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The ToR is approved by:
Name: Buyandelger U.
Designation: Program M&E Analyst

DocuSigned by:

Buyandelger Ulziikhuu

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**ToR ANNEX A: List of Documents to be reviewed by the FE Team**

*(The Commissioning Unit is responsible for compiling these documents prior to the recruitment of the FE team so that they are available to the team immediately after contract signature.)*

1. UNDP Project Document
2. UNDP Social and Environmental Screening Procedure (SESP)
3. Project Inception Report
4. All Project Annual Progress Reports (PAR's)
5. Quarterly progress reports and work plans of the various implementation task teams
6. Audit reports
7. Oversight mission reports
8. All monitoring reports prepared by the project
9. Financial and Administration guidelines used by Project Team

The following documents will also be available:
10. Project operational guidelines, manuals, and systems
11. UNDP country/countries programme document(s)
12. Minutes of the Board Meetings and other meetings (i.e., Project Appraisal Committee meetings)
13. Project site location maps
14. Any additional documents, as relevant.

**ToR Annex B. UNDP evaluation report template and quality standards**

This evaluation report template is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by-section format that all evaluation reports should follow. Rather, it suggests the areas of content that should be included in a quality evaluation report.

The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible. The report should include the following:

1. Title and opening pages should provide the following basic information:
   - Name of the evaluation intervention.
   - Time frame of the evaluation and date of the report.
   - Countries of the evaluation intervention.
   - Names and organizations of evaluators.
   - Name of the organization commissioning the evaluation.
   - Acknowledgements.
2. Project and evaluation information details to be included in all final versions of evaluation reports (non-GEF) on second page (as one page):

| Project/outcome Information | | |
|---|---|---|
| Project/outcome title | | |
| Atlas ID | | |
| Corporate outcome and output | | |
| Country | | |
| Region | | |
| Date project document signed | | |
| Project dates | Start | Planned end |
| | | |
| Total committed budget | | |
| Project expenditure at the time of evaluation | | |
| Funding source | | |
| Implementing party[10] | | |

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[10] This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

3. Table of contents, including boxes, figures, tables, and annexes with page references.
4. List of acronyms and abbreviations.

| Evaluation information | | |
|---|---|---|
| Evaluation type (project/ outcome/thematic/country programme, etc.) | | |
| Final/midterm review/ other | | |
| Period under evaluation | Start | End |
| | | |
| Evaluators | | |
| Evaluator email address | | |
| Evaluation dates | Start | Completion |
| | | |

5. Executive summary (four/ five page maximum). A stand-alone section of two to three pages that should:
   - Briefly describe the intervention of the evaluation (the project(s), programme(s), policies, or other intervention) that was evaluated.
   - Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
   - Describe key aspects of the evaluation approach and methods.
   - Summarize principal findings, conclusions, and recommendations.
6. Introduction
   - Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
   - Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
   - Identify the intervention being evaluated (the project(s) programme(s) policies or
   - other intervention).
   - Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the intended users.
   - Description of the intervention provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should:
   - Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address.
   - Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy / theory of change.
   - Link the intervention to national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, or other programme or country-specific plans and goals
   - Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks, theory of change) that have occurred over time, and explain the implications of those changes for the evaluation.
   - Identify and describe the key partners involved in the implementation and their roles.

- Include data and an analysis of specific social groups affected. Identify relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, vulnerable/ marginalized groups, leaving no one behind.
- Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population (men and women) for each component.
- Indicate the total resources, including human resources and budgets.
- Describe the context of the social, political, economic, and institutional factors, and the geographical landscape within which the intervention operates, and explain the challenges and opportunities those factors present for its implementation and outcomes.
- Point out design weaknesses (e.g., intervention logic, theory of change) or other implementation constraints (e.g., resource limitations).

7. Evaluation scope and objectives. The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.
   - Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population and geographic area included, and which components, outputs or outcomes were or were not assessed.
   - Evaluation objectives. The report should spell out the types of decisions the evaluation will feed into, the issues to be considered in making those decisions and what the evaluation will need to achieve to contribute to those decisions.
   - Evaluation criteria. The report should define the evaluation criteria or performance standards used[11] and explain the rationale for selecting those particular criteria.
   - Evaluation questions. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to those questions address the information needs of users.

8. Evaluation approach and methods[12]
   - The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the time and money constraints, the approaches and methods employed yielded data that helped to answer the evaluation questions and achieved the evaluation purposes. The report should specify how gender equality, disability, vulnerability and social inclusion were addressed in the methodology, including how data collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholder groups. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description of methodology should include discussion of each of the following:

9. Evaluation approach.
   - Data sources: the sources of information (documents reviewed and stakeholders met) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
   - Sample and sampling frame. If a sample was used, describe the sample size and characteristics, the sample selection criteria; the process for selecting the sample (e.g. random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
   - Data collection procedures and instruments: methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their

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[11] The evaluation criteria most commonly applied to UNDP evaluations are the OECD-DAC criteria of relevance, coherence, efficiency, effectiveness and sustainability.

[12] All aspects of the described methodology need to receive full treatment in the report. Some of the more detailed technical information may be contained in annexes to the report.

appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.

- Performance standards[13]: the standard or measure that will be used to evaluate
- performance relative to the evaluation questions (e.g. national or regional indicators, rating scales).
- Stakeholder participation: who participated and how the level of involvement of men
- and women contributed to the credibility of the evaluation and the results.
- Ethical considerations: including the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).[14]
- Background information on evaluators: the composition of the evaluation team, the
- background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
- Major limitations of the methodology should be identified and openly discussed, as well as any steps taken to mitigate them.

10. Data analysis. The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report should also discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

- Findings should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect gender equality and women's empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.
- Conclusions should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.

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[13] A summary matrix displaying, for each of the evaluation questions, the data sources, data collection tools or methods and the standard or measure by which each question was evaluated. This is a good illustrative tool to simplify the logic of the methodology for the report reader.

[14] UNEG, 2020, Ethical Guidelines for Evaluation: http://www.unevaluation.org/document/detail/2866

11. Recommendations. The report should provide a reasonable number of practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should address any gender equality and women's empowerment issues and priorities for action to improve these aspects. Recommendations regarding disability and other cross-cutting issues also need to be addressed.

12. Lessons learned. As appropriate and/or if requested in the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context, outcomes, even evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women's empowerment, disability and other cross-cutting issues should also be considered.

13. Report annexes. Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:
   - TOR for the evaluation.
   - Additional methodology-related documentation, such as the evaluation matrix and
   - data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
   - List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation team and UNDP.
   - List of supporting documents reviewed.
   - Project or programme results model or results framework.
   - Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators.
   - Pledge of ethical conduct in evaluation signed by evaluators

**ANNEX C: Evaluative Matrix Template**

Evaluative Matrix must be fully completed/amended by the consultant and included in the FE inception report and as an Annex to the  Evaluation report.

| Evaluative Questions | Indicators | Sources | Methodology |
|---|---|---|---|
| **Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?** | | | |
| (include evaluative question(s)) | (i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.) | (i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the FE mission, etc.) | (i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.) |
| | | | |
| | | | |
| **Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?** | | | |
| | | | |
| | | | |
| **Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? To what extent has progress been made in the implementation of social and environmental management measures.** | | | |
| | | | |
| | | | |
| **Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** | | | |
| | | | |
| | | | |

## ToR ANNEX D: UNEG Code of Conduct for Evaluators/FE Consultants[15]

**Evaluators/Consultants:**
1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.


**FE Consultant Agreement Form**

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at _____ *(Place)*   on _____ *(Date)*

Signature: _____

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[15] http://www.unevaluation.org/document/detail/100

**ToR ANNEX E: FE Ratings**

| Value | Ratings for Progress Towards Results: (one rating for each outcome and for the objective) | |
|---|---|---|
| 6 | Highly Satisfactory (HS) | All parameters were fully met and there were no shortcomings in the evaluation report |
| 5 | Satisfactory (S) | All parameters were fully met with minor shortcomings in the evaluation report |
| 4 | Moderately Satisfactory (MS) | The parameters were partially met with some shortcomings in the evaluation report |
| 3 | Moderately Unsatisfactory (HU) | More than one parameter was unmet with significant shortcomings in the evaluation report |
| 2 | Unsatisfactory (U) | Most parameters were not met and there were major shortcomings in the evaluation report |
| 1 | Highly Unsatisfactory (HU) | None of the parameters were met and there were severe shortcomings in the evaluation report |
| unscored | Not Applicable (N/A) | Not applicable |

**ToR ANNEX F: Audit Trail Template**

*Note:* The following is a template for the FE Team to show how the received comments on the draft FE report have (or have not) been incorporated into the final  report. This audit trail should be included as an annex in the final  report.

**To the comments from the  Project Evaluation of Civil Service Project (UNDP Project ID -** *00109272***)**

*The following comments were provided in track changes to the draft Midterm Review report; they are referenced by institution ("Author" column) and not by the person's name, and track change comment number ("#" column):*

| Author | # | Para No./ comment location | Comment/Feedback on the draft FE report | FE team response and actions taken |
|---|---|---|---|---|
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
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|  |  |  |  |  |
|  |  |  |  |  |

**ToR ANNEX G: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**

**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

25

**Evaluation Consultant Agreement Form[16]**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** _____

**Name of Consultancy Organization** (where relevant)**:** _____

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at *place* on *date*

Signature: _____

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[16]www.unevaluation.org/unegcodeofconduct

**ToR ANNEX H: EVALUATION REPORT CLEARANCE FORM**

*(to be completed by CO based in the region and included in the final document)*

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

**ToR ANNEX I – RESULTS FRAMEWORK**

| **Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:** |
| --- |
| By 2021, governing institutions are more responsive and accountable to citizens, while ensuring effective participation of young people and realization of the rights of the poor and marginalized. |

| **Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** |
| --- |
| Indicator 2.4.1: Number of complaints received by Civil Service Council on unlawful dismissal; Baseline (2016): 144; Target: 70 (2020) <br> Indicator 2.4.2: Extent to which HRM processes and procedures meet minimum benchmarks of fair and accountable recruitment, performance evaluation, and promotion process; Baseline: baseline study to be conducted in 2018; Target: TBD after baseline value is available |

| **Applicable Output(s) from the UNDP Strategic Plan:** Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance |
| --- |

| Project title and Atlas Project Number: Towards a Professional and Citizen-centred Civil Service in Mongolia |
| --- |

| **EXPECTED OUTPUTS** | **INDICATOR(S):** | **DATA SOURCE** | **BASELINE:** | | **TARGETS BY FREQUENCY OF DATA COLLECTION** | | | | | **DATA COLLECITON METHODS & RISKS** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | FINAL | |
| **Output 1 Strengthened legal and policy framework for a professional** | 1.1 Turnover rate of civil servants after the elections. | *CSC* | 14.23% | 2016 | | | | 7.6% | | *Civil service statistics reflecting turnover rate after the 2020* |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **civil service** | | | | | | | | | | *elections will be made available in the first half of 2021* |
| | 1.2 Percentage of acceptance of recommendations from analytical studies supported by the project at the policy level. | *CSC* | n/a | 2017 | | | | 80% | | *Further revisions of the Civil Service Law, government action plan, and other policy documents* |
| **Output 2 Improved professional capacities for civil servants** | 2.1 Number of package professionalization training modules available for administrative category of civil servants, including the executive posts. | *CSC, Cabinet Secretariat, NAOG* | 0 | 2017 | 2 | 2 | | | 4 | *Government resolution approving the content and programme of the training as specified in the Civil Service Law.* |
| | 2.2 A set of mandatory online training courses on gender, prevention of | *IAAC, CSC, NHRCM* | 0 | 2017 | | 2 | 2 | | 4 | *Decisions of the CSC approving* |

| | harassment, sexual harassment and abuse of authority in the workplace, ethics and conflict of interest introduced in the civil service | | | | | | | | | *the content of the mandatory courses.* |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2.3 Completion rate of the mandatory courses | *CSC* | 0 | 2017 | | 0 | 30% | 50% | 80% | *CSC reports* |
| | 2.4 Reform of entry examinations into the civil service | *CSC* | | 2017 | | 1 | | | | *Decision of the CSC approving procedures for civil service examinations* |
| | 2.5 Standard benchmark for fair, transparent, accountable HR processes established and monitored. | *CSC* | 0 | 2017 | | | | | | *Decision of the CSC approving procedures for career based promotion systems, etc* |
| | 2.6 Leadership training module developed and number of trainers trained | *NAOG* | 1 | 2017 | 1 | 30 | | | | *CSC has leadership training module, which needs to be* |

| Output | Indicator | Source | Baseline | Year | | | | | Total | Notes |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | *updated.* |
| | 2.7 Number of middle and senior level civil servants received leadership training | *CSC* | 0 | 2017 | | | 450 | 450 | 900 | *CSC Reports* |
| **Output 3 Enhanced gender equality in public administration** | 3.1 Increased representation of women in senior administrative post | *CSC* | 8.3% | 2016 | | | | | 10% increase | *This includes state secretaries, heads of government agencies, aimag governor's offices, and Hural Secretariat* |
| | 3.2 Number of senior managers received gender-sensitization training | *CSC* | 0 | 2017 | 0 | 60 | 60 | 60 | 180 | *Project reports* |
| | 3.3 A mechanism in place to monitor the implementation of the gender quota in the civil service | *CSC, NHRCM* | 0 | 2017 | 1 | 1 | 1 | 1 | | *Joint reports of the CSC and NHRCM* |
| | 3.4 Number of women benefited from leadership and networking programmes | *UNDP* | 0 | 2017 | 100 | 500 | 200 | 200 | 1000 | *Project reports* |
| **Output 4** | 4.1 Number of government agencies | *Cabinet Secretariat* | 0 | 2017 | | 2 | 10 | 11 | 25 | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Citizen-centred monitoring of public administration performance** | adopted a standard procedure for performance appraisals | | | | | | | | | | |
| | 4.2 Number of government agencies developed strategic and annual business plans | *Cabinet Secretariat* | 0 | 2017 | | | | | 40 | |
| | 4.3. A methodology for citizen monitoring of performance of public service agencies adopted as part of the government M&E system | *Cabinet Secretariats* | 1 | 2017 | | 1 | | | | *A methodology for citizen monitoring was approved in 2017, However it needs further improvement.* |

32