

**Draft Oct 30, 2016**

**Terminal Evaluation Report**

**Strengthening local-level capacities for disaster risk reduction, management and coordination in Mongolia**

|  |  |
| --- | --- |
| Project Title | Strengthening local-level capacities for disaster risk reduction, management and coordination in Mongolia |
| UNDAF Outcome(s): | Reduced risks and consequences of natural and man-made disasters at  national and community levels |
| Expected CP Outcome(s): | Improved sustainability of natural resources management and resilience of  ecosystems and vulnerable populations to the changing climate |
| Expected Output(s): | National climate and disaster risk management capacities improved in coordination, communication and networking  Capacities of vulnerable sectors and communities strengthened in climate  change adaptation and disaster risk reduction |
| Implementing Partner: | Deputy Prime Minister’s Office/National Emergency Management Agency of Mongolia |

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**September–October 2016**

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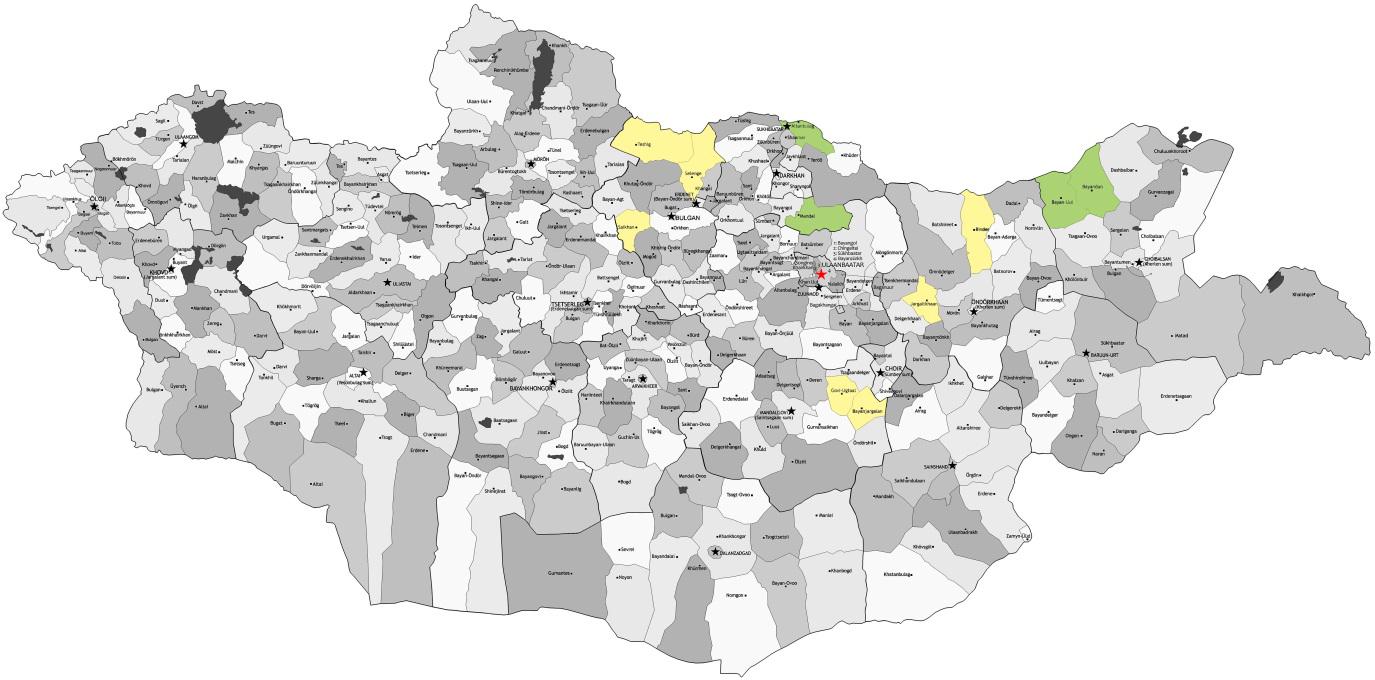
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**Table 1 Acronyms**

|  |  |
| --- | --- |
| Acronym | Meaning |
| ADB | Asian Development Bank |
| BCPR | Bureau for Crisis Prevention and Recovery UNDP |
| CBDMU Community Based Disaster Management Unit | Community Based Disaster Management Unit |
| CBO | Community Based Organization |
| CCA | Common Country Assessment |
| DM | Disaster Management |
| DMP | Disaster Management Plan |
| DPM | Deputy Prime Minister |
| DRM | Disaster Risk Management |
| DRRPC Disaster Risk Reduction Partnership Council | Disaster Risk Reduction Partnership Council |
| EMD | Aimag Emergency Management Division |
| FAO | Food and Agricultural Organization |
| GIZ | German International Cooperation Agency |
| HFA | Hyogo Framework for Action (2005–2015) |
| ICT | Information and Communication Technology |
| IFAD | International Fund for Agriculture and Development |
| ISDR | International Strategy for Disaster Reduction partnership |
| LC | Local Coordinator |
| MDGs | Millennium Development Goals |
| MOE | Ministry of Education |
| MEGD | Ministry of Environment and Green Development |
| MIA | Ministry of Industry and Agriculture |
| NCDB | National Civil Defence Board |
| NEMA | National Emergency Management Agency |
| NFA | National Framework of Action 2006–2015 |
| NGO | Nongovernmental Organization |
| NIM | National Implementation |
| NPC | National Project Coordinator |
| NPD | National Project Director |
| Nukhurlul Mongolia term for herder group | Mongolian term for herder group |
| PB | Project Board |
| PIU | Project Implementation Unit |
| PPE | Personal Protective Equipment |
| PRA | Preparedness Response Assessment |
| RMMAP Resource Mobilization Material Acquisition Plan | Resource Mobilization Material Acquisition Plan |
| TOR | Terms of Reference |
| TPR | Tripartite Review (Government of Mongolia, Government of Luxembourg, UNDP CO) |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNISDR | United Nations International Strategy for Disaster Reduction |
| UNOCHA | United Nations Office for Coordination of Humanitarian Affairs |
| UNTG | United Nations Theme Group |
| USAID | United States Agency for International Development |
| WB | World Bank |

**Project Sites**

|  |  |  |  |
| --- | --- | --- | --- |
| No | Aimags | Soums | Status |
| 1 | Dornod | Bayan-uul | New |
| 2 |  | Bayandun | New |
| 3 | Selenge | Mandal | New (TE Visited ) |
| 4 |  | Altanbulag | New (TE Visited) |
| 5 | Bulgan | Selenge | Retained |
| 6 |  | Teshig | Retained |
| 7 |  | Saikhan | Retained |
| 8 | Khentii | Jargaltkhaan | Retained |
| 9 |  | Binder | Retained |
| 10 | Dundgobi | Gobi-Ugtaal | Retained |
| 11 |  | Bayanjargalan | Retained |
| 12 | Darkhan-Uul | 5th  Bagh | New (TE Visited ) |
| 13 | 6th  Bagh | New (TE Visited ) |
| 14 | Ulaanbaatar city | 4th  Khoroo, Songinokhairkhan district | Retained (TE Visited ) |
| 15 | 17th Khoroo, Chingeltei district | Retained (TE Visited ) |



# **Executive Summary**

# ***Brief description of project***

Phase IV of “*Strengthening local-level capacities for disaster risk reduction, management and coordination in Mongolia*“ is the current phase of a long-term partnership between United Nations Development Programme and the Governments of Luxembourg and Mongolia that has been building upon enabling actions at the national and community levels.[[1]](#endnote-2) It is aimed at addressing the lack of clear institutional arrangements for local disaster risk management and replicating successful models on community-level disaster prevention, preparedness and response generated. This evaluation takes into consideration the specific recommendations of the terminal evaluation of UNDP’s disaster management programme Phase III.

Phase IV supports implementation of the UNDP/GOM Country Programme Action Plan (CPAP) 2012–2016 developed by the Government of Mongolia and the UNDP. It contributes directly to expected output of "national climate and disaster risk management capacities improved in coordination, communication and networking." The overall goal was to facilitate decentralized disaster management through sustainable prevention, response and coordination mechanisms and reduce vulnerabilities of the urban and rural poor. This was to be done by enhancing disaster management capacities through clarifying roles and responsibilities, formalizing local-level disaster management mechanisms and applying tailored approaches for disaster prevention, preparedness and response in urban and rural settings. Three interrelated project outputs build on the earlier phases to support the achievement of the expected outcome of building a national level comprehensive risk management system and approach.

This Terminal Report concurs with the same results referred to in the previous projects (TE, phase III), conducted in 2012, pointing out that there are few countries in the world that have piloted with satisfactory results in such an array of interrelated disaster risk management activities.

***Context and purpose of the evaluation***

The purpose of the TE was to assess achievements and effectiveness by looking at potential impacts and sustainability of outcomes and outputs of the current project. These include the contribution to enabling DRR policy and regulatory framework, local-level capacity development and public awareness, education and piloting CBDRM through concrete mechanisms. The historical evolution of DRM in Mongolia and the current governance context of this phase of the project have been instrumental aspects of the assessment.

Evaluation objectives include assessing the outcomes and outputs achieved through project interventions; evaluating effectiveness of project activities in contribution to project key; evaluating the impact and sustainability of project activities in the target communities, evaluating the effectiveness of project management and interventions; and providing recommendations based on the evaluation findings, particularly on exit strategy and sustainability measures.

The TE has an additional purpose of drawing lessons, identifying good practices established as a result of the project and developing recommendations for both UNDP and the Government of Mongolia that may help to improve the selection, enhancing the design and implementation of similar future projects and activities in the country upon project completion.

# ***Main conclusions, recommendations and lessons learned***

***RELEVANCE***

This project is highly relevant to Mongolia’s current development and disaster risk reduction interests, supporting both national and international development priorities and formulation of numerous resolutions and policy updates (outlined in report). Most significant has been project relevance to the appendix to the 2015 resolution #416 that outlines the institutional framework and legal arrangement for disaster warning dissemination. The project addressed a key gap in operationalization of this policy in line with the organigram cited as the institutional framework through capacity strengthening and piloting soum-level disaster protection planning and services. Piloting the decentralized local emergency coordinators and establishing links to the district-level NEMA offices played a significant role in the local disaster prevention planning and fine-tuning a workable mass messaging and early warning mechanism.

The pilots clearly demonstrated that CBDRM can be mainstreamed into local development planning through imparting skills and knowledge for a decentralized risk informed/participatory planning approach that includes local resource mobilization skills. The approach has been demonstrated to be influencing the *local development fund* priorities and processes, based on visits to soums, to governor’s offices in Selenge and to the two urban project sites. Internationally, Mongolia has committed to the global Sendai agreement on disaster risk reduction 2015–2030 to which this project directly contributes.

Furthermore, the new UNDP CPD 2017–2021 states the need to continue to support and protect the development gains and increase resilience of the poor and vulnerable against disasters. UNDP is expected to continue its work with NEMA to establish a national platform to mainstream disaster risk reduction into development planning and improve cross-sectoral collaboration and coordination. UNDP will support community-level preparedness and promote self-help principles. Targeted measures will be taken to mitigate risks to low-income vulnerable populations migrating from rural to urban areas and to reduce urban vulnerability to disasters such as earthquakes, floods and fires.[[2]](#endnote-3) The results framework goes further to delineate clear targets and specific indicators for UNDP programming around DRR and resilience.[[3]](#endnote-4)

The tools/instruments/inputs and strategies applied support the government’s national and international policy interests, CBDRM and target beneficiaries (most vulnerable in a population),

primarily through coordinating sectors and promoting community organization and platforms for the inputs of the local citizens (herders, schools and children, volunteers and the broader communities) into local emergency plans and activities.

TE team visited government officials in both urban and rural project sites. In both contexts governors consistently state that risk-informed planning is a primary technical responsibility in line with recent laws and directives and that it is a full-time technical role. The support the project has demonstrated in the local level planning and risk reduction includes the participatory approach and the technical inputs necessary, such as risk assessment, criteria/methods and standards.

Gender and human rights issues were included in the project’s design. Affirmative action included vulnerable groups in particular, parents, women and children. They were integral participants in planning and activities (PIU interviews and documentation review). The new draft law on Disaster Protection includes a provision on women's inclusion. Children are leading DRR learning for sustainable development skills and advocacy work in community project sites visited.

Notably, the project aims to strengthen a culture of risk reduction and to build a national DRM partnership. This means changing national mindset about planning and how all think about and engage in planning for development and daily life—creating opportunities for individuals, groups and all levels/sectors of government through different means and platforms for collective work on early warning, response and preparedness. Volunteer groups were established by soum nomination, were trained, and are actively involved in DRR prevention, risk reduction and mitigation and early warning activities at the decentralized level, including areas such as fodder production for vulnerable herds, firefighting and forest protection.

***EFFECTIVENESS***

This project’s strategy was concise and had an effective three-pronged and systematic approach: 1. assessing and filling policy gaps at the national level, 2. building capacity, employing formal and informal education and learning-by-doing with stakeholders planning and taking action on risk reduction, and 3. demonstrating the approach and building concrete mechanisms for participatory and inclusive CBDRM planning and action at the local level. The activities and the expected outcomes reinforced each other.

The strategies, interventions and practices ensured timely implementation. This was assessed according to desk study of project documentation (very transparent and organized documentation) and the primary and secondary data collected (See body of report for details on implementation including finance, management capacities and approach and results analysis).

The insight gained in primary research was triangulated through a comprehensive TE review of the original project documents and secondary data (see methods section). The smooth project implementation was in part due to the succinct, targeted design and the smart strategic project implementation unit.

**Results Achievement**

Largely, all the activities for phase four have been addressed. The results framework was analyzed (detailed analysis in section 3 and annex). The project framework included three overarching expected outcomes, 32 related activities and 36 indicators. According to the evaluation, 32 planned project activities are successfully achieved. Out of them, 8.2 % achieved, 71% fully achieved, and 21.8% outstanding (reported and observed by and with PIU that these will be finalized in the last quarter).

The three outcomes and support strategies included: 1) policy and legal arrangements for effective DRM, 2) strategies for capacity strengthening and 3) strategies for piloting the DRM approach (to support the legal case to be made in outcome one). These have proved to be effective. The results framework was sound, establishing a logical design that started with obtaining a clear baseline for the results or building in baseline assessment as part of the project activities

Outcome 1 achieved its aim to complete the legal and institutional framework including for NEMA to lead and operationalize DRM at the district, soum and community level. Focusing on policy, two laws were drafted and are now in front of cabinet for approval: Law 1. In intersectoral work, NEMA can only provide a platform and quality assurance for risk assessment; and Law 2. Emergency Services requires standard operating procedures and training.

Outcome 2 was capacity planning for instilling a DRM dynamic learning approach and national-level partnership for risk reduction across sectors and with the public. The targets aimed at capacity strengthening - mind-shift changes for the whole nation. They included training that enabled the local governments to do their jobs more effectively in a learning-by-doing approach including using standard methodologies for risk assessment and working closely with other sectors and engaging communities around their knowledge of risks and unsustainable practices, public learning and disaster risk reduction skills. DRR used innovative approaches, including a successful programme promoting volunteerism and partnerships, developing early warning system through mass messaging.

Outcome 3 was intended to pilot and prepare for scale-up of local-level mechanisms for CBDRM at the community and local government level. This was successfully tested, evaluated for effectiveness and reported on. Outcome 3 piloted concrete mechanisms at all sites (local governments) for community-based disaster risk reduction. The work involved planning/budgeting work led by local emergency coordinators using disaster risk reduction planning and mapping risks, and convening volunteer groups for local action. This work has demonstrated impact. The TE disclosed a gap, an area for focus during scale-up efforts on local livelihoods training, ultimately empowering the poorest and most vulnerable (those beneficiaries with no assets) with the progressive role of livelihood training to help the poorest escape the cycle of the poverty, making them risks no longer and likely to become active participants in the community-based risk-informed development planning process being showcased by the project.

*Monitoring for results*

The UNDP programme manager and administrative officers actively assisted the project coordinator and PIU team to monitor for results, providing support for planning and monitoring, budgets and expenditures, recruiting and contracting project personnel and for high quality consultant services, subcontracting and procuring equipment and assistance upon request of NEMA. Respondents interviewed concur that the UNDP programme manager was actively involved in all planning and monitoring exercises. The UNDP helped to organize a series of joint monitoring missions and field visits to 12 project sites with NEMA, members of PB and key partners in Selenge, Khentii, Dundgovi, Bulgan, Darkhan–Uul aimags and UB city to gauge achievements and constraints, identify lessons and good practices and to assess annual and quarterly progress toward results to be achieved in the next fiscal years (monitoring is elaborated and a timeline is projected in the annex chronology report). Findings and recommendation of the joint monitoring missions were reported at PB meetings in their minutes. UNDP contributed to annual progress reports that were considered at outcome level reviews and annual reviews. This results overseeing of the UNDP programme officer (PO) clearly optimized the quarterly and annual work plans and budget allocation processes.

***EFFICIENCY***

The project has economically utilized funding as per the project document (ProDoc) and annually agreed work plans (Also see section 4.2[[4]](#endnote-5) financing). The PIU facilitated agreement by the project board and technical teams at UNDP and NEMA and by sectors on the annual work plans to work toward and achieve the projected targets (See project results framework review annex). The PIU, which was comprised of former senior NEMA staff, was very knowledgeable, strategic and policy-oriented. The project delivery was very high, 83 percent at the time of TE (See financing), with the total amount expected to be spent by the end. The project was implemented on time, and planning/budgeting was conducted on an annual and biannual basis.

The project team was supported by the UNDP programme manager in three areas of programme management: design, implementation and monitoring. The project unit was comprised of a small, strategic level, effective and streamlined team (four persons) working in a dedicated office within NEMA.

The PIU was thus established to support a National Project Coordinator (NPC), a UNDP-contracted person with professional support. It became evident from the observed neat work plans, reports on their execution and the organized, transparent, timely implementation, that the PIU worked together diligently and tightly on all aspects of the planning and implementation around the single project results framework, employing communications and knowledge management approaches, i.e. Facebook, social media, learning across pilot’s workshops, local conferences, etc. A notable success factor was the employment of former senior NEMA employees, providing a pool of talent for a strategic, knowledgeable and skilled staff with rich, relevant experiences in terms of policy and practice of DRM. PIU was headed by the National Project Coordinator and located within NEMA.

UNDP, through the programme officer, was actively involved in implementation and management decision-making, and this close relationship supported results. The PIU and the UNDP programme officer together made a formidable team and demonstrated rich internal and historical knowledge (collectively 25 plus years with NEMA, through three previous phases) about the project’s change pathway and expected results. They were clearly committed to making cross-sectoral linkages that made this project work.

The quality of NEMAs support was exceptional. NEMA provided office space, human resources and technical support in-kind and through cash support to all aspects of the implementation as required in alignment with the original project agreement and beyond. NEMA decentralized officers were instrumental in working in the field with the local coordinator to establish the working groups and to ensure the quality of the planning. This commitment to a good outcome was instrumental to the project’s overall success. Ultimately NEMA will be responsible to ensure that the exit strategy (facilitated with their leadership) is actually implemented.

Joint monitoring missions and field visits were made to all project sites with NEMA, members of PB and key partners to gauge achievements and constraints, identify lessons and good practices and to assess annual and quarterly progress toward results to be achieved in the next fiscal years. Results monitoring by the UNDP programme officer (PO) clearly optimized the quarterly and annual work plans and budget allocation processes.

***SUSTAINABILITY AND IMPACTS (ANNEXES - IMPACT EVIDENCE)***

The TE reviewed the exit strategy developed by the project team (included as final annex). This was taken into consideration in assessing the sustainability. The exit strategy plan, developed by PIU in May 2016, was submitted to the Project Board meeting. It reflected comments from Project Board members who endorsed approval and implementation of the plan. It clearly states that *NEMA would be responsible through the emergency officers’ network for scaling up the approach across the country.*

There are preliminary indications that project results *will be sustainable* beyond the project’s lifetime, both at the community and government levels. At the community level the following are the most significant considerations:

In sites visited, the issue of financing for mitigation and DRM preparedness activities, including community organizing, requires some catalytic funding. Small grants were effective,[[5]](#endnote-6) but they will be over when the project closes. In addition, the quality of the local equipment needs to be up to standard, and the standards for procurement need support.

TE found that sustainablelivelihood training and support is needed to break the cycle of poverty as a key risk identified in both rural and urban areas. Respondents recognized the need to include the poor. Without having their own concrete assets to protect, this group is not actively participating in volunteer or group work. Mass messaging and weather forecasting are found to be useful,[[6]](#endnote-7) but only if they are timely.

Climate change requires adaptation, mitigation and consideration of further innovative and science-based coping mechanisms. Mitigation measures are costly for retrofitting large capital projects.

More work is needed on alternative and destructive environmental practices and conservational agriculture, e.g. a breeding programme that considers the resilience of the local breeds and infrastructure improvements. This will require collaboration with the department of infrastructure and financing for climate risk mitigation measures.

The two laws drafted are supportive of NEMA’s role in facilitating emergency operations across the entire spectrum of DRR to emergency response, early recovery through clarifying the standards, role and responsibilities for the emergency operations. The sustainability of this pilot project’s approach to DRM is dependent on these two laws being passed. There are real risks due to recent financial downturn, and the investment case for the local CB DRM needs to be completed and promoted. Addition of a new tier of emergency response officers in each soum presents a significant investment.

Team found that the district level NEMA departments, local governors and other key frontline disaster preparedness sectors are very supportive and expect the two new laws to be passed so they can justify the local investments and work with and/or hire the officers.

The fourth phase is seeing an emerging visible impact on communities and for both men and women. In pilot communities visited, citizens are becoming attuned to what their greatest risks are. They are planning with local governments to mitigate them. NEMA’s lead role in risk assessment is capacity strengthening through a learning-by-doing approach for DRM planning with communities and other sectors at local level. The community reports satisfaction with local government for risk mitigation activities in all project sites. Forest fires are reduced. The herder groups visited reported reduction in their animal losses due to fodder technology and equipment support.

Many relationships/engagements have been formed and are likely to continue beyond the life of the project. Respondents stated that the DRM approach facilitates important institutional linkages in line with current laws at the local level and inclusive community planning processes for risk reduction. In absence of local coordination presence, the quality and the oversight of the risk informed planning and key relationships and linkages are at stake. The issue is having a risk planning presence at the local and national government levels with the capacity to facilitate the emergency preparedness and risk assessment process, coordinate the technical inputs and conduct a NEMA standard guide for risk assessment. This would integrate with the local development plans and include the risk knowledge and concerns of each community. Communities and schools are contributing financially to local-level resource mobilizing for DRR, including engaging the private sector

***KEY LESSONS LEARNED***

There has been a series of useful lesson learned, including on design, implementation, results and sustainability. The project was designed for impact , key outputs, including institutional framework, capacity building, local level implementation mechanisms and institutional clarity for cross-sectoral work at the national and local levels. Important lessons have emerged about critical linkages facilitated for enhancing coordination and integration of stakeholders’ action. This includes the work on strategic emergency services and disaster communications and efficient exchange of relevant information to implement the DRM process from national level to the community level. The project was instrumental in enhancing the actual response and relief operations demonstrated during a real emergency situation, the last harsh winter (April 2016). This was achieved through affiliating NEMA’s and UNDP’s leadership role with multi-agency and cross-sector coordination and collaboration. Humanitarian assistance was provided to dzud herders by UNICEF, UNFPA, FAO and other international organizations, based on reliable dzud risk information of aimags and soums prepared by NEMA and the project.

Certainly a key lesson learned is about these the excellent linkages facilitated, showcased and supported by the texts in the two new laws drafted with other development partners, reflecting an achieved holistic, interrelated and complementary approach and strategy for DRM at all government and community levels in Mongolia.

Officials of central and local administrative and professional organizations, local communities and volunteers, as well as citizens, are expecting the new Disaster Protection law. After its adoption, many challenges need solutions at the local level, but there is still robust support in mainstreaming DRM. Central and local development programs, especially financial support, are crucial for sustainability of the project achievements in phase IV.

The project has achieved results through testing the conditions for instilling the DRM approach, providing local government capacity and human resources for the technical leadership and support necessary. Through these, it builds community preparedness, resilience and reduction of the vulnerability of people, households and communities through risk assessment methodology, improving emergency services, early warning, disaster preparedness and community-based disaster risk management. However, institutionalization and ownership achieved by the project through central and local NEMA and administrative organizations still need to be facilitated through legal and financial support from central governments and key ministries and agencies.

***Key Recommendations***

The principle recommendation (the entire list is provide in the final section of the report) is too continue to support this projects work in existing project sites, to go further and to support government implement the two new drafted laws including: to set up an inter-sectoral entity or commission for CCA-DRR, transition this project’s exit strategy with the new ADB project. More work is needed on the GOM- **Inter-Agency Standing Committee (IASC**). IASC is the primary mechanism for inter-agency coordination of humanitarian assistance. It is a unique forum involving the key UN and non-UN humanitarian partners established in June 1992 in response to [United Nations General Assembly Resolution 46/182](http://www.un.org/documents/ga/res/46/a46r182.htm) on the strengthening of humanitarian assistance.

**Table: Summary of Evaluation Ratings[[7]](#endnote-8)**

These ratings are based on project analysis and criteria provided in inception report, TOR and methods described below.

|  |  |
| --- | --- |
| **Aspect Rated[[8]](#endnote-9)** | **Rating1** |
|  |  |
| Implementation Approach (R) | Highly Satisfactory (cross-cutting) |
| Monitoring and Evaluation (R) | Satisfactory |
| Stakeholder Participation (R) | Satisfactory |
| Financial Planning (R) | Highly Satisfactory (cross-cutting) |
| Sustainability (R) | Likely |
| Impact (R) | Highly Satisfactory (cross-cutting) |
| Partnership Strategies (R) | Satisfactory |

# **1. Introduction**

# **1.1. Purpose of the evaluation**

This Terminal Evaluation (TE) assessment documents the achievements and effectiveness of the “Strengthening local-level capacities for disaster risk reduction, management and coordination in Mongolia-Phase IV” project by looking at potential impacts and sustainability of outcomes and outputs, including the contribution to enabling DRR policy and regulatory framework, local level capacity development and public awareness and education. The objectives are the following:

* Assess the outcomes and outputs achieved through the project interventions;
* Evaluate the effectiveness of project activities in contribution to key objectives of the project;
* Evaluate the impact and sustainability of project activities on the target communities;
* Evaluate the effectiveness of project management and interventions;
* Provide recommendations based on the evaluation findings, particularly on exit strategy and sustainability measures.

The TE has an additional purpose of drawing lessons, identifying good practices established as a result of the project and developing recommendations for both UNDP and the Government of Mongolia that may help for improving the selection and enhancing the design and implementation of future similar projects and activities in the country upon project completion.

# **1.2. Methodology and scope of the evaluation**

The evaluation was conducted according to standards and guidelines of the UNDG, OECD and UNDP (guidelines/standards for evaluation development and humanitarian projects).[[9]](#endnote-10) The methods were mixed, including development of an inception report development process. This report was developed closely in line with the evaluation TOR, confirming the technical approach and methodology in a participatory manner. Survey tools and an overall evaluation matrix were developed for the different stakeholder groups interviewed (annex). Finalization of the evaluation methods involved early interaction with evaluation stakeholders through the inception report development process.

The TE has assessed the project according to standard evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact, using key evaluation questions[[10]](#endnote-11) (confirmed in consultation with the team). The following cross-cutting issues, to which project donor or Luxembourg Development Cooperation attaches a special importance, have been considered in the evaluation through targeted questions on all aspects of the design, implementation and results:

* Gender Equality
* Governance for Development
* Environment and Climate Change.

The evaluation was implemented through four key phases:

1. Inception Report and Desk Study (19 August–2 September 2016): This phase included obtaining client agreement on the overall approach and methods, drafting an evaluation framework (annex 5) using the criteria of efficiency, effectiveness and relevance and developing pertinent survey tools and data collection approaches. It allowed confirmation with the stakeholders of key evaluation questions to be answered (evaluation matrix inception report available). All relevant project documentation was reviewed during the desk study period (list in annex). Key stakeholders had attended an evaluation workshop during the first part of the in-country mission to achieve consent and ownership of the evaluation results.

2. Data Collection/Evidence Gathering (3 September–13 September 2016): The second phase was primarily to collect relevant data and to triangulate the written Project Document and Project Inception Report against the evaluation criteria/framework (Also see Inception Report of TE). To confirm whether the project had met its expected results, two evaluators (international and national) consulted with project stakeholders through a combination of methods (online survey, focus groups, questionnaire dissemination and field visits to project sites). This phase included a field mission by the international consultant to Mongolia and to three project sites (See figure 1 above) in order to work with national counterparts and the project team (PIU and UNDP focus point for CCA-DRR). Focus groups and individual meetings were held with all the key project stakeholders (annex 3, list of interviews). The project LogFrame, strategies and theory of change were tested, and an assessment was conducted using the performance criteria for considering the actual changes recorded in risk reduction and risk management behaviors since establishment of the project baseline. They conducted consultations with stakeholders (project beneficiaries, financing partners, governments, NGOs, CBOs, scientific institutions and others) at urban and rural project sites. A questionnaire/survey was disseminated and a lesson learned assessment workshop was conducted with project teams (See inception report with survey).[[11]](#endnote-12) The in-country field mission included visits to three target project sites (See mission programme in annex 2). Notes and mission reports were compiled (annex 4) and used to analyze comparisons of findings at those locations. A survey was disseminated to the local beneficiaries to assess the gender and inclusion dimensions of the project.

3. Data Analysis (10 September–15 September 2016): This phase includes comparing data analysis against the standard evaluation criteria of efficiency, effectiveness and relevance and assessment of the unique project conceptual framework, which considers standards for the development of a DRR system. It includes developing relevant joint analysis approaches (focus group to study trends and results based on the country’s comparative experiences and all aspects of evaluation data collected), reporting back on findings, incorporating comments and presenting the preliminary results to all stakeholders for feedback.

4. Finalization of Evaluation Report (September–October 2016): This stage involves sharing the draft findings report with stakeholders and generating a final stand-alone document fulfilling the requirements of the TOR, the evaluation guidelines of all agencies involved, OECD DAC guidelines and the comments of key stakeholders.

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# **1.3. Structure of the evaluation**

The report has seven sections: 1. Introduction; 2. The Project Description and Development Context; 3. TE Findings, including sections 3.1 Formulation and 3.2Implementation; 4. Results; 5. Sustainability; 6. Conclusions (relevance, efficiency and effectiveness); 7. Lessons Learned.

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# **2. The project and its development context**

# **2.1. Project start and its duration**

Phase IV of “Strengthening local level capacities for disaster risk reduction, management and coordination in Mongolia” was signed on 6 February 2013. Implementation was kicked off with an inception meeting on 6 December 2013, at Tuushin Hotel, Ulaanbaatar city. A chronology of all project activities since inception is also included in annex 12. The project was designed in the context of the Country Programme Action Plan (CPAP) for 2012–2016. The CPAP was agreed to by the Government of Mongolia and the UNDP, contributing to the country programme output "National climate and disaster risk management capacities improved in coordination, communication and networking."

# **2.2. Problems that the project seeks to address**

This phase IV of the much longer-term DRM project (three previous phases since 2002) is building upon a long-term UNDP/Government of Mongolia partnership to evoke change in planning practices for more sustainable development, reduce disaster risk and strengthen capacity for disaster risk reduction. As supported by UNDP and development partners, the GOM has made significant gains in the area of disaster risk management. The project that was implemented in several phases through UNDP support was a key in developing institutional capacities for disaster risk management in Mongolia. Capacity development support is consistent with the commitment embodied in the Hyogo Framework of Action (HFA) 2005–2015.

Major accomplishments of Phase I include formulation of the Law on Disaster Prevention, its approval and establishment of the National Emergency Management Agency (NEMA) by merging three separate organizations: Civil Defense, the State Reserve, and the State Fire Fighting Department. Phase II enabled the development of a National Framework of Action (NFA) on Disaster Risk Reduction and a National Action Plan based on the HFA. The project also supported implementation of the Law on Disaster Prevention through provision of capacity building opportunities for NEMA and its 30 local branches. Community-based Disaster Management systems were piloted and Disaster Risk Reduction (DRR) Partnership Councils were established in eight soums of four aimags.

A completion of Phase III further substantiated earlier achievements. The capacity of NEMA for emergency response has improved significantly with its human resource capacity strengthened through systematic training, capacity development and public awareness programmes. The organization’s operational capacity also increased, especially its search and rescue operations, personal protective equipment and a variety of Hazmat Emergency Response kits, firefighting and rescue tools that were provided. A new procurement plan was developed for the coming years to bring NEMA’s material acquisition up to international standards. A significant policy-level outcome was a completion and a formal adoption of a “**National Policy on Disaster Prevention**” (NPDP) and a “**National Programme on Strengthening Disaster Prevention Capacity**” (NPSDPC). At the *community level, 55 groups were established in 10 soums and 2 urban districts*, involving 2,118 individuals in 593 households. The group members, who developed a good understanding of the main disaster risk management approaches, jointly work on disaster prevention. They also play an important role in local-level decision-making, particularly in localities where DRR partnership councils are established. The communities made notable progress in making their livelihoods more resilient to potential disasters through a series of livelihood support activities that focused on rehabilitation of winter camps and provision of equipment and training opportunities to add value to their products and build storage facilities for hay and fodder, etc. Significant efforts were directed towards *raising awareness* and *establishing information systems on disaster management*. New mobile-gerinformation centers enabled herder groups andlocal people to access and share disaster-related information and knowledge specific to their localities. The mobile-ger information centers are operational in all target areas, and approximately 30 percent of the local population became regular visitors. The development and dissemination of different handbooks on climate and disaster risk reduction and disaster management in all provinces of Mongolia enabled local people to better understand the risks and measures to cope with those issues. Specific problems that the current phase of the project (ProDoc 2012) seeks to address are identified as weak coordination in the face of large-scale disaster, limited capacity for disaster management at the local level and need for suitable scalable mechanisms to facilitate joint emergency response and risk reduction.

*Weak coordination in face of large-scale disasters*

Early recovery efforts during the 2009–2010 dzud by various development partners revealed a number of weaknesses in overall disaster management planning and coordinating processes. The weaknesses included *the absence of an integrated DRR system that would define the mutual* *roles and responsibilities of state administrative and local governance bodies as well as the division of roles between different levels of state administration and a lack of capacity and resources.* Thedzudresponse efforts were not well-timed and coordinated, appropriate forms ofsupport not clearly identified, available resources poorly targeted for relief efforts at both macro and micro levels and decisions for resource allocation were, to a certain extent, political. Lack of transparency and information sharing were observed among the government entities and development partners as well. As a result, opportunities were missed for alleviating enormous negative impacts. There is no multi-sectoral coordination platform for large-scale disasters. UNDP’s 2010 Assessment of Development Results in Mongolia report recognizes UNDP programme impacts at the policy-level, contributions to developing capacities of the National Emergency Management Agency (NEMA) and to filling various gaps to address vulnerabilities of citizens. At the same time, it recommended *focusing on enabling broader partnerships for DRR and strengthening the required* *multi-stakeholder coordination for effective disaster response.*

*Limited capacity for disaster management at the local level*

There *was no official NEMA outreach at the soum level*, except for the part-time disaster management squads activated in case of emergencies. Overall, the disaster management activities at the local level are sporadic and heavily dependent upon a small range of donors. Aside from UNDP, international NGOs, such as Red Cross and World Vision, are also players in community-based DRM. The aimag and district branches of NEMA are involved in these activities, although often only nominally. The central NEMA does not have an exact overview of the geographical coverage of activities and resources/capacities at the local level, particularly at the soum and community levels.

The final evaluation of the disaster management programme in 2011 highlighted “*that there is no* *presence of NEMA at community level, although the DRRPCs, HGs and SHGs that have been set up have acquired basic disaster risk management knowledge/skills and some basic equipment to operate.* This is related, in particular, to the lack of a clear role oflocal self-help groups[2](#page1)atthesoumlevel but also a related lack of clarity regarding the NEMA’s support role. Without necessarily being seen as such, the local self-help groups function de facto as NEMA’s lowest level risk management “eyes, hands and feet.” It is observed that by handling disasters themselves, community groups are supporting NEMA.

It was thus deemed unlikely that, with the setup in 2013 and its staff and budget, NEMA would be able to develop a strong presence at the community level. Capacity building at the local level alone was assessed as not able to address the critical issues. It was a stated fact that the functioning of the DRRPCs, HGs and SHGs at the local level was limited to occasional meetings only, due to the absence of *formal regulatory framework to make such mechanisms sustainable.* These challenges call for urgent implementation of strategic objectives as set forth in the NPSDPC.

At the beginning of this project in 2013, the local governments still did not have legal obligations to allocate budget for DRR*,* and there was no specific budget line for disaster contingencies. Allocations from the central national budget to aimag EMD were marginal. Supply of personal protective equipment and gear for rescue workers and firefighters was insufficient, resulting in unnecessarily increased risks of human casualties during the rescue operations. Although there is a large potential, volunteer supports are applied were only on an ad hoc basis, and there were no trained volunteers for specific emergency responses.

# **2.3. Immediate and development objectives of the project**

The overall goal of the project was to facilitate a decentralized disaster management through sustainable prevention and response and coordination mechanisms and thus reduce vulnerabilities of urban and rural poor. The objective is to enhance disaster management capacities by further clarifying roles and responsibilities, formalizing local-level disaster management mechanisms and applying tailored approaches for disaster prevention, preparedness and response in urban and rural settings. Three interrelated project outputs support the achievement of the objective:

*Output 1: Policy and regulatory frameworks enable clearer roles and responsibilities for improved disaster risk reduction and management;*

*Output 2: Local-level disaster management mechanisms have procedures and competencies tailored for urban and rural vulnerabilities;*

*Output 3: Feasible local-level mechanisms for disaster risk reduction and response are further replicated.*

The project aims to address a lack of clear institutional arrangements for local disaster risk management and replicate successful models on community-level disaster prevention, preparedness and response generated through earlier phases, taking into consideration the specific recommendations of the terminal evaluation of UNDP’s disaster management programme Phase III.

# **2.4. Main stakeholders**

The project is a development partnership between GOM and UNDP and Government of Luxemburg. It is implemented by its main partner, the Deputy Prime Minister’s Office/National Emergency Management Agency of Mongolia. The responsible parties are the Ministry of Environment and Green Development, Ministry of Industry and Agriculture and Mongolian Academy of Sciences

The main stakeholders interviewed during the evaluation include:

Ulaanbaatar:

* UNDP Country Office
* Selected Project Board members
* National Project Director and alternate
* Director of Policy and Cooperation Department
* Members of the Project Technical Committee;
* Directors of Chingeltei and Songinokhairkhan Emergency Management Departments
* National Agency of Meteorology and Environmental Monitoring
* Khoroo governors and officials
* Self-help group members.

Aimag level:

* Aimag governors
* Directors of Aimag Emergency Management Departments
* Project sites.

Soum governors:

* Local Partnership and Cooperation Council members
* Project local coordinators
* Members of forest cooperatives and herder groups
* Officials responsible for community training classrooms.

# **2.5. Results expected**

The project has three expected results, 32 activities and 36 indicators. (See annex results framework)

# **3. Findings and ratings\*[[12]](#endnote-13)**

# **3.1. Project Design/Formulation**

# ***3.1.1. Analysis of Logical Results framework***

The evaluation team reviewed the project LogFrame and theory of change for coherence and logic in relation to the current strategies and goals. The LogFrame was used as the primary performance measurement framework. It has three main expected outcomes,[[13]](#endnote-14) 32 activities and corresponding indicators meticulously identified (by assessment of development results and the Terminal Evaluation and project formulation mission) to build on gaps and further strengthen the system for DRR. The project strategy (according to the project document) states that the fourth phase of this longer- term intervention would address a lack of clear institutional arrangements for local DRM,[[14]](#endnote-15) a major impediment to developing sustainable capacities at that level. Successful models on community-level disaster prevention, preparedness and response generated through earlier phases would be replicated, and the project would take specific recommendations of the terminal evaluation of UNDP’s disaster management programme Phase III into consideration.[[15]](#endnote-16) The intervention would 1. address distinctive hazard risks, vulnerabilities and needs for rural and urban population;[[16]](#endnote-17) 2. facilitate innovative volunteer support mechanisms. (Promoting volunteer support at the community level will fall within the wider context of identifying realistic, sustainable roles and capacity needs for local disaster management squads and community self-help groups, determining formal mechanisms to foster and manage voluntary actions.),[[17]](#endnote-18) 3. Integrate gender-sensitive approaches in all aspects, recognizing the different needs of women, men, youth and the disadvantaged, as in the previous phase of UNDP’s Disaster Management programme.[[18]](#endnote-19) Finally, in ensuring sustainability of interventions, the project would facilitate bottom-up processes arising from the community’s recognition of its own needs and aspirations for risk reduction and increased resilience. In order to ensure sustainability of disaster management capacities built at the community level, capacities of local government will be strengthened in parallel.[[19]](#endnote-20)

***Findings***

There are three key expected outcomes and supported strategies: policy and legal arrangements for effective DRM, strategies for learning and strategies for piloting the DRM approach (and also to support the legal case to be made in outcome one). The three interrelated expected outcomes and strategies (ProDoc) have proved to be effective. The results framework was sound, establishing the clear baseline for the results or building in baseline assessment as part of the project activities, i.e. many capacity building activities started with capacity assessments. In this case, the project’s targets were very pragmatic, straightforward and clearly stated in the project document: legal and institutional arrangements, capacity building, focused training and piloting local mechanisms and platforms for CBDRR.

Outcome 1 focuses on completing the legal and institutional framework for NEMA to lead and operationalize DRM at the district, soum and community level. Focusing on policy, two laws were drafted: 1. In intersectoral work NEMA can only provide a platform and quality assurance for risk assessment and 2. Emergency Services requires standard operating procedures and training. Outcome 1 also feeds into the overall enabling environment: The government has adopted a State Policy on Decentralization through resolution 2016. The main concept of that policy document is to establish an independent local legal, institutional budgetary framework to resolve socioeconomic problems without direct directives from the central government.

Outcome 2 was capacity planning for instilling a DRM dynamic learning approach and national-level partnership for risk reduction across sectors and with the public. The capacity strengthening mind-shift changes for the whole of Mongolia were intended and included training that enabled the local governments to do their jobs more effectively to learn about DRM in a learning-by-doing approach including using standard methodologies for risk assessment and working closely with other sectors and engaging communities around their knowledge of risks and unsustainable practices, public learning and disaster risk reduction skills. These included promoting education for sustainable development more broadly and education and public awareness. The project supported risk reduction and preparedness through learning approaches including mass media at the soum, district and national levels. Outcome 3 was intended to pilot and prepare for scale-up the local-level mechanisms for DRM at the community and local government level. This was successfully tested, is evaluated for effectiveness and is reported on below.

Outcome 3 was piloting concrete mechanisms at pilot site (local governments) for community based disaster risk reduction. This area of work involved three pilots’ sites and planning /budgeting work through local emergency coordinators on disaster risk reduction planning and mapping risks, convening volunteer groups for local action. This work has demonstrated the key changes necessary in the national and local administrations and at the community level for results and impact. This included showcasing the primordial role of the local emergency coordinator, gender sensitive approached and standards for volunteers and volunteer groups and resource mobilization and innovative financing approached for CBDRR at the local level. It also has shown a gap in this pilot of the important past work on livelihoods training, that it was necessary for empowering the poorest and most venerable (those beneficiaries with no assets and the progressive role of livelihoods training for helping the poorest to escape the cell of the poverty, them as risks and for the to become active participants in the community based risk informed development planning process being showcased by the project.

# ***3.1.2. Assumptions and Risks***

The project document risk log was concerned with key areas, including financial, institutional and external risk (annex15, ProDoc risk log). The financial risk was the misappropriation of funds. This was mitigated by setting up a strong financial tracking system for all the resources spent through the programme. There has been a strong emphasis on field valuation of outputs through active monitoring with the UNDP project manager as well as the project team, with key UNDP oversight of officers from field office in Mongolia.[[20]](#endnote-21) The project board was very active in monitoring this project. Another key risk was of recurrent natural disasters that could cause a setback to the capacity development objectives and process. This was being addressed through reinforcing the early warning and natural disaster preparedness programme with a special focus on capacity building of local governments and communities most exposed to these risks.

***3.1.3. Lesson/links from other projects (Refer to in-depth analysis in Annex 18)***

The project is the fourth phase of a successful long-term endeavor (2002–2016) designed to build on the learning from the earlier phases (see description of project above). Notably, the TE learned that the project was designed by a UNDP programme officer who was very knowledgeable about the thematic area and the earlier project. This is an added advantage (also see UNDP comparative advantage and the list of linked projects in Annex 18). The linked projects are all partners in the process of strengthening the culture of risk reduction in Mongolia, and *these partnerships should continue*. One of the lessons learned from this fourth project is that the project has good linkage with other development partners, reflecting achieved holistic and interrelated and complementary approach and strategy for DRM at all government and community levels in Mongolia. The project has been conducted through a series consultative and information sharing meetings and dialogues among government and concerned nongovernment and international organizations that resulted in launching initiatives in mainstreaming DRM into the national development programme. As a complementary action to strengthening the disaster risk management system in Mongolia, the World Bank Group WBG has included some components related to disaster risk management in ongoing WBG-funded programmes and projects implemented in rural and urban areas, such as improvement in disaster preparedness of NEMA and the municipality of UB city, Pastoral Risk Management and Index-based Livestock Insurance and Livestock Early Warning System, and developed the draft Law on Disaster Insurance, based on the knowledge gained from the Index-based Livestock insurance.

The straightforward result regarding the replication of achievement of the fourth phase of the project is that Asian Development Bank ADB has launched a new project on Strengthening Community Resilience to Dzud and Forest and Steppe Fires (formerly Strengthening Capacity for Disaster Risk Management and Coordination). The proposed project has been developed based on the request of NEMA and in close consultation with other key agencies working on DRM initiatives in Mongolia. The project will integrate and complement the ongoing DRM initiatives in Mongolia and build on the lessons learned from the work implemented by relevant partner agencies working on DRM. The project will support NEMA in implementing its main responsibilities related to DRM, which are included under the following basic laws in Mongolia: (i) the Law on Disaster Protection, (ii) Law on Fire Safety and (iii) Law on Forest and Steppe Fire Protection.

In addition, important lessons are emerging about linkages the project has facilitated for enhancing coordination and integration of stakeholders’ action. This includes its work on strategic communications and efficient exchange of relevant information to implement the DRM process from national level to the community level. For instance, the project teams, jointly with key partners, conducted a national-level experience and knowledge sharing event in Selenge soum, Bulgan aimag. In addition, within its general public awareness program, the project team and implementing partners, i.e. ministry of education and others, developed key disaster protection education materials to be further scaled by the Ministry of Education. The teams facilitated important work with World Vision, for example, and elaborated and distributed disaster prevention guidelines for households and families. Finally, the project has been instrumental in enhancing the actual response and relief operations demonstrated during a real emergency situation, the harsh winter of April 2016. This was achieved through affiliating NEMA’s and UNDP’s leadership role with multi-agency and cross-sector coordination and collaboration. During this international emergency event, humanitarian assistance was provided to dzud herders by UNICEF, UNFPA, FAO and other international organizations: IFRC, World Vision, People in Need, Caritas and ADRA, based on reliable dzud risk information of aimags and soums prepared by NEMA and the project.

# ***3.1.4. Planned Stakeholder Participation*** *(Refer to Annex 16, planned stakeholders in-depth case-by-case analysis)*

This section includes an assessment of *partnerships and information dissemination in project implementation* and the *extent of stakeholder participation in management,* emphasizing production and dissemination of information generated by the project, local beneficiary participation in project implementation and decision-making. It includes an analysis of the strengths and weaknesses of the approach adopted by the project, establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation and involvement of governmental institutions in project implementation and the extent of governmental support to the project. The coordination and collaboration with central and local government organizations, external development partners, Private Sector (PS), NGOs and CSOs have been considered crucial for the project success and maximize impacts.

The project concept from the early stages in line with the global Hyogo Framework on DRR was as a National Partnership for DRR. The drafting of a law included the partnerships for the DRR concept with studies on partnership included for communities, local governments and national government and international organizations.

The main mechanism for facilitating conductive partnerships included implementing partners and clients for results (donors) as a co-monitoring arrangement (UNDP) and as project board members for overseeing and influencing implementation and outcomes. The entire list of project partnerships have been verified and analyzed by the TE and are- included in the final annex.

*Information dissemination*

The information management (volume of learning materials and advocacy material produced and disseminated) has been significant. There was a clear communication strategy. Some of the best practices arising from this project have been disseminated throughout the Asia Pacific region through OCHA’s newsletters. For instance, the work on volunteerism and with schools and forest groups (check this with PC). Project beneficiaries and stakeholders were engaged through these methods and joint trainings across the pilot soums (interview with PIU staff). A Facebook page run by PIU proved to be very effective for project-based knowledge sharing and learning (observed the pages membership and conversations around lesson learned and practices, interviews with project staff and beneficiaries in soums and districts). The PIU also tested an emergency application that has been downloaded over 5000 times since inception. Three TV lessons on this application were developed and broadcasted. (See capacity building outcome two). Many publications have been disseminated (see publications list in annex).

*The extent of stakeholder participation in management*

The principle mechanisms employed during project implementation for facilitating stakeholder’s participation in management included implementing partnerships including sub contracts (See list of partnership and sub-contracts annex), at the local level through participatory risk reduction planning exercises and the DPCCC and through the project board monitoring activities(see monitoring section below for more analysis on PB). The strategy was clearly to approach this work as a partnership for disaster risk management. The project targeted 14 areas development of inclusive risk mapping platforms called DRRPCs anchored at local administrative levels, districts and soums. These DRDRPC are found to be functioning in project sites visited (See mission reports annex). State emergency services originally were focused only on response, but after the pilots and the accompanying law on DRR, they had fully embraced the proposed changes to all-encompassing DRR approach, including allocating funding for preparedness activities.

*Private Sector are important local partners*

Members invited representatives of local private sector entities and companies operating in localities who had a role and interest in DRR and emergency preparedness, e.g. Mandal soum cleanup campaign is an example of private sector group’s involvement.

# ***3.1.5. Replication Approach***

The current phase was designed to assess and deal with the remaining policy gaps, institute coordination and action in legal and institutional arrangements and to pilot an approach intended for scale-up across the nation and within the aimags. While outcome one was policy-oriented and two was capacity building, three was piloting mechanisms for scale-up at the national level. A learning-by-doing approach had been enacted and replication of good practices was scaled up by the local governors and NEMA within the project period. For example, NEMA nationally scaled the EWS through mass messaging beyond the project sites to all aimags. The replication of the local community based DRM planning practices was forwarded by soum governors and teams themselves, scaled through the governors’ network and by word of mouth of the benefits and impacts of the approach. The scaling strategy included active public awareness campaign including videos and apps promoting the application, the mass messaging system and the benefits of the local DRM participatory and inclusive planning. The children-led training and events also were successful to send the word out for uptake of the approach. In one soum visited, TE learned that the local government was disseminating the approach to other soums in the district (Selenge) and financing activities from the local development fund and governor reserve.

According to the respondents interviewed and the documentation reviewed, the design was meant to secure the institutionalizing of lessons learned and models piloted for DRM and CB DRM from previous phases (See selected project sites in introduction, page 3 of this report). In particular, outcome three was intended to build on lesson learned from models implemented to ensure a coordination and local ownership of the process, including planning for response and coordination of the response with NEMA. Through the project, best practices generated through the earlier phases are expected to be replicated to new aimags/soums. Within the project framework, approximately one third of the soums were newly added, and the rest were retained from the previous phases in order to apply the already strengthened capacities in replicating best practices and successful models to the newly selected sites. At the same time, the project has continued working on strengthening, empowering and sustaining the existing self-help groups in soums that are retained from Phase III.

The criteria for selecting the new target sites were as follows:

* Relatively central location and close proximity to the sites retained from Phase III in order to reduce the management cost;
* Proneness to natural disasters and other emergencies;
* Highest frequency of emergency cases occurring during the last three years;
* Extent of damages and losses resulting in low level of emergency response capacity;
* Local government request.

The replication strategy included work on an exit strategy. The exit strategy plan developed by PIU in May 2016 and submitted to the Project Board meeting reflected comments from Project Board members, and they endorsed approval and implementation of the plan from June 2016. It states that *NEMA would be responsible through the emergency officers’ network for scaling up the approach across the country*. This terminal evaluation also documents many lessons learned concerning the approach itself, by nature intended for scaling earlier approaches and for replication. It is intended to document the practice for sharing post project. The replication approach includes the exit strategy for scale-up. TE learned that the ADB recently approved a project to scale up to additional sites for all soums of 4 aimags and to specifically strengthen and consolidate this project's ideas (Also see analysis of other linked projects above and in annex 18). To strengthen the scale-up, it is highly recommended by the TE that there be a learning activity, i.e. a workshop or consultative dialogue to make links with and to bridge learning with the new ADB project advisors/managers/teams, including other stakeholders, before end of this project. Furthermore, the longer-term knowledge transfer and sharing information management and coordination are primary responsibilities of NEMA. This aspect needs to be further strengthened.

# ***3.1.6. Management Arrangements***

The management arrangement was impacted by an abrupt transition from National Execution Modality (NEX) implementation modality to National Implementation Modality (NIM) halfway through (UNDP Country programming cycle in 2012–2016). Evaluator learned, based on respondents interviewed, that NIM was timely support for NEMA, in particular, for the procurement capacity development objective. The Ministry of Foreign Affairs and Trade (MFAT) is the active focal point for igniting UNDP’s technical cooperation in Mongolia. The implementing partner of the project was NEMA as the designated agency to implement NPDP and NPSDPC, and therefore NEMA was ultimately responsible for timely delivery of inputs and outputs and for coordination of all other responsible parties, including other line ministries, relevant agencies, local government authorities and local emergency management departments. NIM supported this objective.

TE observed a small, effective and streamlined team (four persons) working in a dedicated office within NEMA. Working closely together with the UNDP programme manager, this team has demonstrated a strong and expert knowledge about the expected project results and has been committed to making cross-sectoral linkages that made this project work. This is illustrated by partnerships that garnered with other sectors, including education, meteorology and others (See partnerships. The NPC gave technical leadership and, embedding her in the NEMA hierarchy. This was indicative of good NIM practice. The PIU was smaller compared to Phase III, as was expected (interview with the PIU and UNDP). The PIU, located at NEMA, was headed by the NPC She is a national professional designated for the project lifetime. The NPC has been responsible for day-to-day management of the project. Her prime responsibility was to ensure that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost.

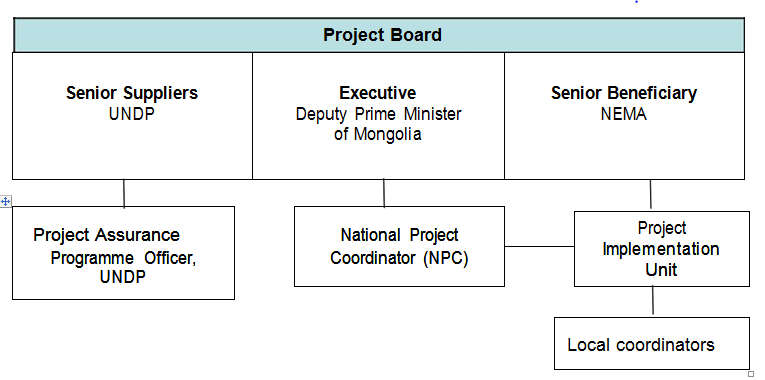
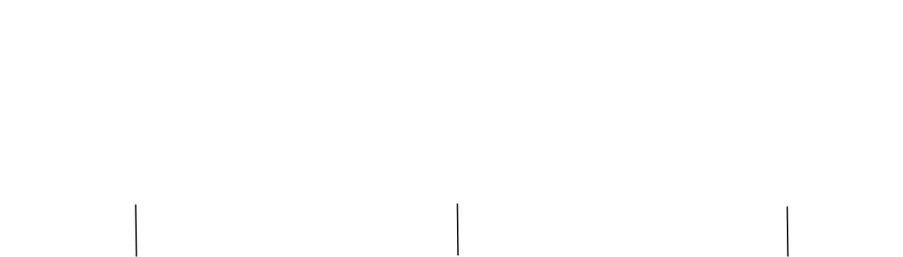
The overall project management structure is illustrated below.

The NPC, through UNDP, actively took stock of learning from other countries and has been a good facilitator of work oriented around the project document for results (TE observation and interviews with team members). In this project, the steering committees and technical committees are important for PMU functioning. A technical team was created around key work areas, such as the learning material and curriculum for DRR with the Ministry of Education MOE. These teams were actively briefed by the project team. The project received high-level guidance and oversight from a functioning project board responsible for management decisions.

The Project Board was effectively chaired by a high-level official of the Deputy Prime Minister’s Office appointed by the DPM (See TE notes of meetings). It was composed of designated senior-level representatives in accordance with the Results Management Guide.[[21]](#endnote-22)

Appointments to the Project Board were on an honorary basis, and no fees were paid. Upon request of NPD for nomination of Project Board members, the heads of the respective organizations appointed relevant staff to represent them on the Project Board. This has been confirmed through a nomination letter to NPD (NPD and Project Board members were nominated by DPM order #94 on 11 November 2013). The NPC serves as a secretary to the PB with a status of a nonvoting member.

The PB had three main roles according to the project coordinator: 1. executive role for representing the project ownership, 2. senior supplier role to provide guidance regarding the technical feasibility of the project and 3. senior beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries. The board has met seven times and visited the field eight times



The NPC worked effectively under the guidance of a National Project Director (NPD), found to be actively involved and a senior level official of NEMA appointed by DPM (See meeting notes with his deputy). The NPD was responsible for ensuring and overseeing the proper implementation of the project on behalf of the government of Mongolia. TOR of NPD were reviewed. Mr. Ariunbuyan G, Deputy Chief of NEMA as an alternate NPD, was also nominated by DPM to ensure a smooth operation of the project in the absence of NPD. The NPC was supported by a core technical and support staff at the NEMA and EMDs at aimag and district level. The following composition of the team is viable for smooth implementation of the project (Attached in annex 11):

* National Project Coordinator
* Professional staff responsible for activities in respective target sites,
* EMD Directors of Dornod, Selenge, Bulgan, Khentii, Dundgovi, Darkan–Uul aimags, Songinokhairkhan, Chingeltei district, Ulaanbaatar City,
* 8 NEMA Head office staff, including Policy, Communication and Information, Administration and Finance Officer,
* 15 local coordinators at soums and khoroos, including numerous national UNVs.

Local coordinators (LC)at soum/khoroo levels were responsible for the implementation of allproject activities at those levels. In order to facilitate participatory decision-making, transparency and good governance at the community level, the soum/khoroo DRRPC served as a local decision-making body for project activities, and LC served as a secretary to DRRPC. The council composed of soum/khoroo governor; heads of Soum Hospital, post office, meteorology office, school; Chair of soum/khoroo resident Khural and at least three leaders of functioning herder/self-help groups. This was found to be working very well in sites visited. Members invited representatives of local private sector entities and companies operating in localities who had a role and interest in DRR and emergency preparedness, e.g. Mandal soum cleanup campaign is an example of private sector group’s involvement.

*UNDP’s role and contribution to management*

UNDP’s role has been to *support* the government, which is ultimately responsible for the project implementation including overseeing activities for strengthening capacity and managing the international standard. NIM modality is an approach that maximizes local learning and is suited to the context for building capacity. Government stakeholders interviewed state they value work with UNDP (See notes of meeting with government departments annex 4), expressing demand for UNDP services. UNDP has consistently played an effective catalytic and facilitating role in developing project concept, in resourcing and in strategic management of DRM work in Mongolia. As national counterparts are faced with implementing challenges, UNDP supports them using its own capacities, rules and procedures related to procuring, monitoring, evaluation and financial reporting. UNDP’s experience in execution (generally GEF mechanisms and NEX modalities) has been crucial in assisting a project implementation process unaccustomed to donor modalities. UNDP management structures and working methods are appropriate, providing platforms for south-south cooperation and for project-based learning.

UNDP’s approach to technical cooperation is flexible with *risk management as the guiding principle, as opposed to being risk adverse.* Mongolia needs this type of support. The ability of UNDP to take risks as a responsive, objective outside partner is critical for a cross-sectoral and multi-stakeholder initiative with many potential colliding interests. In a country context where there is a limited number of professionals with the relevant DRM coordination of planning, expertise and experience, it will be staffed by people from outside of government. Projects are staffed by people on leave from government. UNDP plays an important role in identifying resources and expertise, using its global network and comparative advantages. UNDP is also the host agency for the Humanitarian Coordination System and is the sector lead for early recovery. This position is very strategic for coordination of the IASC system in a partnership arrangement with government. This aspect of the UNDP leadership role can be further developed in the next project.

The UNDP programme officer and broader UNDP administration, i.e. finance and audit, was actively supporting implementation by assisting in monitoring project budgets and expenditures, recruiting and contracting project personnel and consultant services, subcontracting and procuring equipment and assistance upon request of NEMA. The UNDP programme officer for DRR has been actively involved in monitoring the project outcomes/outputs through nine site visits. The UNDP CO also participated in the organization of joint monitoring missions and field visits to 12 project sites with the designated institution NEMA, members of PB, financing partners and key partners in Selenge, Khentii, Dundgovi, Bulgan, Darkhan–Uul aimags and UB city to gauge achievements and constraints, identify lessons and good practices and to assess annual and quarterly progress toward results to be achieved in the next fiscal years. The findings and recommendation of the joint monitoring mission were reported at PB meetings. They contributed to annual progress reports for consideration at outcome level reviews and annual reviews and optimized the quarterly and annual work plans and budget allocation.

# **3.2. Project implementation: (Rating) Highly Satisfactory**

# ***3.2.1. Adaptive Management (Highly Satisfactory)***

The logical framework was used as a management tool during implementation. The project team, notably comprised of former staff of NEMA, helped facilitate the development of the policy documents which require NEMA information for baseline and consensus on content. Staff at NEMA was technically active in policy development and communications. UNDP brought in international technical support associated with the project and supported staff roles in project development, management and achievements.

This project’s budget grew by one million US dollars during the course of implementation. This extra funding was mobilized through great effort of the UNDP programme officer. How the PIU team worked, including UNDP’s support for administering those funds, is commendable. UNDP and the PIU team adopted an adaptive management approach. This project’s budget originally started at 1.5 million and grew by 1 million. In 2013, UNDP requested an additional 240,000 from UNDP Bureau for Crisis Prevention and Recovery RBAP Climate Risk Management Fund and received it in 2014.The proposal was made to the climate risk management fund for a climate management risk strategy.[[22]](#endnote-23) UNDP also submitted a proposal to the FCO strategy Programme Fund and Bilateral Fund for 70,000 on 1 Oct 2013. The objective was to support a detailed review and analysis of the roles and responsibilities of the existing national institutions and bodies for DRM and thereby help identify gaps and constraints and means for improvement. This project focused on assessing the coordination, planning and budgeting mechanism for DRM with a view toward funding efficiency and effectiveness.

UNDP also effectively coordinated and cross fertilized the different UNDP project interventions (i.e. UNDP CO made sure that establishment of fire strips and provision of the fire-fighting equipment to local communities were replicated by other two projects, ecosystem-based adaptation and management resources protected areas (MFPA). UNDP also ensured that the project jointly organized a regional forum of community based originations for NRM etc.

The key question asked during TE was how local governments would support communities’ funding activities in absence of small grants. The strategy was, in fact, to develop volunteerism as a modality for DRR and other innovative ways to co-finance and to cost share local DRM activities initiated by the local governments and the volunteers themselves (Also see analysis for volunteerism in this project, section on effectiveness below). Evaluators took note of the three possible ways to co-fund local DRM activities, including 1. reserves of soum government, 2. local development funding and 3. community-based resource mobilization, i.e. volunteer clubs.

# ***3.2.2. Monitoring and Evaluation (Rating) Satisfactory***

The project monitoring and evaluation mechanism was employed as planned and according to standards. The results framework instituted by the project board was the starting point of active adaptive management and monitoring opportunities along the implementation pathway in the oversight, planning and project monitoring. Activities were always supported by baseline risk and capacity assessments, and they were process-oriented with logical planning and implementation of DRR. They included nine visits to project sites (See annex 12 on chronology). According to the project manager, an internal NEMA technical and procurement committee has been set up to provide strategic technical work and project monitoring, including a support project to refine outputs of consultancy services, organize procurements and conduct trainings in a learning-by-doing approach with other staff, other sectors (MOE and MET technical committees documented) and local governments.

Financial transactions, reporting and auditing were carried out in compliance with national regulations and UNDP rules and procedures for national implementation (verified by the PIU and UNDP offices)[[23]](#endnote-24) UNDP has carried out its management and monitoring functions through the Programme Officer at the Country Office in Ulaanbaatar, who was responsible for the project coordination with NPD, project team and other national counterparts.

The UNDP team in Mongolia, in particular the UNDP programme manager responsible for this project, was very supportive of monitoring for results. She actively highlighted the need during project implementation for additional technical support and assistance from the UNDP’s Bureau for Crisis Prevention and Recovery Unit in Bangkok (including, among others, Regional Disaster Adviser and the Disaster Reduction Unit of BCPR, Geneva), as well as respective units at the UN Office for Coordination of Humanitarian Affairs in Geneva in the area of UNDP co-capacity building for coordinating and supporting national efforts for DRR with specific emphasis on climate change-related hazards. This was tested in April 2016 in an actual emergency event, and the project facilitated the partnership, including the national government and the IASC partnership to respond to dzud (See response plan IASC, April 2016).

The UNDP environment officer who made arrangements for financial monitoring and results planning and oversight was instrumental in this project’s success. The UNDP programme officer was active in implementation and overseeing the implementation, working very closely (on a day-to-day basis) with the PIU and the PC in particular. The UNDP programme officer was heavily involved in design, work planning, recruitment of technical inputs, planning and project monitoring, including regular site visits and overseeing the evaluation mechanism (See monitoring visits in annex project chronology). The PB conducted eight field site visits (See notes of mission of project board visits).

Activities were supported by baselines including capacity assessments. PIU was process-oriented with a focus on strategic planning and implementation of DRR and included 80 visits, including the trainings to project sites (See annex 12 on chronology and annex on trainings). According to the project manager, NEMA set up a technical and a procurement committee to provide strategic technical and project monitoring support, including refining outputs of consultancy services, organizing procurements and conduct trainings in a learning-by-doing approach with other NEMA staff, other sectors (MOE and MET technical committees documented) and local governments.

# ***3.2.3. Project Finances and Planning (Satisfactory)***

# This section includes an assessment of the actual project cost by objectives and outputs; the cost-effectiveness of achievements; financial management and co-financing.

*Cost effectiveness*

The cost effectiveness of this project is judged on the delivery, performance and results recorded to date. This project has been very cost-effective from the perspective of delivery and results recorded (Refer to results table annex). Delivery at time of evaluation was 83 percent (Table below). This is expected to rise to 100 percent by project end. This project received significant co-financing from government departments and cost sharing with communities for results as discussed in the section on community support to small grants and local development funds for results. For instance, the Governor’s Office of Altanbulag soum has allocated 20% of local development fund to support project activities in this soum for repairing training facilities to be dedicated to enhancing disaster risk awareness of herders and forest community groups, emergency volunteer groups and citizens. Moreover, “ikh ovoo” herder’s group of Altanbulag soum has established a matching fund which consists of in–kind and cash donations among members of the herder’s group to support small grant projects for animal vaccination and washing facilities and small scale fodder and silage production units at herder’s household level. Information regarding realization of co-financing is largely based upon testimonial evidence obtained during the TE mission to project sites.

There were self-monitoring systems of herder groups in place for tracking and recording co-financing contributions. According to the project document, from the government side, NEMA was supposed to donate a cost-sharing fund of US$ 500,000. Besides in-kind donation for everyday operation costs of the PIU project, the project technical committee, NEMA national and local staff contributed to the project implementation with no cost. For example, NEMA staff at central and local levels donated their time helping to train community groups and volunteer groups on disaster response and firefighting and other types of responses. NEMA staff also devoted time for reviewing, providing inputs and finalizing developed policy documents, laws and national programme.

The disbursement of the project budget for the three project outcomes and four outputs is going on efficiently in line with the planned budget amount. Additionally, the cost sharing fund of UN BCPR+APR, CERF partners and UK were spent as the planned distribution as shown below in the table and figures.

Out of the disbursed amount 2,115,257.95 (40 percent) was spent to targeted communities through implementing small grant projects that verify that the project has been implemented efficiently to achieve the expected outcome of the project to strengthen the capacities of vulnerable sectors and communities in climate change adaptation and disaster risk reduction.

Ulaanbaatar Audit Corporation LLC audited the accompanying Statement of Expenditure (“The statement”) of the UNDP project “Strengthening Local Level Capacities for Disaster Risk Reduction, Management and Coordination in Mongolia” for the period from January 1, 2014, to December 31, 2014, and agreed to make conclusion upon accounting policies that were (i) in conformity with the approved project budgets; (ii) for the approved purposes of the project; (iii) in compliance with the relevant UNDP regulations and rules, policies and procedures; and (iv) supported by properly approved vouchers and other supporting documents. See below tables and figure.

The UNDP CO has monitored and reviewed the project financial reports against agreed project budget and approved AWP/QWPs through project financial audit, spot-check, HACT assessment and CDR. Accuracy and completeness of financial information, including supporting documents and expenditure detail were checked through the UNDP CO spot-checks respectively in 2014 and 2015. The PIU was provided with UNDP regular advices and technical assistance on measures necessary to enhance the project financial management in line with UNDP standards and norms. The UNDP CO verified the budget and expenditures of the project through the review of the Monthly Disbursement Ledger, quarterly Face forms and annual CDR.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Equipment for NEMA | Support to target communities | Consultancy service | Training and workshop | Printing materials | Others | Total |
| 228,580.71 | 841,791.17 | 151,651.34 | 527,999.24 | 26,931.63 | 338,303.86 | 2,115,257.95 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Outcome | Donor code | Initial/planned allocation | Expenditures to end September 2016 (USD) | Percentage expenditure | | Difference |
| Of the Proposed Financing amount | Of the Disbursed amount |
|  |  |  | 12,475.00 |  |  |  |
| Output 1 | 12155 | 145,000.00 | 119,709.91 |  | 82.56% | 17.44% |
| Output 2 | 12155 | 568,500.00 | 595,222.17 |  | 104.70% | (4.70)% |
| Output 3 | 12155 | 296,500.00 | 205,324.60 |  | 69.25% | 30.75% |
| Output 4 (mgmt) | 12155 | 490,000.00 | 339,783.68 |  | 69.34% | 30.66% |
| Output 5 (BCPR+APRC) | 4170 4240 | 270,000.00 | 277,385.62 |  | 102.74% | (2.74)% |
| Output 6 (UK) | 10314 | 70,000.00 | 71,304.15 |  | 101.86% | (1.86)% |
| Output 7 (CERF) | 11362 | 500,285.00 | 494,718.53 |  | 98.89% | 1.11% |
| Advance |  |  | (665.71) |  |  |  |
| **Total** |  | **2,340,285.00** | **2,115,257.95** |  | 90.38 | 9.62 |

# **3.****3. Results**

(Also see annex 19 - Impact Statements)

# ***Output I Policy and regulatory frameworks enable clearer roles and responsibilities for improved disaster risk reduction and management.***

***Baseline***: Unclear roles and responsibilities and funding mechanism for local disaster management bodies. Lack of coordination among aimag and district EMDs and other informal bodies.

***Target 2013:***

* Realistic and sustainable roles of central and local self-governance bodies in DRM identified;
* Proposed amendments for official documents enabling feasible local-level disaster management mechanisms validated and gender mainstreaming ensured.

***Target 2013–2014****:*

* Law on Disaster protection officially reflects required changes.

***Activities***

*1.1 Review current institutional, legislative and policy frameworks for clarified roles and responsibilities for disaster risk management,*

*1.2 Develop suitable mechanisms for management, coordination and funding for disaster risk reduction and management at the local level, based on the international best practices,*

*1.3 Facilitate formalization of disaster management mechanisms at the local level (district, khoroo, aimag and soum).*

*Strategy (ProDoc)*

Roles and responsibilities will be clarified at all levels through a detailed review and analysis of the existing institutions and bodies for disaster risk management. The review will consider the key aspects of the current structure, overall coordination, planning and budgeting mechanisms. Through the review process, the best feasible mechanisms will be determined and a disaster risk indicator system developed to support disaster risk reduction for urban and rural communities on the basis of international comparable experiences. The policy recommendations will be validated through stakeholder consultations and dialogues. Defining roles and responsibilities at the local level will focus on functions the communities can realistically take on themselves and types of support needed for that. The roles of district and aimag-level emergency management departments will reflect respective roles of DRRPC, and urban and rural communities and capacities will be strengthened accordingly. Thus, this project will enable incorporating disaster risk reduction issues into development planning and support the decentralization process and amendments of national-level policies and guidelines that are substantiated through numerous policy dialogues and local level pilots.

***Findings/Assessment***

*Outcome 1—Enhancing the legal framework*

At the strategic-level, the PIU was employing a learning-by-doing approach, working with NEMA at all levels and the local governmental colleagues to shadow what the actual implementation of the proposed laws means in practice. The implementation approach has been to draft the laws with NEMA and other sector inputs and then to strengthen capacity at all levels, including showcasing and operationalizing new policies and legal arrangements (Project supported human resources and pilot of the local CB DRM approach) at local government levels. The Community Based Disaster Risk Management concept, piloting and localizing emergency planning to the aimag level and implementing soum-level DRM planning has been proven to be effective and demonstrating impacts. The work effectively operationalized the international commitments made by the GOM at the global Sendai conference (2015), including those specifically on localizing DRM. The bridging mechanism (placing local emergency coordinators) and inclusive and participatory local planning work involved linking, in an effective way, national and local governments, aimags, soums and communities in planning for risk reduction and risk mitigation (for results: innovative firebreaks, small bridges for safe access and fire and zhud preparedness). This has proved effective for showcasing the local planning and CB DRR implementation approach and effectively operationalizing a national partnership for DRR. The respondents interviewed were in consensus that there is a need for the two laws drafted with project support: 1. reformulated laws on disaster protection and 2. the legal status of emergency management organizations.

The status of emergency services law was designed to promote clarity and a network of technically endowed NEMA employees with responsibilities for supporting risk reduction planning and coordinating disaster response. The disaster protection law is to be rolled out to promote an intersectoral coordination for emergency services.

Government responders at the soum and aimag levels confirm that local coordination officers have an important role in planning for risk reduction. Promoting sustainable development strategies bridging their work with communities they serve was stated as being as a top priority for their administrations. This includes work such as conducting/facilitating concrete technical assessments of risks and risk mapping with communities, local government and other sector extension workers (agriculture, education, environment, infrastructure, etc.). It’s a strategic local planning role and is currently a gap.

# ***Output II. Local-level disaster management mechanisms have procedures and competencies tailored for urban and rural vulnerabilities.***

**Baseline:** Low human, technical and financial capacities at the local level for effective preparedness and response to disasters. No formal body for disaster management at the soum and community levels.

**Target 2014:**

* Capacity building needs to be determined and validated;
* Effective coordination and information sharing takes place among the different sectors for integrated and coherent preparedness and response;
* Application of DRM indicators for budget allocation for state, regional, aimag, soum and local self-help groups tested;
* Implementation of Resource Mobilization and material acquisition plan supported with focus on aimag- and soum-level emergency units;
* Public awareness materials on range of hazards, vulnerabilities and personal response measures prepared with gender considerations regularly disseminated and owned by government.

**Target 2015:**

* Operational DRR professional teams and task forces in urban districts, aimags and soums successfully respond to emergencies, making use of volunteer support.

**Target 2016:**

* Implementation of priority actions stated in the NPDP and NPSDPC supported.

***Activities***

*2.1. Raise public awareness on hazards, vulnerabilities and personal response measures through various means;*

*2.2. Strengthen capacities of local-level emergency management units in support of implementing local disaster management plans;*

*2.3 Constitute and train Disaster Management task forces on various response functions, such as Early Warning, Search and Rescue Operation, First Aid, Shelter Management, Trauma Counseling and Damage Assessment;*

*2.4. Strengthen early warning and dissemination mechanisms of forecasts, hazards and vulnerabilities.*

*Strategy (ProDoc)*

The project would provide opportunities to local governments, rural and urban communities to learn, upgrade and share essential skills and knowledge to systematically address disaster risk reduction challenges at the community level and to facilitate the processes of reducing disaster risk of vulnerable communities. The project would help the communities to make use of the “Disaster Risk Assessment Methodology,” developed through the earlier phase of the UNDP’s disaster management programme to identify and assess risks in their localities. Public awareness measures focused specifically on public consciousness and psychology to understand disaster risks and interpret early warning messages to cope with consequences of disaster will be important part of project interventions.

District and aimag level emergency management departments were to be further strengthened as NEMA is expected to be a source of technical, financial and material support to the DRRPCs and urban and rural communities. In providing search and rescue equipment and gears to emergency management departments, only innovative and state-of-the-art equipment will be procured. It will serve as a model for government procurement. Based on the regional facilities, regular training and re-training of local communities and emergency task forces for a range of hazards will be maintained. By doing so, local-level knowledge and experience sharing will be enabled through various regional events, simulation exercises and emergency response drills. Establishment of specialized rescue units will be supported by volunteers and a regional level reserve system for more efficient management of state reserves for emergency.

Vulnerability and multi-hazard maps and methodologies and software for exchange of disaster-related information were developed for cities, districts, aimags and soums that are considered for development planning, disaster prevention and preparedness. Local task forces and disaster management squads, supported by volunteers, will be trained on various response functions, including Early Warning, Search and Rescue Operations, First Aid, Shelter Management, Trauma Counseling and Damage Assessment. Earlier piloted early warning systems will be connected to the central meteorology agency for improved forecasting and information dissemination, as well as for cost-efficiency to enable further replication in other areas.

***Findings/assessment***

*Outcome 2—Capacity building for DRM*

The capacity activities were based on a strategy that was developed by the PIU and UNDP and was comprehensive in scope, involving formal and non-formal education and public awareness activities to upgrade the societies’ work on DRM at all levels, disaster preparedness and action knowledge and skills. UNDP’s recent move to NIM was reported conducive to the capacity strengthening of NEMA for future project implementation. No problems were reported. The project's work to organize and strengthen capacity of schools and youths was effective for systematically imparting the mind-shift level changes toward building a culture of reducing disaster risk. Youths interviewed in pilot sites in Mandal soum, for example, indicated that this particular project strategy has been effectively leading to their influencing/teaching their peers, their parents and their communities about DRR and emergency preparedness. Examples of the youth leadership on DRR education and advocacy include environmental cleaning campaigns and risk education through various events being held in the community. This initiative is so successful that the children state, and the headmaster has confirmed, that the work they are doing is enticing dropouts to come back to school (secondary school of Mandal soum, Zuun kharaa; secondary school, 6th Darkhan soum; Darkhan-Uul aimag). These expressed links of DRR education to schools are a globally scalable model of children-led DRR local action, including public awareness and small-scale local actions.

The project-supported trainings were implemented in line with the project logic. For example, they progressively support outcome one in implementation of the new laws, including risk assessment methodology and community organizing for risk reduction. These trainings have been geared to support implementation of inclusive DRM planning and implementation (disaster mitigation and coping activities) at the local level (list of all project sponsored trainings are provided in annex).

The project supported the development of a mass communication system for early warning, a system that has proved very effective with many positive consequences reported in project sites. This was a truly commendable effort of the project to achieve cross-sector collaboration between ministry of environment, department of meteorology, local governments and NEMA - respondents interviewed reported this has been highly successful, with impact going beyond the scope of the pilot sites and will be sustained. In addition, the project supported the acclaimed NEMA emergency media studio programme in use for changing public perception and issuing early warnings. It also supported the development of an emergency app, which also had a big impact in terms of education and changing the public’s perception. The emergency application teaches skills of risk reduction protection during emergency and builds capacity for risk reduction as a collective responsibility (Local respondents from Altanbulag soum, Selenge, testify to this). These activities have been demonstrating that preparedness action including citizens can be effective for protecting all from disaster and collectivity in response. Preparedness is key to risk reduction (Also see recorded testimonial of impacts in annex). NEMA will continue leadership of the mass messaging system together with the MET services and roll out and test the disaster app.

The project team supported by the UNDP programme manager, who enabled them to take risks on innovation, successfully employed technology and innovative ways for capacity strengthening and using a knowledge sharing and management learning network approach, managed out of the PIU. It was a local training and learning hub at schools and local government offices, using social media and Facebook. Advocacy work and capacity building training was classified and targeted different groups in a comprehensive approach to achieve the broader mind-shift changes desired.

# ***Output III. Feasible local-level mechanisms for disaster risk reduction and response further replicated***

**Baseline:** Feasible disaster management mechanism incorporated in local government structure does not exist at the local level. There is a limited understanding among decision makers about the importance of addressing disaster risks through a coordinated approach across various sectors.

**Target 2014:**

* Awareness of *aimag* and *soum* authorities and local communities improved on importance of incorporating disaster risk reduction issues in regional development agenda.
* Gender-mainstreamed disaster risk management plans, including coordination, response, preparedness and mitigation options, developed and adapted by districts of Ulaanbaatar, soums and aimag governments
* Practical disaster risk reduction elements reflected in agriculture and water sector plans at aimag and soum levels.

**Target 2015–2016:**

* Effective coordination mechanism with clear legal, technical and financial conditions for DRM at the *aimag, soum* level replicated.
* At least 4 aimags have replicated feasible disaster management mechanisms.

***Activities***

*3.1 Facilitate establishment of disaster management mechanisms reflecting regional and local specifics in both urban and rural settings;*

*3.2 Develop gender-mainstreamed local-level disaster management plans integrated into local development policies, reflecting response, preparedness and mitigation strategies for a range of hazards;*

*3.3. Replicate successful models of disaster risk reduction at the local level through volunteer support (Volunteer and Self-help Groups/Partnership Councils, Early Warning Systems, Firefighting units, etc.).*

***Strategy***

The activities planned under this Output will be a basis for policy-level interventions as complemented by capacity building and awareness raising efforts. In other words, lessons learned locally are expected to feed into to the national-level policies and guidelines. The mechanism applied to the DRR Partnership Councils and community context will complement and help make a stronger case for upscaling feasible models and amending relevant policy documents. By making use of developed and approved guidelines, city, district, aimag and soum-level multi-hazard preparedness and mitigation plans will be developed through vulnerability mapping, risk assessment and analysis, hazard zoning, resource inventory, response structure, etc., ensuring gender dimensions to disaster management. In addition to the feasible mechanisms, good practices *identified in the Phase III* *will be further replicated*, including firefighting units, mobile-ger information centers, and early warning systems that have been set up at the soum level.

***Findings/assessment***

*Outcome 3—Piloting the local DRM mechanisms*

The project clearly focused on piloting a concrete implementing mechanism for DRM. The DRR councils in Altanbulag soum, Selenge aimag, were a successful mechanism for promoting the inclusive CBDRM partnership approach to soum- and aimag-level planning. The planned volunteerism programme has also taken off in the pilot sites but needs further refinement, .i.e. standards and capacity strengthening, potentially scaling up to a national-level programme to be supported by key international technical agencies including potentially the Red Cross and UNV/UNDP (key recommendation). The local disaster plans are being concretely linked to local development budgets/fund.

Project support for operationalizing the volunteer and self-help groups is proving very effective in Altanbulag soum, Selenge aimag, and Darkhan soum, Darkhan-Uul aimag. Financing for up-to-standard emergency equipment and seed funding and/or small grants, however, was found to need further documentation by project, including evidence of the need for a common standard of emergency equipment, the project-led capacity building strategies and notable good practices, i.e. a volunteer groups approach, local development fund, governor’s reserve and community resource mobilization, all of which should continue to be documented and scaled up nationally. These strategies for local resource mobilization, including the cost sharing and financing DRM with private sector and others, can also be developed and disseminated (Altanbulag soum, Selenge aimag, and Darkhan soum, Darkhan-Uul aimag).

The local coordination role demonstrated by the project is an effective bridge between communities and local government technical and planning services deemed necessary inputs for inclusive DRM planning and DRR practices at soum level communities. The local coordinator supports local platforms for DRM and the integration of the sectoral specific technical services to work with the self-help groups and support community organizing for resilience. The project is having impacts in terms of herders’ preparedness for dzud, reduction in wildfires, protection from injuries around a culvert and changes in unsustainable forestry practices. In sites visited, i.e. Altanbulag soum, local DRM group, i.e. herders, forest fire-fighting, etc., are contributing co-financing for DRM with the governors reserves and the local development fund.

At the local level, people are supporting organization of volunteer groups for DRR, the NEMA risk assessment methodology and standard DRM approach process. TE found strong baselines established for local risk assessment and risk assessment methodology, an excellent starting point for the local planning and community risk mapping exercises. Volunteerism was a clear strategy in the project design and this aspect has been a large success. The pilot’s work for convening volunteer groups for DRM is an area that must be scaled up. This aspect (volunteerism as a national programme) requires further refinements, for example, with regard to insurance and standards, and so might be included in the future cooperation of UNDP, possibly working with Red Cross and UNV/UNDP. The work was largely facilitated by the local coordinators who had been shadowing the suggestion by drafted law (outcome 1) community-level NEMA emergency officers (Work in outcome one seeks to establish emergency officers in all soums). The DRR partnership councils were tested in the rural and urban pilot areas and demonstrated effectiveness of local platforms and inclusion for DRR planning and influencing local development budgets and plans. Soum employees at the local governments are involved in the DRM planning process and trained Altanbulag soum, Selenge aimag, and Darkhan soum, Darkhan-Uul aimag. A very effective and notable good practice has been to strategically place training centers in key areas, such as schools and local government offices. Such actions serve to bring these DRM planning communities to jointly own what goes on inside them for teaching and learning DRR planning, resource mobilization and action taking skills. These classrooms and where they are placed have become community learning hubs, centers promoting DRM and community organizing for resilience. This was an effective strategy for bridging the local departments and communities that can now be scaled. The local classrooms in schools bridge the schools (center of communities) with the local government departments in a constructive and sustainable manner.

The early warning system, in particular mass messaging, is impacting on project sites and beyond (e.g. in the forest community Altanbulag soum, Selenge aimag, and herders’ groups visited). There is mass usage, rapid response and quick distribution of information found in sites visited. More work is needed to fine-tune the system in the project sites due to their lack of access of internet and phone issues (Communities reported getting the early warning through the local NEMA district officers or the local coordinator). For forest fires, operational efficiency and community grouping through established volunteer groups have increased, and these areas reported 70 percent reduction of spreading. Quick control of fire due to early intervention and training provided by ten project teams stopped the spread and significantly reduced damage loss.

More technical and financial support is needed to explore coping strategies and support mechanisms in times of emergencies related to climate-related risk reduction, i.e. the fodder crop needs a state reserve at the provincial level (leader of herder’s group of Kherkh village of Mandal soum, Selenge aimag).

For greater impact, in urban and rural sites visited, beneficiaries and stakeholders expressed the need for a greater focus on the poor. The poor have *no major assets to protect, so they lack incentive to participate in groups*. Project TE found that this is a key finding. The recommendation is to include the poor in the rural and urban areas through instilling a livelihood approach and training systematically with the approach. This aspect needs to be brought back from earlier phases of the project with affirmative action included in the DRM Mongolian community-based approach.

Several other actors and constraints have affected this project’s implementation: 1. NIM, a timely change between UNDP and GOM that happened in mid-project, has been a supportive factor for capacity building of NEMA for project implementation. It is promoting deepening capacity strengthening within NEMA for project management and supporting the preparation of NEMA for a new operational role on disaster preparedness at the local level. 2. The recent change of government and transition presents a significant risk to the ratification of the two new laws. 3. The lack of a quantitative investment case of the benefits to the government budget prioritization process on the benefit of risk informed planning over no action, e.g. not approving the emergency coordination officers. 4. The socio-economic aspect. Absolute poverty rates are especially high at the urban level (average poverty rate in urban areas is 18.8 percent). TE team found that inclusion of the poor in the planning and the community organizing requires more work on poverty alleviation and livelihood training for the poor. In this case, the future DRM work on urban risk reduction is a key programme area for UNDP to focus on in its new CPD, and it should include a component on livelihoods and coping mechanisms for the poor (cross-reference with recommendations, page 37).

# **4. Sustainability (Rating) Likely**

There are preliminary indications that project results are likely to be sustainable beyond the project’s lifetime (both at the community and government level). At the community level, these are the key considerations:

*Budget issues*: In sites visited, the issue of financing for mitigation and DRM preparedness activities, including community organizing, requires some catalytic funding. Small grants were effective,[[24]](#endnote-25) but they will be over when project closes. This is still an issue. In addition, the quality of the local equipment needs to be up to standard to be useful and to protect volunteers, especially the firefighting volunteers, and standards for equipment procurement are needed.

*Social Issues*: Livelihoods are needed to break the cycle of poverty. Assets are needed to interest others to participate, i.e. key rural risks. Dzud-affected herder groups have assets.

*Technology:* Mass messaging and weather forecasting is found to be useful,[[25]](#endnote-26) but only if it is timely.

*Environmental:* Climate change requires adaptation, mitigation and consideration of further innovative and science-based coping mechanisms. Mitigation measures are costly for retrofitting large capital projects. For adaptation, more work is needed on alternative and destructive environmental practices and conservational agriculture, e.g. a breeding programme that considers the resilience of the local breeds and infrastructure improvements. It will require collaboration with the department of infrastructure and financing for climate risk mitigation measures.

*For government:* Thetwo drafted laws are supportive of NEMA’s role facilitating emergency operations across the entire spectrum of disaster risk reduction to emergency response, early recovery through clarifying the standards, role and responsibilities for the emergency operations and DRR. The sustainability of this pilot project’s approach to DRM (preparedness activities), however, is dependent on these two laws being passed. There are real risks due to recent financial downturn, and the investment case for the local CB DRM needs to be completed and promoted. Addition of a new tier of emergency response officers in each soum presents a significant investment.

Team found that the district level NEMA departments, local governors, other key frontline disaster preparedness sectors (MET services, agriculture and local communities) are very supportive and expecting the new laws to be passed so they can justify the local investments and hire the officers.

There is merging impact on communities for both men and women. Communities are becoming attuned to what their greatest risks are and are planning with local governments to mitigate them. NEMA’s lead role in risk assessment is capacity strengthening through a learning-by-doing approach for DRM planning with communities and other sectors at local level. The community is reporting satisfaction with local government for risk mitigation activities in all project sites (dam construction fell by 100 percent in 5 and 6 baghs of Darkhan soum of Darkhan-Uul soum). Forest fires are reportedly reduced by the district in the Altanbulag soum, Selenge aimag. Herder groups have reported that their animal losses are reduced with fodder technology and equipment support. Woman-headed herder households are included in community resilience activities.

Many relationships/engagements have been formed and are highly likely to continue beyond the life of the project. In the sites visited, respondents stated that the DRM approach had successfully facilitated many new relationships and important institutional linkages (in line with current laws) at the local level (between NEMA district offices and local government administration, communities, schools, herder groups, fire groups, poor and excluded, including disabled people) and developed an inclusive community planning process for risk reduction that was a good practice and can be continued after the project finishes. However, in absence of NEMA presence, the quality and the oversight of this risk reduction planning and these relationships will be at stake. The issue is not having a stable NEMA presence at the local and national government levels with the capacity to facilitate the emergency preparedness and risk assessment process, coordinate the technical inputs and conduct a guided risk assessment (NEMA standard) that is integrated with the local development plans and includes the knowledge and concerns of each community. Communities and schools are contributing financially to local-level resource mobilizing for DRR (including engaging the private sector, e.g. including engaging the private sector, e.g. 6 million tugrugs donated from local development fund and 10 million tugrugs from private sector, community groups and citizens of Mandal soum for repairing the flood projection dam).

# **5. Lessons learned**

|  |  |
| --- | --- |
| Project Implementation | PIU in NEMA has been a good example of learning by shadowing capacity building for the policy unit. |
| Promoting a national role of volunteerism through a CCA DRM programme approach is an excellent example of how to kick-start a national movement on volunteerism. |
|  | Having a strong project board and engaging the project board in monitoring is an excellent way to monitor for results. |
|  | The project fully supported NEMA for the implementation of the National Program for CPDRR focusing on goal and objectives of the National Program. The activities of all six objectives of NP were initiated by PIU at national and grassroots level. |
|  | Small grants were augmented with resource mobilization by the communities, so cost sharing with small grants is an excellent practice to be scaled globally. |
| Project Design | UNDP has great value added as a technical assistance organization on DRM/CCA project design. In this case, a UNDP design leader showed the value added of having UNDP's own technical staff involved in designing projects rather than outsourcing design to consultants.  Three complementary overlapping supportive outcomes have proved effective: 1. enabling environment, 2. capacity building and 3.piloting the approach with small grants. |
| Project Results | Learning-by-doing at national level on policy with NEMA and with local coordinators strengthened capacity about the DRR human capacity needs and approach to DRM planning at the local government/community level. |
|  | Initiated activities for the implementation of NP for Community Participatory Disaster Risk Response were reflected in annual work plan of the local NEMA to replicate other soums of targeted aimags and districts. |
| Outcome 1 |  |
|  | To strengthen DRM and CCA, having two laws, one on strengthening the DRM and one on emergency operations, is critical. These clarify the roles and rights regarding emergency operations and the important technical lead role of NEMA for intersectoral leadership in DRM planning and risk assessment at the national and local levels. |
|  | PIU supports NEMA in development of NP for Community Participatory DRR facilities the implementation of CB DRM approach at local level. |
| Outcome 2 | The expressed links of DRR education to schools in this project experience provided a globally scalable model of children-led DRR local action, including public awareness and small-scale local actions. |
| Working with schools and youth has been demonstrated to improve formal education and quality education outcomes, including a reported decrease in dropout rates. |
|  | Fodder production under conservation agriculture is a key component of the capacity building. Sustainable and innovative approaches injected into the design are needed for agriculture. UNDP can offer them with its global network and global lesson learned as the agency for implementing the GEF small grants. |
|  | Risk assessment methodology is the core function of the NEMA DRM approach. This is the standard for which NEMA should be accountable. |
|  | DRR Partnerships can be built through provision of concrete platforms (DRCCC) and innovations (like classrooms) for linking the community and local, regional and national governments in planning DRR and CCA action. |
|  | The role of copycat learning in piloting for scale-up is an effective strategy for replication. It was shown in the Selenge soum that scaled the DRM approach to planning across the soums without support by the project. The governor did it with support of the project |
|  | The role of technology for emergency preparedness and early warning through mass communication and emergency app development was learned. |
|  | The important role of developing locally relevant emergency support and data collection applications, i.e. phones as tools for individual protection and support during emergency was expressed. |
|  | All strategy, approaches, initiatives, best practices, piloted small grants were directly linked with all 6 objectives of NP for Community Participatory DRR enabling replication of these achievements to other aimags and soums. |
|  | The role of the IASC system during emergency and NEMA’s coordination role need enhancement based on the recent disaster response. |
| Outcome 3 | For effectiveness of the small grants, the principle of cost sharing DRM action with local resources, such as the local development funds, governors’ reserves, small grants and financing resource mobilization, works. The principle is that small catalytic funds and ideas are important. |
|  | Traditional knowledge is valuable for most relevant local DRM planning. Most relevant learning for risk planning (what the real risks and priorities are) comes from the communities. |
|  | The role of financing for DRRM, local development fund and the government reserve funding was shown to be critical and catalytic to engage communities in DRM actions. |
|  | The role of imposing standards for emergency equipment and for volunteers' protection was demonstrated to be very important. |
| Sustainability | Officials of central and local administrative and professional organizations, local communities and volunteers, as well as citizens, are expecting the new Disaster Protection law. After adopting the law, many challenges need solution at the local level, but there is still robust support in mainstreaming DRM. Central and local development programs, especially financial support, are crucial for sustainability of the project achievements in phase IV.  The project has achieved good results through testing (piloting with small grants) the conditions for instilling the DRM approach, providing local government capacity and human resources for the technical leadership and support necessary. Through these, it builds community preparedness, resilience and reduction of the vulnerability of people, households and communities through risk assessment methodology, improving emergency services, early warning, disaster preparedness and community-based disaster risk management. However, institutionalization and ownership achieved by the project through central and local NEMA and local administrative organizations still need to be facilitated through legal and financial support from central governments and key ministries and agencies. |
|  | There still needs to be robust support for NEMA to build legal environment and institutional framework for community participatory disaster risk reduction from government budget and international organizations to sustain achieved results by PIU. |
| Impact | The project has achieved tremendous results in climate change adaptation and reduction of drought and dzud risks in target rural areas. However, the scattered primitive and self-sustained farmers, especially vulnerable herder groups, need support from government, especially the Ministry of Agriculture and State Reserve under NEMA, for enhancing the domestic fodder production market and implementing alternative income generation programmes. For that, it strongly recommends government to help establish small and medium enterprises of fodder production within 5–7 soums in one aimag and to initiate a nationwide programme. |
| The results of the earthquake risk assessment[[26]](#endnote-27) show that the level of damage and fatalities is expected to be high due to the poor condition of the existing public school buildings. The probability of collapse for typical public school buildings in Ulaanbaatar is several times higher than the accepted rate implied in standards for the design of buildings in seismic zones. Therefore, a scaled-up public awareness programme resulting from phase IV of the project is to be targeted to the students of the most vulnerable schools of UB city, as well as Darkan and Erdenet cities, implementing systemically increased awareness and knowledge, using all possible and available tools and mechanisms. |
| Given the many drivers of flood risk in Ulaanbaatar, the historical approach of expanding flood control measures (structural) in the city will not be sufficient to manage the growing risk;[[27]](#endnote-28) therefore, local communities need to request more funding from the local development fund of the capital city and District Citizen’s Representative Khural to enhance engagement of local communities, groups and volunteers to clear, repair and maintain sediment and fill with solid waste that reduces flood exposure and vulnerability of poor households. |
|  | For poverty reduction and for longer-term planning for sustainable development, the DRM local and national strategies must include a livelihood component with a view to longer-term strategic planning to be effective and forward oriented toward growth and perspicuity. The poor are excluded in a poverty trap with no assets, and this must be addressed with training and livelihoods development incentives. |
|  | NP for Community Participatory DRR needs to be linked with local development policy and programme as well as poverty reduction and should have a complementary component for alternative income generation of poor and disabled people. |

# **6. Conclusions**

The conclusions covered [project formulation, goals and strategy,](#_Toc181277124) [management and implementation of the project](#_Toc181277125), [implementation of new legislation for disaster risk reduction](#_Toc181277126), [support of capacity building for NEMA and local units](#_Toc181277127), [support of national partnership for risk reduction and](#_Toc181277128) [strategic considerations for disaster mitigation and management in Mongolia](#_Toc181277129).

This project was designed to instill a systemic approach to DRM with NEMA, working across sectors with local governments and communities. Enabling activities conducted in the first three phases, strengthening NEMA’s capacity and working in communities, provided a solid base and appropriate environment for this project’s design and strategies. This fourth phase focused on achieving three interlinked outcomes. Outcome one, completing the institutional and legal framework for DRM, strengthening capacities and piloting the DRM approach working with the local communities, was also focused on having impact (annex 19, Testimonials of beneficiaries).

The three interrelated expected outcomes were logical, starting in the results framework with an established baseline or with baseline assessment built in as part of the project activities. Many capacity building activities started with capacity assessments. In this case the project targets were very pragmatic, straightforward and clearly stated in the project document: legal and institutional arrangements, capacity building, focused training and piloting local mechanisms and platforms for CB DRR.

Outcome 1 focused on completing the legal and institutional framework for NEMA to lead and operationalize DRM at the district, soum and community level.

Outcome 2 was primarily about capacity and instilling a DRM learning approach in NEMA across sector and with the public. The capacity strengthening mind-shift changes for the whole of Mongolia included training that enabled the local governments to do their jobs more effectively to learn about DRM in a learning-by-doing approach, including using standard methodologies for risk assessment and working closely with other sectors and engaging communities around their knowledge of risks and unsustainable practices, as well as public learning and disaster risk reduction skills. These included promoting education for sustainable development more broadly and instilling a national mind-shift change through advance and awareness. The project supports learning and mass media for advocacy facilities at the soum, district and national levels.

Outcome 3 was intended to pilot and prepare for scale-up of the local-level mechanisms for DRM at the community and local government level.

The involvement of local NEMA counterparts and community coordinators has been central to this project’s success. The project-injected human resources (local coordinators) have demonstrated the role, helped build the capacity of all actors and proved the importance of establishing an institutional formal linkage to NEMA at the soum-level, creating bureaucratic efficiencies and promoting intersectoral collaboration and integration of local technical services for problem solving pertaining to risks and better preparedness, i.e. conservation agriculture and intersectoral participatory planning with risk assessment. This resulted in more durable solutions in protracted crisis mode. Mechanisms for local planning tested, including the DRR council and creating self-help and volunteer groups, are proven for participatory inclusive risk planning and community organizing for resilience. These forums also enable NEMA’s expertise and standards for undertaking risk assessment to the local government processes, assisting them with more quality and strategic planning and support with financing and resource mobilization.

The *local development fund* is critical for disaster risk reduction, but it has proved to be insufficient for large-scale capital improvements, like the dam in Mandal soum and protecting the school from flooding in Darkhan Aimag. The scale at which the local governments can do retrofitting and large capital project improvements should be further analyzed, and provisions, including financing options at the national level, must be made. In terms of sustainability, the local financing for disaster risk activities, including the small grants as catalytic funding, however, is also being mainstreamed with the local development funding and sourced through local resource mobilization efforts. Small dams and school-led DRR projects are identifying co-financing with the private sector. The project has successfully piloted local government’s support to carry out responsibilities for implementing new national policies and directives on early warning and disaster preparedness and improving emergency operations (testimonials from all soum governors visited in project sites. See mission programme and notes in annex 2 and 4). The local-level capacity strengthening included developing local disaster risk reduction and protection plans, establishing volunteerism as a DRM modality and developing DRM learning activities that have helped build resilience of the local self-help groups, including the herders and community-level DRR groups (see impact testimonials in annex 19).

The capacity strengthening component (Outcome 2) was to be commended. It included an extensive reach toward having a broad mind-shift change and a large public education campaign that has successfully built skills and started a national volunteer movement for action and changing local unsustainable practices, promoting awareness of disaster risk reduction and unsustainable development and promoting DRM values and goals.

The work with schools has had a big impact on quality of education in pilots with potential dropouts reported interested in coming back to school in Mandal soum.

In two soums and districts visited in Selenge and Malang aimags, project coordinators have been engaged with local groups, including secondary schools and began, through the leadership of the children and communities, community-level advocacy that is proving the empowerment of women, volunteers, youth and children around DRR learning. This is an effective way to teach parents, partner with the private sector and evoke local-level mind-shift changes related to disaster risk reduction toward more inclusive and sustainable development practices. Impacts are being recorded, e.g. forest and urban fire reduction, school retention and reduction in dropout and reduced loss of animals (see testimonials attached). Good practices include the local approach to risk reduction, including the linkages to school and formal education, the DRR councils and initiation of the volunteerism movement.

This project provided the resources, training and financing—human and otherwise—to help bridge government services and community through instilling an inclusive DR planning approach. Local actors are engaging together in partnership on climate change adaptation and disaster risk reduction.

# **7. Recommendations**

|  |  |
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| Government Departments |  |
| NEMA to scale up project results | ® Dialogue with Asian Development Bank project to include pilot learning to support the future scale-up;  ® Continue financing local coordination officers to deepen results in pilot project areas;  Continue the implementation of NP for Community Participatory DRR linking with local development and poverty reduction programme.  ® Develop partnership MOU with key sectors to scale the good practices for sectors concretely and develop MOU with education, infrastructure and agriculture to scale-up those activities;  ® Undertake a simple cost benefit analysis and develop a documented investment case justifying the investment of NEMA emergency officers in project sites and soums;  ® Develop and disseminate strategies for local resource mobilization, working with private sector and others;  ® Address gaps in DRR financing at national-level around large-scale infrastructure and climate change mitigation at risk of floods and earthquake in relation to improvements;  ® Host a project learning exercise with all national-level partners between now and 31 December;  ® Develop communications around the standards for risk assessment that should be employed at local government levels as guidance for governors and local NEMA departments to oversee;  ® Develop for publication an academic case study (narrative on the process of change) of the entire UNDP project initiatives since phase one;  ® For disaster preparedness, communications and knowledge management, consolidate all of the knowledge learning and communications activities under one knowledge, information and communication management disaster learning, communicating framework based at NEMA. Currently the communication activities are lacking a strategy and long-term plan. There are many parts, e.g. the app, the studio, emergency operations and information management during response and for early recovery;  ® Have NEMA continue leadership of the mass messaging system together with the MET services;  ® Have NEMA roll out and test the disaster app in one year’s time;  IASC system work. |
| Ministries of Education | ® Continue to scale project-supported work on DRR curriculum and community level DRR;  ® Make an effort to include safe living and disaster risk programme in training programme in all primary and secondary schools. |
| Ministry of Agriculture | ® Work with NEMA CB DRM approach and with UNDP support to continue to develop small scale fodder production farms piloted by the project and expand to 3–4 middle and large-scale enterprises in each aimag, especially in steppe and Gobi region;  ® Continue scale-up of Mongolian traditional herding knowledge programme for junior herdsman, prepared by Mr. Dambii Sukhiin. |

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| --- | --- |
| Ministry of Environment, Hydrology and Metrology | ® Continue the positive collaboration on conservation agriculture for CCA and DRR with UNDP global technical support;  ® Continue to partner on early warning initiatives with NEMA. |
| Local Governments | ® Mainstream DRM and CCA programme into local development policy and planning, allocating some budget from local development fund;  ® Continue community-based disaster risk management programme initiated by the project and scale-up piloted activities by small grants ensuring self-reliance and self-sufficiency of herder communities and forest communities in times of disaster;  ® Strengthen activities of established DRRPC at aimag and soum level within project initiatives to achieve effective disaster risk reduction and response through cooperation and collaboration of education, agriculture, health, environment, local communities and citizens and volunteers, etc. |
| UNDP | ® Continue supporting CCA DRR and strategic planning in Mongolia. Build on its comparative advantage to provide continued support to implement the new laws;  Continue financial support for the implementation of NP for Community Participatory DRR  ® Focus on developing an intersectoral commission above ministries on climate change and DRR in Mongolia. Involve the ministries of finance, planning, health, education, infrastructure, NEMA, agriculture and environment;  ® Continue to develop the national volunteerism programme for local community-based DRR and include UN volunteers and Red Cross;  ® Support government development of a new project focus on urban DRR flood, earthquake and house fire and include an urban livelihoods project focus to address the poverty gap;  ® Showcase and scale up the work on education for DRR together with the Ministry of Education. |
| In addition | The results of the earthquake risk assessment[[28]](#endnote-29) show that the level of damage and fatalities is expected to be high due to the poor condition of the existing public school building buildings. The probability of collapse for typical public school buildings in Ulaanbaatar is several times higher than the accepted rate implied in standards for the design of buildings in seismic zones. Therefore, a scaled-up public awareness programme resulting from phase IV of the project is to be targeted to the students of the most vulnerable schools of UB city, as well as Darkan and Erdenet cities, implementing systemically increased awareness and knowledge, using all possible and available tools and mechanisms. New targeted programming is needed.  Given the many drivers of flood risk in Ulaanbaatar, the historical approach of expanding structural flood control measures in the city will not be sufficient to manage the growing risk.[[29]](#endnote-30) Therefore, local communities need to request more funding from the local development fund of the capital city and District Citizen’s Representative Khural to enhance engagement of local communities, groups and volunteers to clear, repair and maintain sediment and fill with solid waste that reduces flood exposure and vulnerability of poor households. Action is needed by local communities in this area.  The project has achieved tremendous results in climate change adaptation and reduction of drought and dzud risks in target rural areas. However, the scattered primitive and self–sustained farmers, especially vulnerable herder groups, need support from government, especially the Ministry of Agriculture and State Reserve under NEMA, for enhancing the domestic fodder production market and implementing alternative income generation programmes. For that, it is strongly recommended that government help establish small and medium enterprises of fodder production within 5–7 soums in one aimag and to initiate a nationwide programme.  This areas identifies the need for a group (key recommendation). |

# **ANNEXES**

# **ANNEX 1. EVALUATION TOR**

**TERMS OF REFERENCE**

**FOR TERMINAL EVALUATION**

**“Strengthening Local Level Capacities for Disaster Risk Reduction, Management and**

**Coordination in Mongolia” project**

Background and Context

Disaster management project that was implemented in several phases through UNDP support was a key in developing institutional capacities for disaster risk management in Mongolia. Major accomplishments of the Phase I include the formulation of the Law on Disaster Protection, its approval, and establishment of the National Emergency Management Agency (NEMA) by merging three separate organizations: Civil Defense, the State Reserve, and the State Fire Fighting Department. The Phases II and III supported the implementation of the Law on Disaster Protection through the provision of capacity building opportunities to NEMA and its local branches. A significant policy level outcome was a completion and a formal adoption of a “National Policy on Disaster Protection” and a “National Programme on Strengthening Disaster Protection Capacity”. At the local level, Community-based Disaster Management system was piloted and the community groups made notable progresses in making their livelihoods more resilient to potential disasters through a series of livelihood support activities.

The Phase IV of disaster management project or the project “Strengthening local level capacities for disaster risk reduction, management and coordination in Mongolia” works towards achievement of the Country Programme Action Plan (CPAP) for 2012-2016 that developed by the Government of Mongolia and the UNDP, contributing to the country programme output "National climate and disaster risk management capacities improved in coordination, communication and networking".

Overall goal of the project is to facilitate a decentralized disaster management through sustainable prevention, response and coordination mechanisms and thus reduce vulnerabilities of urban and rural poor. The objective of the project is to enhance disaster management capacities by clarifying roles and responsibilities, formalizing local-level disaster management mechanisms and applying tailored approaches for disaster prevention, preparedness and response in urban and rural settings.

Three interrelated project outputs that support the achievement of the objective:

Output 1: Policy and regulatory frameworks enable clearer roles and responsibilities for improved disaster risk reduction and management;

Output 2: Local-level disaster management mechanisms have procedures and competencies tailored for urban and rural vulnerabilities;

Output 3: Feasible local-level mechanisms for disaster risk reduction and response further replicated.

The project aims to address a lack of clear institutional arrangements for local disaster risk management and replicate successful models on community-level disaster prevention, preparedness and response generated through earlier phases taking into consideration the specific recommendations of the terminal evaluation of UNDP’s disaster management programme Phase III.

An independent terminal evaluation (TE) for the project is planned in the project document to be taken place three months prior to the terminal Project Board meeting. The TE will cover the whole duration of the project from its starting date in August 2013 to the estimated completion date in December 2016.

Evaluation Purpose

The purpose of the TE is assessment of the achievements and effectiveness of the project by looking at potential impacts and sustainability of outcomes and outputs, including the contribution to enabling DRR policy and regulatory framework, local level capacity development and public awareness and education. The objectives of the evaluation are to:

* Assess the outcomes and outputs achieved through the project interventions;
* Evaluate the effectiveness of project activities in contribution to key objectives of the project;
* Evaluate the impact and sustainability of project activities on the target communities;
* Evaluate the effectiveness of project management and interventions;
* Provide recommendation based on the evaluation findings, particularly on Exit Strategy and sustainability measures.

The TE has an additional purpose of drawing lessons, identifying good practices established as a result of the project and developing recommendations for both of UNDP and the Government of Mongolia that may help for improving the selection, enhancing the design and implementation of similar future projects and activities in the country upon project completion.

Scope of the TE

The project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including Standards for Evaluations in the UN System and UNDP Handbook on Planning, Monitoring and Evaluation for Development Results. The TE must provide evidence based information that is credible, reliable and useful. The TE team will review all relevant sources of information including the Project Document, Annual Project Reports, national strategic and legal documents and any other materials that the team considers useful for this evidence-based evaluation.

The TE team is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts, the UNDP Country Office and other key stakeholders.

Engagement of stakeholders is vital to a successful TE. It should include interviews with stakeholders, including but not limited to the project team, NEMA, provincial Emergency Management Departments, local government and, etc. The TE team is expected to conduct field missions to target areas.

The TE will assess the project according to standard evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact using the suggested evaluation questions (to be confirmed in consultation with the team), as elaborated below:

*Relevance*

* How does the project address country priorities? Was the project concept in line with the national sector development priorities and plans of the country? What is the contribution of the project towards the achievement of the State Policy on Disaster Protection, the National Programme on Strengthening Disaster Protection Capacity and CPAP goals/outputs?
* To what extent the tools/instruments/inputs/strategies applied by the project in supporting effective Government policy implementation and in promoting community based DRR action and the project target beneficiaries are relevant?
* To what extent relevant gender issues were raised in the project design?

*Effectiveness*

* Do strategies, interventions and practices ensure timely and effective implementation of the project?
* To what extent are the outcomes and outputs achieved?
* What factors contributed to achieving or not achieving intended results and outputs?
* How effective was the project’s Monitoring and Evaluation mechanism?

*Efficiency*

* Has the project utilized the funding as per the project document and agreed work plan to achieve the projected targets?
* How economically resources or inputs are converted to results?
* What factors and constraints have affected project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design?
* Was the overall project management as effective and efficient as outlined in the Project Document?
* How was the quality of the execution/implementation of an Implementing Partner or the NEMA?

*Sustainability and Impact*

* Are there preliminary indications that the project results are likely to be sustainable beyond the project’s lifetime (both at the community and government level)? Assess the degree of sustainability. What are the dimensions of sustainability: economic/financial; social/organizational; technological; environmental?
* Is there any emerging impact on communities for both men and women? To what extent the impact is identified?
* Are communities likely to initiate other disaster risk reduction initiatives in the vulnerable community?
* What relationships/engagements have been formed through project implementation to date that are likely to continue beyond the life of the project?
* Is there an exit strategy and has it been well communicated all around?

The following cross-cutting issues, to which project donor or Luxembourg Development Cooperation attaches a special importance should be considered in the TE:

* Gender Equality,
* Governance for Development,
* Environment and Climate Change.

*Lessons learnt/ Conclusions*

* Are there significant lessons or conclusions which can be drawn from the project in terms of effectiveness, efficiency, sustainability and networking?
* Are proper means of communication established to report on the project progress and intended impact to the public? (Did the project implement appropriate outreach and public awareness interventions/campaigns?)

*Recommendations:*

* What are the potential recommendations that could complement Exit Strategies of the project and follow ups to further strengthen the DRR management and implementation of the national policy on DRR?

Expected Outputs and Deliverables

The evaluation shall report on the findings focusing on above listed criteria. The main products from the TE are:

* Inception report;
* Presentation of preliminary findings to CO and project management;
* A draft report;
* Responses to the comments on the draft report briefly explaining how the team addressed the comments;
* A final evaluation report. It will be an independent and comprehensive document with annexes as necessary. However, the main report (English and Mongolian) should not exceed 50 pages. 3 hard copies of the final, bound report to UNDP for distribution shall be submitted and an electronic copy (MS Word) of the report included.
* Presentation of the final findings to the IP and stakeholders.

The minimum requirements for the content of the final version of the TE report are:

*Executive summary*

* Brief description of project
* Context and purpose of the evaluation
* Main conclusions, recommendations and lessons learned

*Introduction*

* Purpose of the evaluation
* Methodology and scope of the evaluation
* Structure of the evaluation

*The project and its development context*

* Project start and its duration
* Problems that the project seek to address
* Immediate and development objectives of the project
* Main stakeholders
* Results expected

*Findings and ratings*

* *Project implementation:*
* *Results:*
  + *Output I*
  + *Output II*
  + *Output III*
* *Lessons learnt*
* *Conclusions and recommendation*

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory.

1. Project Implementation

*Implementation Approach (R).* This should include assessments of the following aspects: 1) The use of the logical framework as a management tool during implementation; 2) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives; 3) Technical capacities associated with the project and their role in project development, management and achievements.

*Monitoring and evaluation (R).* Including an assessment as to whether there has been adequate periodic oversight of activities during implementation; to establish the extent to which inputs, work schedules, other required actions and outputs proceed according to plan; whether action has been taken on the results of this monitoring oversight.

*Stakeholder participation (R).* This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing on 1). the production and dissemination of information generated by the project; 2) local beneficiary participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project; 3) the establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation; 4) Involvement of governmental institutions in project implementation; the extent of governmental support to the project.

*Financial Planning:* An assessment of the actual project cost by objectives and outputs; the cost-effectiveness of achievements; financial management and co-financing.

*Sustainability.* Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors that contributed to the sustainability including development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

*Execution and implementation modalities.* This should consider the effectiveness of the UNDP counterpart and Project Implementation Unit (PIU) participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; enactment of necessary legislation and budgetary provisions; and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GOM and other parties responsible for providing inputs to the project.

1. Results

*Attainment of Outcomes/outputs and Achievement of objective*s (R): Including a description and rating of the extent to which the project's objectives were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the sustainability output by output including an appreciation of the extent to which benefits continue, within or outside the project domain after Government of Luxemburg/UNDP’s assistance/external assistance has come to an end and contribution to upgrading skills of the national staff.

1. Lessons learned

This should highlight the best and worst practices in addressing issues and in achieving the results during the project implementation. What are the lessons learnt in terms of the design, approach, partnership and intervention strategies, formulation of policies and legislation, and management structure.

1. Recommendations

This should focus on:

* Actions to follow up or reinforce benefits from the project;
* Proposals for future directions underlining the further needs.

1. Annexes

* Evaluation TOR;
* Field trip Itinerary;
* List of persons interviewed;
* Summary of field visits;
* List of documents reviewed;
* Questionnaire and focus group questions used and summary of results;
* Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions).

Institutional Arrangements

A team of one international independent consultant and a national consultant hired by UNDP Mongolia will conduct the TE. The Team Leader (international consultant) shall have experience and exposure to evaluations of the projects in developing countries and Asia Pacific region. The TE team will report to the Implementing Partner and UNDP on the status of the work.

The PIU will provide any necessary logistical support. The project staff will assemble the suggested documents and prepare for the field trip. The evaluation team shall use the project office space. The consultants are expected to bring their own computers/laptops for the written work.

The evaluation consultants should not 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. The national consultant will provide full time assistance (logistic, translation, etc.) to the international consultant for all the TE duration in liaison with the PIU and UNDP.

Evaluation will be conducted in accordance with the principles in the UNEG “Ethical Guidelines for Evaluation” to safeguard the rights and confidentiality of information providers including the measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

International Consultant/Team Leader

The Team Leader will have overall responsibility for the work and operation of the evaluation team, including the coordination of inputs from national team member. The Team Leader is responsible and accountable for the production of the agreed deliverables.

The Team Leader is responsible for the following:

* Desk research of existing management plans, survey/research/reports and databases;
* Conduct fieldwork and interview stakeholders, and communities to generate authentic information and opinions;
* Write and compile the information and reports as needed;
* Make a presentation of key findings highlighting achievements, constraints, and make practical recommendations to decision makers and stakeholders;
* Draft and finalize the Evaluation Report.

National Consultant

The national consultant will assist and collaborate with the Team Leader in all the tasks mentioned above including fieldwork, logistic arrangement in cooperation with PIU, desk-based translation, and assist with interpretation in the field as well as the translation of the final report. The national consultant will be mobilized several days before the Team Leader in an effort to collect data related to the project beforehand. Specific tasks as following:

* Desk review of project materials and databases;
* Fieldwork together with international consultant. Carry out stakeholders’ interview as requested by the team leader and do interpretation work (if necessary);
* Write brief notes, or certain parts of the evaluation report as agreed with the team leader;
* Provide inputs either by written or verbally to the presentation, highlighting key findings, achievements and constraints;
* Contribute to draft and final Evaluation Reports;
* Translate the draft and final reports into Mongolian.

6. Duration of the TE

The total duration of the TE will be 27 working days over approximately 6 weeks starting on 19 August 2016. The tentative TE timeframe is as follows:

* July 25, 2016: Application closes
* August 19, 2016: Selection of TE Team
* August 19, 2016: Prep the TE Team (handover of project documents)
* August 26 (3 days): Document review and preparing TE Inception Report
* September 2 (2 days): Finalization and Validation of TE Inception Report- latest start of TE

Mission

* September 5 (10 days): TE mission: stakeholder meetings, interviews, field visits
* September 14: Mission wrap-up meeting & presentation of initial findings-earliest end of

TE mission

* September 26 (7 days): Preparing and submitting draft report
* October 05 (5 days): Finalization of TE report, submission and presentation to the IP and the

stakeholders.

*PS:*

*1. The date start of contract is August 19, 2016*

*2. Detailed mission schedule to be developed by the Project Unit and the TE team.*

*3. The project shall be arranging the transportation during mission in UB as well as field trips.*

7. Qualifications of the Successful Individual Contractor

The selection of the team will be aimed at maximizing the overall “team” qualities in the following areas:

The qualifications and skills required for International Consultant (Team Leader)

* A Master’s degree in development study, disaster risk management, environmental science or other closely related field (10%).
* Recent experience with result-based management evaluation methodologies (25%);
* Experience working/conducting evaluations in developing countries (20%);
* Work experience in relevant technical area of disaster risk management for at least 5 years (20%);
* Demonstrated understanding of issues related to gender and disaster risk/climate change adaptation (5%);
* Excellent communication skills (5%);
* Demonstrable analytical skills (5%);
* Project evaluation/review experiences within United Nations system will be considered an asset (10%).

The qualifications and skills required for National Consultant (team member) are:

* Master degree in disaster risk management, environment or related fields; (25%)
* Knowledge of M&E and evaluation methodology; (25%)
* At least 5 years’ experience in project implementation, management and evaluation for donor-funded development projects in Mongolia; (15%)
* Familiarity and past experience with disaster/climate change related projects, will be an advantage; (15%)
* Proficient English writing and communication skills, with an ability to act as translator for international counterpart and to translate written documents from/ to Mongolian are essential (writing sample must be provided for assessment) (20%).

8. Scope of Price Proposal and Schedule of Payments

The UNDP standard method of payment is the output-based and all-inclusive lump-sum scheme.

The payment will be made in three installments upon satisfactory completion of the following deliverables:

1st installment – 10% upon the submission of inception report;

2nd installment - 30% upon the submission of draft report to the PIU and UNDP;

3rd installment –60% upon the submission of final report (English and Mongolian) and approval of

report.

9. Recommended Presentation of Offer

The following documents will be requested for the positions of international and national consultants:

* 1. Technical proposal:
* Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
* Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
* Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.
  1. Financial proposal:

Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror 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 Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

10. Criteria for Selection of the Best Offer

The following method will be used for evaluating offers:

* Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

11. Annexes to the TOR

ANNEX 1.

List of documents to be reviewed:

* UNEG evaluation policy and evaluation standards;
* Project Document;
* Annual Work Plans and Reports;
* Mission reports;
* Project Board Meeting minutes;
* Financial and audit report;
* The draft of the Reformulated Law on Disaster Protection of Mongolia;
* The National Programme on Disaster Risk Reduction with Community Participation;
* The Disaster Preparedness Plan of Mongolia;
* The Procedure for Disaster Risk Reduction Volunteers;
* The Model of Soum and Khoroo Disaster Preparedness Plan;
* The Soum Disaster Risk Reduction Programmes;
* The methodology of Disaster Risk Assessment;
* Disaster Protection Curriculums;
* Disaster Protection Manuals and Handbooks;
* Related national laws, sector strategies and policies;
* Others (meeting minutes, correspondence and TOR as needed)

List of key persons to be interviewed during the evaluation field mission:

Ulaanbaatar:

* UNDP Country Office;
* Selected Project Board Members;
* National Project Director and Alternate
* Director of Policy and Cooperation Department;
* Members of the Project Technical Committee;
* Directors of Chingeltei and Songinokhairkhan Emergency Management Departments;
* National Agency of Meteorology and Environmental Monitoring
* Khoroo Governors and officials;
* Self-Help Group members.

Aimag level:

* Aimag governors;
* Directors of Aimag Emergency Management Departments;

Project sites

* Soum governors;
* Local Partnership and Cooperation Council members;
* Project local coordinators;
* Members of forest cooperatives and herder groups;
* Officials responsible for community training classrooms.

12. Approval

This TOR is approved by:

Signature

Name and Designation B.Bunchingiv, UNDP ETL

Date of Signing

PLACE HOLDER

# **ANNEX 2. E MISSION ITINERARY**

1. ET mission programme

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N° | Activity | Weeks | | | | | | | Responsible personnel |
| I | II | III | IV | V | VI | VII |
| Aug.18-24 | Aug.25-Sep.01 | Sep.02-09 | Sep.10-15 | Sep.16-22 | Sep.23-29 | Sep.30-Oct.05 |
|  | Phase 1: Preparation, develop work plan and research methodology | | | | | | | |  |
| 1 | Develop work plan, methodology and schedule |  |  |  |  |  |  |  | Stephanie Hodge , Boldbaatar Sh |
|  | Phase 2: Research and study | | | | | | | |  |
| 2 | Review of documents and reports |  |  |  |  |  |  |  | Stanhanie Hodge , Boldbaatar Sh |
| 3 | Develop questionnaire and forms of interview and field visits |  |  |  |  |  |  |  | Stephanie Hodge , Boldbaatar Sh |
| 4 | Interview stakeholders |  |  |  |  |  |  |  | Stephanie Hodge , Boldbaatar Sh |
| 5 | Field visits to Selenge aimag |  |  |  |  |  |  |  | Project and mission team |
|  | Altanbulag soum |  |  |  |  |  |  |  | Project and mission team |
|  | Mandal soum |  |  |  |  |  |  |  |
| 6 | Field visit to Darkhan-Uul soum |  |  |  |  |  |  |  | Project and mission team |
|  | 5th and 6th  bags of Darkhan soum |  |  |  |  |  |  |  | Project and mission team |
| 7 | Field visit to Ulaanbaatar |  |  |  |  |  |  |  | Project and mission team |
|  | 4 th  khoroo of Songinokhairkhan district |  |  |  |  |  |  |  | Project and mission team |
|  | 17 th khoroo of Chingeltei dictrict |  |  |  |  |  |  |  | Project and mission team |
|  | Phase 3: Prepare draft report of Terminal evaluation | | | | | | | |  |
| 8 | Draft report of field visits and interviews |  |  |  |  |  |  |  | Stephanie Hodge, Boldbaatar Sh |
| 9 | Data compilation and Analysis of findings Bringing lessons and good practices to the attention of policy makers |  |  |  |  |  |  |  |
| 10 | Submission of draft report (Review and discussion of draft report) |  |  |  |  |  |  |  |
| 11 | Meeting with committee members to assess and report progress towards results |  |  |  |  |  |  |  | Stephanie Hodge Boldbaatar Sh |
|  | Phase 4: Submission of final evaluation report | | | | | | | |  |
| 12 | Develop draft final evaluation report with conclusions and recommendations |  |  |  |  |  |  |  | Stephanie Hodge |
| 13 | Integrate all the comments and recommendations provided by the relevant stakeholders into the final evaluation report |  |  |  |  |  |  |  |
| 14 | Submit the final evaluation reports to the committee & presentation |  |  |  |  |  |  |  |

1. Field trip itinerary

|  |  |  |
| --- | --- | --- |
| **Time** | **Event** | **Remarks** |
| **04 September, Sunday** | | |
| 18:30 | Arrival in Ulaanbaatar and checking into a hotel “Ramada” | Project team will pick up at the airport |
| **05 September, Monday** | | |
| 09:00-10:00 | Meeting with Col. Ariunbuyan. G, Deputy Chief, NEMA and ANPD | “Soyombo Hall”, NEMA |
| 10.00-11.00 | Meeting with PIU | B-205, NEMA |
| 11:00-13:00 | Review of project documents | Ms. S.Hodge  Mr. Sh.Boldbaatar |
| 13:00-14:00 | Lunch | Ms. S.Hodge  Mr. Sh.Boldbaatar |
| 14:00-16:00 | Meetings at NEMA:   * Mr. Ulziibayar. L, Lt. Col, Director, PPCD, NEMA and Chair, PTC * Mrs. Bazarragchaa. D. Major, Officer responsible for projects and programmes, PPCD, NEMA * Mrs. Tuya. Ch, Capt. Officer responsible for climate related disaster, EMD, NEMA | PTC - Project Technical Committee  PPCD - Policy, Planning and Cooperation Department  EMD - Emergency Management Department |
| 16.30-17.30 | Meeting at UNDP:   * Ms. D. Gasparikova DRR, UNDP Mongolia * Dr. Bunchingiv. B, ETL * Ms. Buyandelger. U, MEA | ETL - Environment Team Leader  MEA - Monitoring and Evaluation Analyst |
| **06 September, Tuesday** | | |
| 09:00-09.30 | Meeting at NAMEM:   * Mr. Tsogt. J, Advisor, Forecasting Division, Institute of Meteorology, Hydrology and Environment, and Member of Project Board | NAMEM - National Agency for Meteorology and Environmental Monitoring |
| 09:50-10:20 | Meeting at NEMA:   * Ph.D. Dash. P, Major General, Chair of the Project Board | B-205, NEMA |
| 11:00-12:00 | Meetings at 17th khoroo, Chingeltei district:   * Mrs. Ganchimeg, Manager, 17th khoroo * Consultation with the project beneficiary self-help groups | Project target site |
| 12:30-13:30 | Lunch | Ms. S.Hodge  Mr. Sh.Boldbaatar |
| 14:00-15:00 | Meetings at 4th khoroo, Songinokhairkhan district:   * Mr. Ganbaatar, Governor, 4th khoroo * Consultation with the project beneficiary groups | Project target site |
| 15:00-17:30 | Group discussion and interview at NEMA on the project implementation | Ms. S.Hodge  Mr. Sh.Boldbaatar |
| **07 September, Wednesday** | | |
| 07:00-13:00 | Travel to Altanbulag soum, Selenge aimag | Project target soum |
| 13:00-14:00 | Lunch | In the soum center |
| 14:00-15:00 | In the center of soum:   * Meeting with Mr. Sundui, Soum Governor * Visit to disaster protection training cabinet |  |
| 15:00-19:30 | Visit to herders’ groups and forest community and consult with them on the project implementation |  |
| 19:30-20:00 | Travel to Sukhbaatar soum (aimag center), Selenge aimag |  |
| 20:00 | Overnight stay in a hotel |  |
| **08 September, Thursday** | | |
| 09:00-11:00 | Visit to EMD, Selenge aimag:   * Meeting with Mr. Baatar. G, Col, Director, EMD, and Member of PB * Visit to training cabinet and introduction with techniques and equipment provided by the project |  |
| 11:00-13:00 | Travel to Darkhan soum, Darkhan-Uul aimag |  |
| 13:00-14:00 | Lunch | In the Darkhan city |
| 14:00-14:30 | Visit to EMD, Darkhan-Uul aimag:   * Meeting with Mr. G.Batbayar. Col, Director, EMD |  |
| 14:40-15:10 | Visit to Soum Governor’s Office:   * Meeting with Mr. Azjargal, Soum Governor |  |
| 15:10-17:30 | V bagh, Darkhan soum:   * Meeting with Mrs. Oyunchimeg, Bagh Governor * Visit to the secondary school #1 * Visit to project supported sites and consult with the beneficiaries on the project implementation |  |
| 17:30-18:30 | Dinner |  |
| 18:30 | Overnight stay in a hotel |  |
| **09 September, Friday** | | |
| 09:00-13:00 | Travel to Mandal soum. Selenge aimag |  |
| 13:00-14:00 | Lunch | In the soum center |
| 14:00-16:00 | Mandal soum, Selenge aimag:   * Meeting with Mr. Anar, Deputy Soum Governor * Meeting and consultation with school children of “Eco Club” * Meeting with the project beneficiary groups |  |
| 16:00-20:00 | Travel to Ulaanbaatar |  |
| **10-11 September, Saturday and Sunday** | | |
|  | Reviewing preliminary findings and preparing presentation | Ms. S.Hodge  Mr. Sh.Boldbaatar |
| **12 September, Monday** | | |
| 10:00-11:00 | De-briefing at UNDP:   * Ms. D. Gasparikova DRR, UNDP Mongolia * Brigadier General Badral. T, Chief, NEMA and NPD * Dr. Bunchingiv. B, ETL * Ms. Buyandelger. U, MEA | Ms. S.Hodge  Mr. Sh.Boldbaatar |
| **13 September, Tuesday** | | |
| 10:00 | Checking-out from the hotel “Ramada” and departure to the Airport |  |

# **ANNEX 3. LIST OF PERSONS INTERVIEWED**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No | Name | Position | Contact address | |
| Phone | Mail address |
|  | Mr. Ariunbuyan.G | Deputy Chief of NEMA, ANPD | 99296358 | ariunbuyan@nema.gov.mn |
|  | Mr. Dash.P | Chair of the Project Board | 99111274 | [dash@cabinet.gov.mn](mailto:dash@cabinet.gov.mn) |
|  | Mr. Ulziibayar.L | Director, PPCD, NEMA and Chair, Project Technical Committee | 99105574 | ulziibayar@nema.gov.mn |
|  | Mrs. Tuya | Officer responsible for climate related disaster, NEMA | 99809004 | [tuya@nema.gov.mn](mailto:tuya@nema.gov.mn) |
|  | Ms.Daniela Gasparikova | DRR of UNDP CO | 327585-103 | [daniela.gasparikova@undp.org](mailto:daniela.gasparikova@undp.org) |
|  | Ms. Bunchingive B | ECL of UNDP CO | 99102593 | bunchingiv. bazartseren@undp.org |
|  | Ms. Buyandelger U | Monitoring officer of UNDP CO | 327585-1112 | [buyandelger.ulziikhuu@undp.org](mailto:buyandelger.ulziikhuu@undp.org) |
|  | Ms. Altanchimeg Sh | Project Coordinator | 99869864 | [alttamir@yahoo.com](mailto:alttamir@yahoo.com) |
|  | Mr. Batmend R | Project Community Outreach officer | 99092682 | [rbatmend@gmail.com](mailto:rbatmend@gmail.com) |
|  | Ms. Erdenetsetseg | Project Accouter | 99092509 | [zeb9098@gmail.com](mailto:zeb9098@gmail.com) |
|  | Ms. Ongonsar P | Environment officer of ADB |  | opurev.consultand@adb.org |
|  | Ms. Khuyagtsetseg E | Secretary | 94084810 | Khuyagtsetseg.e@gmail.com |
|  | Mr. Khurelbaatar.V | 17th khoroo governor, Chingeltei district | 99050303 |  |
|  | Mrs. Ganchimeg | Manager, 17th khoroo, Chingeltei district | 99005274 | [ganchimegmunkhtur@yahoo.com](mailto:ganchimegmunkhtur@yahoo.com) |
|  | Mrs. Oyun-Erdene | Project coordinator, 17th khoroo, Chingeltei district | 99237282 | oyunerdene\_n@yahoo.com |
|  | Mrs. Byambajargal | Manager, 4th khoroo, Songinokhairkhan district | 91250632 | [byambaa\_baasanjaw@yahoo.com](mailto:byambaa_baasanjaw@yahoo.com) |
|  | Mr. Dandar | Deputy Chief of EMD of Selenge aimag | 99038923 | [dandar72@yahoo.com](mailto:dandar72@yahoo.com) |
|  | Mr. Tsogt | Advisor, Forecasting Division, Institute of Meteorology, Hydrology and Environment | 99859920 | [tsogt\_j@yahoo.com](mailto:tsogt_j@yahoo.com) |
|  | Mr. Zundui | Altanbulag Soum governor, Selenge aimag | 99499280 | [s\_choi25@yahoo.com](mailto:s_choi25@yahoo.com) |
|  | Ms. Yanjindulam U | Head of Governor Office of Altanbulag soum |  |  |
|  | Mr. Tumurbaatar.G | Local Project Coordinator of Altanbulag soum | 99861845 | yanjaa.yanjaa@yahoo.com |
|  | Mr. Anar.O | Deputy Governor of Mandal soum, Selenge aimag | 99051297 | rataab\_1957@yahoo.com |
|  | Ms. Baigalmaa | Head of soum governor’s office | 99091681 | [odanar@yahoo.com](mailto:odanar@yahoo.com) |
|  | Mr. Baasansuren | Head of EM Division of Mandal soum | 99765677 |  |
|  | Mr. Munkh-Erdene.B | Local Project Coordinator of Mandal soum | 99265568 | sakura\_moogii@yahoo.com |
|  | Odkhuu.Sh | Livestock specialist of Mandal soum | 94095589 | mandal\_19@yahoo.com |
|  | Mr. Baasanjargal.M | Leader of herders’ group of Mandal soum | 99804767 | [obilmerrymaker@yahoo.com](mailto:obilmerrymaker@yahoo.com) |
|  | Mr. Buyandelger.Ts | Leader of herders’ group of Mandal soum | 99249940 |  |
|  | Mr. Azjargal.B | Governor of Darkhan soum | 99372070 | boldbaatar [azjargal@yahoo.com](mailto:azjargal@yahoo.com) |
|  | Mr. Batbayar.D | Head of EMD of Darkhan-Uul aimag | 99376819 | Batbayar\_0602@yahoo.com |
|  | Mr. Gankhuu.B | Deputy Head of EMD of Darkhan-Uul aimag | 99371661 | [ganaa\_3b@yahoo.com](mailto:ganaa_3b@yahoo.com) |
|  | Mr. Turbat.N | State disaster protection inspector of EMD | 99376875 | sobranie [mon@yahoo.com](mailto:mon@yahoo.com) |
|  | Mr. Tumurbaatar.I | Commander of rescue & firefighting unit #54 | 99373270 | [tumurbaatar101@yahoo.com](mailto:tumurbaatar101@yahoo.com) |
|  | Mrs. Oyunchimeg.B | Governor of V bagh, Darkhan soum | 99913416 | oyunaa8668@yahoo.com |
|  | Mr. Naranbold | Local Project Coordinator of YI bagh of Darkhan soum | 99946363 | [naba8908@yahoo.com](mailto:naba8908@yahoo.com) |
|  | Mr. Tegshjargal | Project Coordinator of V bagh of Darkhan soum | 99377989 | [td.tegshee@yahoo.com](mailto:td.tegshee@yahoo.com) |
|  | Mr. Battulga.S | Director, Secondary school #1 | 99057347 | [bataka123@yahoo.com](mailto:bataka123@yahoo.com) |
|  | Ms. Orkhontuya | Director, school #9 | 99795790 | t.orhontuya@yahoo.com |
|  | Ms. Purevchimeg.D | Leader, “Khamtiin khuch” group | 99405402 | [d\_pu9097@yahoo.com](mailto:d_pu9097@yahoo.com) |
|  | Ms. Yumchinsuren.B | Leader, “Suld” group | 99012449 | [yumchee\_banzragch@yahoo.com](mailto:yumchee_banzragch@yahoo.com) |
|  | Mr. Namshir.T | leader, “Oyunii khurd” group | 99774349 | namshir@gmail31 |

# 

# **ANNEX 4. NOTES OF MEETINGS AND SUMMARY OF FIELD VISITS**

Minutes of field trip meetings

September 3—13, 2016

Date: 9-5, 16, 9:00–11:00 pm

Location: NEMA

Activity: DRM Evaluation, Debrief orientation with NEMA Deputy

Participants: Hodge, **Ariunbuyan (Deputy Chief, NEMA and Alternative NPD),** Mrs. Altanchimeg (project coordinator), Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

* Implemented between 2013-2016 with funding of 2.3 million USD from the Government of Luxembourg (1.5 million USD), RBAP Climate Risk Management Fund, FCO Strategic Programme Fund and Bilateral Programme Fund)
* Project implementation was very successful with many good practices and positive outcomes;

Project outcomes:

* At policy level:
  + Reformulation of the Law on Disaster Protection & Development of the Law on Legal Status of Emergency Management Organizations (concepts were approved & pending approval in autumn session of the Parliament);

Approved legal documents:

* + “The National Disaster Protection Plan of Mongolia” (by the Government Resolution # 416, 19 October 2015);
  + National Programme for Disaster Risk Reduction with Community Participation (by the Government Resolution # 303, 20 July 2015);
  + Action Plan for the National Programme for DRR with Community Participation (approved);
  + Common Procedures for Disaster Protection Volunteers (approved);
  + Guidelines of Disaster Protection Volunteers (approved);
  + The Model Disaster Preparedness Plan for Soum and Khoroo (by the order # A/132, 2015 of the Chief, NEMA);
  + Disaster Risk Indicators & Assessment Methodology;
* For creating and strengthening DRR mechanisms at local level:
  + 10 soums and 1 khoroo had medium term plan for DRR and up to 20% of Local Development Fund is spent for implementation of it;
  + 14 partnership and cooperation councils and 67 herders group and forest cooperatives were newly established & 111 volunteer group operations were restored;
  + Disaster risks of 1 province, 11 soums, 2 khoroos and 2 baghs were assessed with community participation based on the approved risks assessment methodology;
  + Over 2500 volunteers trained for DRR and provided with fire-fighting and other technical equipment and are actively involving in rescue operations;
  + 3 soums were provided with weather station data loggers;
  + In framework of the “Early warning mass messaging” initiative, 319 soums of 21 province and 40 Emergency Management Organizations were provided with required software programme and technical equipment. Meteorological and emergency officers were trained for application of the software. This system is being used permanently by NEMA and NAMEM saving lives and properties of many people, especially herders.
  + 65 small grant projects were implemented and herder groups, forest cooperatives and self-help groups were strengthened;
  + Fire protection strips were established surrounding winter and spring camps of 880 households and they proved to be very effective during the fire outbreak in March and April;
  + For reducing drought and dzud risks, fodder preparation equipment were procured to 11 soums of 5 provinces and trainings on planting livestock fodder and preparation of silage were conducted involving over 550 herders. After the training herders prepared silage themselves;
* For raising public awareness on DRR:
  + Training handbooks and manuals were developed for 7 target groups and school curriculums for senior emergency officers, disaster response task forces, volunteers, officials and citizens were approved;
  + DRR cabinets were established in 14 project target areas benefitting to over 10000 people;
  + Smart phone application “Ankhaar” was created and became use of over 5500 people;
  + The “Rescuer” studio was provided with required technical equipment. Awareness raising programs are permanently broadcasted through TV channels with interpretation of sign language for hearing impaired people;
* For strengthening emergency management services:
* Over 455 emergency officers were strengthened through the following trainings, drills and exercises:
  + Training of trainers with certification;
  + Drill and exercise on “Search and Rescue in the Collapsed Buildings”;
  + Search and rescue exercise in still water;
  + Consecutive trainings of water-rescuers, water-rescuer-instructor and diver level IVat Baikalsk Rescuer Training Center;
* 400 million tugriks of technical equipment was procured to emergency organizations:
  + Technical equipment of the “Rescuer” studio next to NEMA;
  + Water motorcycle;
  + Group communication set;
  + Online conference equipment;
  + Cabinets in 5 provincial EMDs;
  + Paramedical training center.

**Gaps & Concerns:**

* More jobs should be created;
* There is little or no coherence between local and state development policies;
* Too many goats compared to capacity of grassland, thus deteriorating pastureland;
* Herders are not using and benefitting from Index based Livestock insurance;
* Shortage of budget and funding for concerned issues and planned activities;
* Rapid migration to urban areas, especially to UB;

**Observations/Findings**

……………………………………………………………………………………..

Date: 9-5, 16, 11:00-14:00

Location: PIU office, NEMA

Activity: DRM evaluation

Participants: Meeting PIU Team

**Main points:**

* Power point presentation is enclosed.

**Observations/Insights**

…………………………………………………………………………………………………………………………….

Date: 9-5, 16, 11:00-14:00

Location: PIU office room, NEMA

Activity: DRM evaluation

Participants: Meeting PIU Team

**Main points:**

**Observations/Insights**

…………………………………………………………………………………………………………………………….

Date: 9-5, 14:30–15:00 pm

Location: NEMA

Activity: DRM evaluation

Participants: Hodge, **Mrs. Tuya (Capt.Officer responsible for climate related disaster, NEMA),** Mrs. Altanchimeg (project coordinator), Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

**Questions:** Benefit of early warning mass messaging? For what kind of hazards & risks is this system effective? Is there two way information exchange & feedback (from state orgs to residents & from residents to releant orgs)? Will it be sustainable after the project? Howit functions?What was the role of the project for this system? Does Anhaar app have weather forecast or is it possible to disseminate weather forecast through Ankhaar app?

Benefits:

* Enabled messaging directly to recipients without sending official letter to cellular operators;
* Mass messaging proved to be very effective during strong storms, fire outbreak, flooding and water related accidents.
* About 75,000 people received early warning through mass messaging in 2015;

Sustainability:

* Official task #2 (2015.05.13) of the State Emergency Commission to the chair of local emergency commissions, provincial and city governors: allocation of 100,000-150,000 tugriks in the annual local budget for mass messaging;
* Official letter #1/563 (2015.10.09) by NAMEM to DPM: requested official letter by DPM to provincial and city governors on implementing official task #2 (2015.05.13) of the SEC. (DPM sent the official letter)

**Observations/Findings**

………………………………………………………………………………………………………………

Date: 9-5, 15:00 – 16:00 pm

Location: NEMA

Activity: DRM evaluation

Participants: Hodge, **Mr.** **Ulziibayar (Capt Lt. Col, Director, PPCD, NEMA and Chair, Project Technical Committee),** Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

* The project implementation was successful.

Collaboration with the project:

* Reformulation of the Law on Disaster Protection; (more focused on DRR including disaster prevention in line with international trends)
* Development of the new Law on Legal Status of Emergency Management Organizations;
* Development of “National Programme on Disaster Risk Reduction with Community Participation”;
* Development of “Common Procedures for DRR Volunteers” & “Guidelines of DRR Volunteers”;
* Formulation of implementation plan of “Sendai Framework for DRR” ;
* The first forum on supporting Private Public Partnership for DRR jointly with the project and National Chamber of Commerce and Industry;
* Consultative discussion with the DRR projects and programmes for improving coherence and preventing duplicated efforts;

Gaps:

* Trainings & awareness raising activities should be scaled up;
* Shortage of funding for some planned activities;

Physical structure & interagency coordination for disaster management

* Each relevant ministry has disaster protection services at both national & local levels. They are responsible for managing disaster protection activities at their organizations and ensuring their coherence with DRR activities of NEMA and other ministries;
* Emergency Commissions are established at national and local levels. During the emergency time their meetings are held at the Government house, as they have no office due to lack of budget;

**Observations/Findings**

………………………………………………………………………………………………………………

Date: 9-06, 9:00–10:15 pm

Location: PIU office room, NEMA

Activity: DRM evaluation

Meeting Participants: Hodge, **Mr. Dash (Chair of the Project Board),** Mrs. Altanchimeg (project coordinator), Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

* The project implementation was successful;
* The project not only strengthened capacities of emergency organizations, task forces, but also general public;
* Project initiatives effectively fed into the NEMA operations;
* The most notable achievements of the project among many:
  + Early warning mass messaging: very effective for disaster prevention;
  + Fire protection strips saved properties and lives of many people;
  + “Ankhaar” application: widespread use by general public;

NEMA’s role in knowledge management & information exchange:

* Disaster management is a business of all people;
* Main roles of NEMA: Interagency coordination for DM activities & provision and facilitation of information exchange;

Gaps:

* Existing technical capacities (specifically earthquake early warning system) should be improved, no need of whole new system currently. Ex: Current system does not allow hazard identification (especially hazards covering small area) and warning dissemination that is prompt enough to take required measures. Working group composed of parliament members are working on it.
* Feasible approaches for improvement should be identified based on study;
* Project good practices at local level should be disseminated to other areas of the country;

For improving livelihood:

* Activities for improving livelihood of the herders were reflected in the election agenda of the winning party. Due to still ongoing election process notable progress have not been observed towards this goal;

UNDP’S role in the project implementation in your opinion:

* UNDP puts sufficient effort and maintains close cooperation with the projects;
* I value their efforts and contribution to success of the projects;
* I do not recall any negativity and frustration concerning this issue;

**Observations/Findings**

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Date: 9-06, 10:30–11:00 pm

Location: National Agency for Meteorology and Environmental Monitoring

Activity:

Meeting: Hodge, **Mr. Tsogt (Advisor, Forecasting Division, Institute of Meteorology, Hydrology and Environment, and Member of Project Board),** Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

* Mr. Tsogt has been DRM focal point of the NAMEM since 2002;
* “Agreement on Cooperation” & a fiber optic cable between NEMA & NAMEM;
* Frequency of weather related hazards is increasing; there are many studies on it, but no practical work.
* The Government issued a resolution and initiated the project “Earthquake early warning system” in 2011. This enabled prompt dissemination of early warning through 3 TV Channels, 10 FM radios, 80 sirens and 2 cellular operators interrupting through their regular programs.
* The Government resolution #286 of 2015 finalized terminologies and timing of early warning for weather related hazards and assessment methodologies of droughts and dzud conditions;
* MoU between NEMA & NAMEM was last renewed in 2014. NAMEM has MoUs with many state organizations those responsible for construction, transportation, railway and mining etc.;
* NAMEM officers attend to almost all kind of trainings, especially those on disaster prevention, being conducted by NEMA and the project.
* In 2011, NAMEM was provided with super computer with storage capacity of 40 TB, which enabled early detection of potential widespread hazards and long-term projection. But it needs to be renewed now;

Project intervention:

* Amount of livestock loss and people lives has significantly decreased at local level thanks to prompt dissemination of localized weather forecast (early warning mass messaging);
* 3 soum meteorological stations of 3 provinces were provided with data loggers which enabled 24 hours of weather observation instead of just 3 observations a day;
* Meteorological officers were strengthened both in terms of knowledge and technical capacity;

Gaps:

* Having emergency officer at soum level is a good add-on to work force at soum meteorological stations which are not sufficient enough. (5 officers at 135 soum meteorological stations & only 1 officer at other 186 stations)
* Need of coordination and integrated network of radio locators.
* Technical capacity does not allow detection and identification of potential hazards early enough;

**Observations/Findings**

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Date: 9-06, 11:30 – 1:30 pm

Location: XVII khoroo governor’s office, Chingeltei district

Activity:

Meeting participants: Hodge, **Mr. V.Khurelbaatar (17th khoroo governor),** **Mrs. Ganchimeg** **(Manager, 17th khoroo),** **Mrs. Oyun-Erdene** **(Project Coordinator),** Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

* One of 19 khoroos in Chingeltei district;
* Big khoroo having a large territory and with residents of 15,000 out of 170,000 in Chingeltei district;
* Landscape is mountainous having little or no flat areas; (it poses many kind of risks)
* Since 2000 the khoroo has enlarged greatly with significant number of people inhabited in unpermitted and risk prone areas where fire trucks are unable to reach. They increase their risks by putting their garbage and ashes in an open area and taking their electricity from electricity pole of other households;
* The project has been implemented in the khoroo since 2006. The project intervention is highly appreciated by the residents, khoroo and even district administration;
* DRR approaches are getting better (from DRR donations to awareness raising and community involvement)
* DRR awareness and attitude of the residents are improving. Khoroo residents were strengthened both in terms of knowledge and technical capacity and became able to identify and prevent potential risks;
* Learnt to work effectively as a volunteer group (15 volunteer groups and 3 of them were newly established by the project;

Project initiatives & small grant projects:

* Stairway on the slippery and risky slope benefitted over 100 people of 30 households
* New road enabled vehicle access to households;
* DRR training cabinet was established;
* Ash containers, sirens and set of firefighting equipment were provided to 60 vulnerable households as a good practice for other households etc
* Risks assessment and risk and vulnerability map with community participation;
* Identification signs for household fences;
* Street lights were improved;

Livelihood of the residents & Gaps:

* About 20% of the residents are living below the poverty line;
* Focusing on supporting small family business initiatives (sewing of garments and accessories, greenhouse production etc.,), especially that of disabled people, however marketing and selling their products is the biggest challenge. Further support is needed on it;

**Observations/Findings**

……………………………………………………………………………………………………………

Date: 9-06, 14:30–16:30 pm

Location: IV khoroo governor’s office, Chingeltei district

Activity:

Meeting participants: Hodge, **Mrs. Byambajargal** **(Manager, 4th khoroo),** **Mrs. B.Batdelger** **(Project Coordinator),** Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer), Mrs. Khuyagtsetseg (Public relations officer, translator)

**Main points:**

* Has 8000 residents of 2000 households;
* 1 partnership and cooperation council & 3 volunteer groups were established;

Project initiatives & 4 small grant projects that worth about 10 million tugriks:

* Citizen’s cabinet was established
* Identification signs for household fences;
* Street lights were improved;
* Unpaved roads were created;
* Ash containers, sirens and set of firefighting equipment were provided to 60 vulnerable households as a good practice for other households etc
* Risks assessment and risk and vulnerability map with community participation;

Date: 9-7, 16,

Location: Altanbulag soum, Selenge aimag

Activity: Meeting & Visit to disaster protection training cabinet

Participants: Hodge, **Zundui (Soum governor),** U.Yanjindulam (Governor of Selenge aimag), Tumurbaatar.G (local coordinator), “Ivtseg oi” forest cooperative members, “Ikh Ovoo” group members, Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer)

**Main points:**

* The project implementation in the soum is successful, especially for raising knowledge and awareness of the communities on DRR & disaster protection;
* Provision of fire fighting equipment and establishment of DRR training cabinet were the most effective.
* Fire outbreak frequency of the last 3 years has decreased compared with the previous years and damage was reduced by over 70 percent. Forest cooperatives really appreciate and value the quality of a blower;
* Soum development fund and local communities also contributed financing the project implementation;
* Partnership and cooperation council will ensure continuity of the project good practices;
* Soum DRR programme ensured allocating up to 20 percent of soum development fund for DRR;

**Observations/Findings**

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Date: 9-8, 16, 09:00-11:00

Location: Selenge EMD

Activity:

Participants: Hodge, **Mr. Dandar.P (Lieutenant Colonel, Deputy Director of Selenge EMD),** Mr.Boldbaatar, (national consultant), Mr. Batmend (Project Community Outreach officer)

**Main points:**

* DRR training cabinet was very well furnished and beneficial;
* Other organizations and local residents are eager to attend the trainings being organized in the DRR cabinet;

**Observations/Findings**

……………………………………………………………………………………..

Date: 9-8, 16, 14:00-17:30

Location: Darkhan-Uul province

Activity:

Participants: Hodge, **Mr. Batbayar.D (Lieutenant Colonel, Director of Darkhan-Uul EMD),** Mr.Gankhuu.B, (**Lieutenant Colonel, Deputy Director of Darkhan-Uul EMD**), Mr. Turbat.N (Lieutenant, state disaster protection inspector), Tumurbaatar.I (commander of rescue & fire fighting unit #54), Mr. Naranbold and Mr. Tegshjargal (local coordinators), Mr. Batmend (Project Community Outreach officer)

**Main points:**

* DRR cabinets proved to be very effective for training and improving DRR awareness of residents and school children;
* Risk of the area surrounding the bridge was assessed with participation of the communities. Based on the assessment bridge was established and reduced risks of falling down due to slippery;
* Training on fire prevention reduced fire risks by up to 70%;
* Many effective DRR trainings were conducted by the project coordinators;

**Observations/Findings**

……………………………………………………………………………………..

Date: 9-8, 16, 14:00-17:30

Location: Darkhan soum

Activity:

Participants: Hodge, Mr. Azjargal.B (Darkhan soum governor), Mrs. Oyunchimeg.B (governor of V bagh, Darkhan soum), Mr. Battulga.S (Director, Secondary school #1), Purevchimeg.D (leader, “Khamtiin khuch” group), Yumchinsuren.B (leader, “Suld” group), Namshir.T (leader, “Oyunii khurd” group), Orkhontuya (Director, school #9) and 50 pupils representing the “Young Rescuer” group

**Main points:**

* The project was beneficial to not only 2 target baghs but also to Darkhan soum;
* Capacity building and awareness raising activities were the most effective, as positive change is observed in attitude and mindset of people towards DRR;
* DRR training cabinets proved to be very effective for improving knowledge and awareness of not only school children but also their parents and local communities;
* Electricity wiring of the old apartment was replaced with safe higher quality ones. This initiative encouraged the Darkhan soum administration to eliminate all electricity related risks of the old buildings with funding from the provincial administration;

**Observations/Findings**

……………………………………………………………………………………..

Date: 9-9, 16, 14:00-16:00

Location: Mandal soum, Selenge province

Activity:

Participants: Hodge, Mr. Anar.O (Deputy governor of Mandal soum), Mr. Baigalmaa (head of soum governor’s office), Mr. Munkh-Erdene.B (local coordinator), Mr. Baasansuren (head of Mandal soum EMDivision), Odkhuu.Sh (state inspector), “Geo-Eco” club members (school children), Mr. Baasanjargal.M, (leader of herders’ group), herders’ group having a leader of Mr. Buyandelger.Ts,

**Main points:**

* DRR knowledge and awareness of local residents including children has been increased significantly;
* “Risk free future” youth contest on DRR was organized successfully involving over 1000 children of 6 secondary schools;
* Volunteer club of school children called “Geo-Eco” was established by the soum project coordinator;
* “Geo-Eco” club is very active and initiated many effective activities for DRR;
* Visited herders’ group during their preparation of livestock fodder and silage;
* Many herders started to prepare silage themselves based on their knowledge obtained through practical training by the project;

**Observations/Findings**

*……………………………………………………………………………………..*

# **ANNEX 5. LIST OF DOCUMENTS REVIEWED**

1. Annual Report—2013
2. Annual Report—2014
3. The RBAP CRMF Progress Report—2014
4. The RBAP CRMF Terminal Report—2014
5. UK Report—2014
6. Annual Report—2015
7. UNEG evaluation policy and evaluation standards
8. Project Document
9. Annual Work Plans and Reports
10. Mission reports
11. Project Board Meeting minutes
12. Financial and Audit Report
13. The draft of the Reformulated Law on Disaster Protection of Mongolia
14. The National Programme on Disaster Risk Reduction with Community Participation
15. The Disaster Preparedness Plan of Mongolia
16. The Procedure for Disaster Risk Reduction Volunteers
17. The Model of Soum and Khoroo Disaster Preparedness Plan
18. The Soum Disaster Risk Reduction Programmes
19. The Methodology of Disaster Risk Assessment
20. Disaster Protection Curriculums
21. Disaster Protection Manuals and Handbooks
22. Related national laws, sector strategies and policies
23. Others (meeting minutes, correspondence and TORs as needed)

# **ANNEX 6. QUESTIONNAIRE AND FOCUS GROUP QUESTIONS**

1. Project Design, Management and Implémentation

Guide Questionnaire

* Please answer all questions to the best of your abilities

1. Project Formulation/Design

* Conceptualization/Design (R): risks and assumptions
  1. Explain some of the *inherent assumptions* in the original design? Were they correct? Examples include:
     1. Scope of project vs. funding and capacity?
     2. Scale up possibilities?
     3. Sustainability- funding mechanisms, etc.?
     4. Capacities
     5. others
  2. Please provide an elaboration of the project conceptualization process to the best of your knowledge?
  3. Is the Log frame still appropriate? Should baselines be added and indicator adjusted at TE?
  4. Does the risk matrix make sense and is it appropriate? Should it be upgraded? Is it used as management tool? How are risks mitigated?
  5. How would you rate the design on a scale of 1-5? (with five being highest)
* Country ownership/Driven-ness
  1. How do the government partners engage / interact with this program? Is the project a national priority? Why or Why not? What is the institutional home of this project? Is this the optimal home? What is the status of legislation supportive of the program expected outcomes? Are there enforcement mechanisms? Could the project be housed in another institution?
* Stakeholder participation in design (R):
  1. Who are the key project stakeholders/beneficiaries? Describe how stakeholders are involved in the design process?
  2. How would you rate the stakeholder participation on a scale of 1-5? (with 5 being the highest)
* Replication approach:
  1. Does this project have a design/approach that can be replicated regionally, nationally or globally? Give evidence. Why or Why not?
* UNDP/AFB role:
  1. Describe the UNDP Country office and AFB contribution in management and implementation.
* Linkages between project and other interventions within the sector
  1. Describe the linkages between this project and other similar projects in the sector?
* Other aspects:
  1. Provide your rating of project design on a scale of 1—5 (with five being the highest rating possible).

1. Implementation/management approach (R):
   * Does the PMU employ the logical framework as a management tool? Provide concrete examples.
   * Provide concrete examples of PMU and stakeholders use of adaptive management, i.e. comprehensive and realistic work plans every year?
   * Do you know of use of and establishment of electronic information technologies to support implementation, participation and monitoring?
   * Please draw the current project management and implementation arrangements?
   * Describe the general operational relationships between the various institutions involved and others and how these relationships have contributed to effective implementation and achievement of project outcomes. Give examples i.e. trainings- name and place etc.
   * How would you rate the implementation approach on a scale of 1-5? (Five is the highest rating possible)
2. Monitoring and Evaluation (R):

* Did project staff or stakeholders undertake periodic oversight?
* How often does the Project Board and the Steering Committee meet?
  + Can you please describe what evaluations and or studies you have conducted on aspects of project?
  + Describe the systems and tools employed for MxE, i.e. log frame, baselines established? - Project indicators - assess? Are there results and progress indicators? Describe data analysis process?
  + List staff and designation of responsibilities with respect to MxE i.e. capacities and resources for MxE?
  + How would you rate the MxE on a scale of 1-5? (Five is the highest rating possible)

1. Partnership strategies
   1. Ask whether partnerships are appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and whether these have contributed to improved delivery.
   2. Ask about the degree of stakeholder and partner involvement in the various processes related to the outputs and outcome.
   3. How can synergies be built with other projects within the sector?
2. Stakeholder Participation and Implementation (R):
   * How is information produced and disseminated by the project?
   * How are the local resource users and NGO participation in project and decision making? Please provide examples. Please comment on the overall strengths and weaknesses of the approach adopted by the project with regards to stakeholder participation and implementation.
   * Please describe the process and result of the establishment of partnerships and collaborative relationships developed by the project with local, national and international entities. Describe the effect of these on project implementation.
   * Describe the involvement of government institutions in project implementation, the extent of government support of the project.
   * How would you rate the stakeholder participation and implementation on a scale of 1-5? (Five is the highest rating possible).
3. Financial planning:
   * List activities and provide project cost by activity, outputs and activities(provide info to enable to allow an analysis of delivery by percentage)
   * Describe the financial management (including disbursement issues),
   * Describe the co-financing arrangements/agreements .Is this suitable?
   * Has a project audit been conducted? What are the major findings? Do you agree?
   * Fill in the co-financing and leveraged resources table—Annex 3
4. Describe in details the execution and implementation modalities:

* Is National Implementation NIM working or not?
* Describe the effectiveness of UNDP counterpart and project coordinators unit in participation in selection, recruitment, assignment of experts and national counterpart staff and in the definition of tasks and responsibilities.
* Provide names, levels and times when staff was hired and left. PMU and at site /demonstration projects.
* Are there any problems with the implementation i.e. current flow of staff in and out of the project, others?
* Describe the hiring process for PMU staff. Who is responsible for this? Are the donor and government partners involved?
* Is the work of the PMU sustainable? Is this a realistic assumption given the existing PMU resources and staff responsibilities?
* Describe the financial officer’s roles? Does this work? Is it strategic and operational support toward project outcomes and for implementation?
* Does the project receive external technical backstopping and support from the wider partner knowledge network? Why or why not?
* Do you think the procurement process is streamlined and efficient? Describe it. How to improve it? How does it affect overall implementation and expected results?

2. For local communities

|  |  |  |  |
| --- | --- | --- | --- |
| What are some suggested improvements in the human resources situation?Question: My involvement in the project activities has… | None | Some-what | A lot |
| Given me more awareness about disasters and disaster management |  |  |  |
| Given me new skills to better prepare *before* disasters happen |  |  |  |
| Given me new skills to better deal with disasters *when* they occur |  |  |  |
| Given me new skills to better respond *after* disasters happen |  |  |  |
| Given me access to better information to deal with disasters |  |  |  |
| Given me access to more material support to deal with disasters |  |  |  |
|  |  |  |  |
| Allowed me to do some joint activities with *neighbors* to better manage disasters |  |  |  |
| Allowed me to do some joint activities with *government staff* to better manage disasters |  |  |  |
| Allowed me to benefit from the small grant fund project(s) |  |  |  |
| Allowed me to take part in activities to increase the small grant fund |  |  |  |
|  |  |  |  |
| Contributed to the reduction of the occurrence of fires |  |  |  |
| Contributed to the reduction of damage caused by fires |  |  |  |
| Contributed to be better prepared for drought |  |  |  |
| Contributed to be better prepared for snowstorms |  |  |  |
| Contributed to be better prepared for sandstorms |  |  |  |
| Contributed to be better prepared for zud |  |  |  |
|  |  |  |  |
| Contributed to increased production of hay and/or fodder |  |  |  |
| Contributed to diversify income sources |  |  |  |
| Contributed to increased income |  |  |  |
| Contributed to better health of the household |  |  |  |
| Contributed to increased food security of the household |  |  |  |
| Contributed to the household feeling less vulnerable |  |  |  |
| Contributed to new household activities which are not related to the project |  |  |  |
| Contributed to new activities of the community which are not related to the project |  |  |  |

# **ANNEX 7. COMMENTS BY STAKEHOLDERS (ONLY IN CASE OF DISCREPANCIES WITH EVALUATION FINDINGS AND CONCLUSIONS).**

# **ANNEX 8. FINANCES, SUPPORTIVE TABLES**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Output | 2013 | | | 2014 | | | | **2015** | | | **2016** | | | **Total** | | | | | | | | |
| ProDoc Budget | Approved Budget | Expenditure (LUX) | ProDoc Budget | Approved Budget | Expenditure (LUX) | Expenditure (including funding from RBAP and UK) | ProDoc Budget | Approved Budget | Expenditure (LUX) | ProDoc Budget | Approved Budget | Expenditure (LUX) | **Expenditure (including funding from CERF)** | | **ProDoc Budget (LUX)** | | **Approved Budget** | | **Expenditure (LUX)** | | **Expenditure (including funding from RBAP, UK and CERF)** | | |
|  |  |  |  |  |  | 8,256.58 | 8216.51 |  |  | 5,986.66 |  |  | (1,728.17) | | (1,728.17) | | - | | - | | 12,515.07 | | | 12,475.00 | |
| Output 1 | 69,000.00 | 71,166.00 | 60,758.23 | 73,000.00 | 25,424.00 | 5,876.36 | 5,876.36 | 3,000.00 | 75,734.00 | 46,677.06 |  |  | 6,398.26 | | 6,398.26 | | 145,000.00 | | 172,324.00 | | 119,709.91 | | | 119,709.91 | |
| Output 2 | 111,000.00 | 94,775.00 | 64,704.42 | 220,000.00 | 235,273.00 | 190,608.38 | 190,608.38 | 165,000.00 | 254,475.00 | 283,452.88 | 72,500.00 | 130,751.13 | 56,456.49 | | 56,456.49 | | 568,500.00 | | 715,274.13 | | 595,222.17 | | | 595,222.17 | |
| Output 3 |  | 1,545.00 | 13,925.23 | 147,000.00 | 69,174.00 | 38,632.21 | 38,632.21 | 122,000.00 | 148,470.00 | 147,283.05 | 27,500.00 | 27,500.00 | 5,484.11 | | 5,484.11 | | 296,500.00 | | 246,689.00 | | 205,324.60 | | | 205,324.60 | |
| Output 4 (mgmt) | 86,120.00 | 65,245.94 | 91,606.27 | 148,070.00 | 98,668.00 | 82,585.63 | 82,585.63 | 124,280.00 | 130,258.00 | 95,709.68 | 131,530.00 | 147,635.33 | 47,421.92 | | 47,421.92 | | 490,000.00 | | 441,807.27 | | 317,323.50 | | | 317,323.50 | |
| Output 5 (BCPR+APRC) |  |  |  |  | 270,000.00 | 76,919.08 | 276,677.12 |  |  | 708.50 |  |  |  | |  | | - | | 270,000.00 | | 77,627.58 | | | 277,385.62 | |
| Output 6 (UK) |  |  |  |  | 70,000.00 | 1,304.15 | 71,304.15 |  |  |  |  |  |  | |  | | - | | 70,000.00 | | 1,304.15 | | | 71,304.15 | |
| Output 7 (CERF) |  |  |  |  |  |  |  |  |  |  |  | 500,285.00 |  | | 494,718.53 | | - | | 500,285.00 | | - | | | 494,718.53 | |
| Advance |  |  |  |  |  |  |  |  |  | (665.71) |  |  |  | |  | | - | | - | | (665.71) | | | (665.71) | |
| **Total** | **266,120.00** | **232,731.94** | **230,994.15** | **588,070.00** | **768,539.00** | **404,182.39** | **673,900.36** | **414,280.00** | **608,937.00** | **579,152.12** | **231,530.00** | **806,171.46** | **114,032.61** | | **608,751.14** | | **1,500,000.00** | | **2,416,379.40** | | **1,328,361.27** | | | **2,092,797.77** | |

# **ANNEX 9. PROJECT TRAININGS CONDUCTED**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | | | | | | | | | |
|  |  |  |  |  |  |  |  |  | | | |
| # | Name of the training | Trainees | Date | Number of participants | M | F | Co-organized | Certificate obtained | | | |
| Output 1 | | | | | | | | | | | |
| 1 | Inception Workshop | | Relevant stakeholders | | 06 Dec 2013 | | 102 | 62 | 40 | NEMA | no |
| 2 | Consultative Discussion on Reformulated Law on Disaster Protection and Law on Legal Status of Disaster Management Organizations | | Officers and Sergeants of NEMA | | 18–19 Dec 2013 | | 140 | 117 | 23 | NEMA | no |
| 3 | Consultative Discussion on Reformulated Law on Disaster Protection and Law on Legal Status of Disaster Management Organizations | | Senior emergency managers | | 14 Jan 2014 | | 103 | 98 | 5 | NEMA | no |
| 4 | Consultative Discussion on Reformulated Law on Disaster Protection and Law on Legal Status of Disaster Management Organizations | | Representatives from government organizations, NGOs and international organizations | | 17 Mar 2014 | | 60 | 36 | 24 | NEMA and IFRC | no |
| 5 | Discussion of the draft National Disaster Protection Plan | | Emergency managers | | 02-03 Apr 2014 | | 45 | 38 | 7 | NEMA | no |
| 6 | Training course on Mainstreaming Disaster Risk Reduction (DRR) Into the National Development Planning Process in Mongolia | | Representatives from relevant agencies and local authorities | | 3–6 Jun 2014 | | 40 | 29 | 11 | ADPC and NEMA | no |
| 7 | Discussion on Soum Disaster Risk Reduction Programme | | Officials, herders and residents of Selenge soum, Bulgan aimag | | 18 Sep 2014 | | 50 | 18 | 32 | NEMA | no |
| 8 | Discussion on a draft National Programme on Community Based Disaster Risk Reduction | | Officers from the Capital City Emergency Management Department (EMD), Special Rescue Unit and other stakeholders. | | 15 Oct 2014 | | 70 | 53 | 17 | NEMA | no |
| 9 | 11 trainings on mapping hazards and assessing vulnerabilities and response capacities | | local residents of 11 target soums of 5 provinces | | April–Nov 2015 | | 547 | 252 | 295 | NEMA | no |
| 10 | The national workshop “Disaster Risk Reduction” | | Representatives from governmental, nongovernmental and international organizations and local administrations | | 5 January 2016 | | 141 | 104 | 37 | NEMA | no |
| 11 | 2 trainings “Mainstreaming Disaster Risk Reduction into Development Policy and Planning” | | Representatives from GO, NGOs and international organizations and local administrations | | 11–12 May 2015 6 Jan 2016 | | 156 | 116 | 40 | NEMA | no |
| 12 | Consultative discussion on "Implementing, funding, assessing and monitoring of urban and rural disaster risk reduction" | | Target soum, khoroo and bagh authorities and local Partnership and Cooperation Councils | | 11 Aug 2016 | | 101 | 58 | 43 | NEMA | no |
| Output 2 | | | | | | | | | | | |
| 13 | Training on CBDRR in Undurkhaan, Khentii aimag | | Soum Governors of Khentii, Gobisumber, Dornod, Dornogobi, Dundgobi and Sukhbaatar provinces, project local coordinators | | 3–5 Oct 2013 | | 35 | 28 | 7 | ADPC and NEMA | no |
| 14 | Training on CBDRR in Sukhbaatar, Selenge aimag | | Governors of the soums in Selenge, Tuv, Darkhan, Erdenet, Uvurkhangai, Arkhangai provinces as well as local coordinators of the project. | | 9–11 Oct 2013 | | 34 | 25 | 9 | ADPC and NEMA | no |
| 15 | Training of instructors | | Specialists responsible for disaster prevention and training | | 7–20 Nov 2013 | | 43 | 25 | 18 | Educational Institute and NEMA | yes |
| 16 | Refresher Course | | Senior specialists responsible for disaster protection planning and preparedness | | 18–20 Nov 2013 | | 32 | 32 | - | NEMA | no |
| 17 | TV training programme on "Basic Lifesaving Aid" | | General Public | | 2014 | | 10% of TV viewers | n/a | n/a | NEMA | no |
| 18 | TV training programme on "Traditional knowledge on DRR" | | General Public | | 2014 | | 10% of TV viewers | n/a | n/a | NEMA | no |
| 19 | "NEMA Open Day" | | General Public | | 19 June 2014 | | 2800 | n/a | n/a | NEMA | no |
| 20 | Training of trainers for water search and rescue at Baikalsk Rescuers' Center, Russia | | Officers of NEMA | | 11–29 Aug 2014 | | 11 | 11 | - | NEMA, Emerson Russia | yes |
| 21 | Training of water-rescuers at Baikalsk Rescuers' Center, Russia | | Rescuers | | 2–13 Sep 2014 | | 16 | 16 |  | NEMA, Emercom Russia | yes |
| 22 | Training and exercise on “Search-and-Rescue in the Collapsed Buildings” | | Emergency managers and rescuers from NEMA, Rescue Special Unit, EMDs of Darkhan-Uul, Orkhon, Selenge and Bulgan provinces | | 4–9 May 2014 | | 253 | 236 | 17 | NEMA | no |
| 23 | Divers’ training at Ugii lake, Arkhangai aimag | | Water-rescuers of EMDs of Orkhon, Bulgan, Uvurkhangai and Arkhangai Rescue Special Unit, NEMA. | | 20–25 Jul 2014 | | 66 | 63 | 3 | NEMA | no |
| 24 | 13 training courses strengthening capacity of volunteers and disaster response task forces | | Volunteers and disaster response task forces in 13 project target soums and khoroos | | Mar–Nov 2014 | | 821 | 287 | 534 | NEMA, MDC and Mr. Dambii | no |
| 25 | “Risk Free Future” youth contest on DRR | | School children of 6 secondary schools in Mandal soum, Selenge aimag | | 21–22 Nov 2014 | | 1000 | 500 | 500 | NEMA | no |
| 26 | Training of water-rescuers at Baikalsk Rescuers' Center, Russia | | Rescuers | | 15–26 Jun 2015 | | 11 | 11 | - | NEMA, Emercom Russia | yes |
| 27 | Training of trainers for water search and rescue at Baikalsk Rescuers' Center, Russia | | Officers of NEMA | | 17 Aug–04 Sep 2015 | | 11 | 11 | - | NEMA, Emercom Russia | yes |
| 28 | The course of “Diver level IV” | | Rescuers | | 7 Sep–15 Oct 2015 | | 7 | 7 | - | NEMA, Emercom Russia | yes |
| 29 | 11 disaster response trainings | | DRR volunteers and local disaster response task forces in 7 soums, 2 khoroos and 2 baghs | | Apr–Nov 2015 | | 992 | 454 | 538 | NEMA | No |
| 30 | “Training of instructors” | | NEMA officers in charge of training, advocacy and disaster prevention | | 1–14 Oct 2015 | | 37 | 21 | 16 | Educational Institute, MECS | Yes |
| 31 | 21 trainings on the application of the mass messaging system | | Meteorological staff and emergency personnel | | Jan–May 2015 | | 540 | 54 | 486 | NEMA | no |
| 32 | 3 trainings on disaster risk indicators, assessment methods and methodologies | | Emergency managers and representatives from administrations of 17th khoroo of Chingeltei district, 4th khoroo of Songinokhairkhan district, Dornod aimag | | 2–25 May 2016 | | 60 | 18 | 42 | NEMA | no |
| 33 | Disaster response training and exercise | | Volunteers and disaster response task forces of Binder soum, Khentii aimag | | 4-5 Jun 2016 | | 102 | 61 | 41 | NEMA | no |
| 34 | 3 trainings on application "Anhaar" | | Emergency managers | | Feb–Jun 2016 | | 122 | 62 | 60 | "Batu Digital" Ltd | no |
| 35 | TV introduction on application "Anhaar" | | General Public | | 22 Jun 2016 | | MNTV viewers | n/a | n/a | NEMA | no |
| Outcome 3 | | | | | | | | | | | |
| 36 | Training and exercise to pilot the drafts of the national disaster management plan and soum, khoroo level disaster preparedness plan | | Officials from Darkhan soum of Darkhan-Uul aimag, emergency managers and rescuers from Rescue Special Unit, EMDs of Darkhan-Uul, Bulgan, Orkhon and Selenge | | 5–6 May 2014 | | 215 | 151 | 64 | NEMA | no |
| 37 | “Awareness raising and capacity building training for disabled people on disaster prevention” | | People with disabilities | | 11–12 Sep 2014 | | 60 | 24 | 36 | NEMA, MPDSW and Nat.Rehab.  Dev. Center | no |
| 38 | Training on traditional knowledge of DRR and disaster response | | Female heads of households and aged people in XVII khoroo of Chingeltei district and IV khoroo of Songinokhairkhan district | | 14, 16 Oct 2014 | | 100 | 27 | 73 | NEMA, MDC and Mr. Dambii | no |
| 39 | Training on traditional knowledge of DRR | | Aged people in Elderly Nursing Center in Batsumber, Tuv province | | 13 Oct 2014 | | 105 | 60 | 45 | NEMA, Mr. S.Dambii | no |
| 40 | 3 hands-on trainings on methods and technologies to prepare livestock fodder and silage. | | Local residents and herders of Gobi-Ugtaal and Bayanjargalan soums of Dundgobi and Saikhan soum of Bulgan aimag | | 30 Aug–01 Sep 2014  5–11 Sep 2014 | | 150 | 54 | 96 | Dr. S.Dugersuren | No |
| 41 | Training "Turning Garbage to Gold" | | Herders groups of project target soums in Khentii and Bulgan aimags | | 7 Nov 2014  12 Nov 2014 | | 56 | 19 | 37 | UNDP | No |
| 42 | 2 trainings for strengthening capacity of project local coordinators on DRR | | Project local coordinators | | 18–19 Mar 2014  27–9 Oct 2014 | | 30 | 16 | 14 | NEMA | no |
| 43 | 2 trainings for strengthening capacity of project local coordinators on DRR | | Project local coordinators | | 11-12 May 2015  18-19 Dec 2015 | | 30 | 16 | 14 | NEMA | no |
| 44 | 8 hands-on trainings on methods and technologies to prepare livestock fodder and silage | | Herders and individuals in 8 of the project target soums of 4 aimags | | Jun–Aug 2015 | | 425 | 192 | 233 | Dr. S.Dugersuren | No |
| 45 | Training on application of water motorcycles | | Rescuers from EMDs of Ulaanbaatar, Khentii, Dornod, Bulgan and Selenge aimags. | | 1–2 Jul 2015 | | 11 | 11 | - | NEMA, Sea Administration, Mongolia | Yes |
| 46 | Disaster response trainings | | Local residents, DRR volunteers and local disaster response task forces | | Jan-Dec 2015 | | 1000+ | 400 | 600 | EMDs in 5 aimags | No |
| 47 | Experience sharing on local DRR good practices in framework of soum program | | Target soum, khoroo and bagh authorities, local Partnership and Cooperation Councils and community groups | | 12 Aug 2016 | | 101 | 58 | 43 | NEMA | no |
| 48 | Disaster response training | | Representatives from private sector | | 6 May 2016 | | 54 | 49 | 5 | NEMA | no |
|  |  | |  | |  | | Total | male | Female |  |  |
|  |  | |  | |  | | 10885 | 3980 | 4105 |  |  |

# **ANNEX 10. ANALYZED AND RATED RESULTS FRAMEWORK**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | **Baseline**  **(2013)** | | **Target**  **(2013-2016)** | **Indicators** | **Means of verification** | **Implementation status upon 2016 (** **Scale from 1 to 5[[30]](#footnote-2))** | **Risks** |
| **Output 1. Policy and regulatory frameworks enable clearer roles and responsibilities for improved disaster risk reduction and management.** | | | | | | | | | | | | | |
| 1.1 Review current institutional, legislative and policy frameworks for clarified roles and responsibilities for disaster risk management | | * Unclear roles and responsibilities and funding mechanism for local disaster management bodies. * Lack of coordination among aimag and dictrict EMDs, and other informal bodies | | | | **Target 2013:**   * Realistic and sustainable roles of central and local self-governance bodies in DRM identified; * Proposed amendments for official documents enabling feasible local level disaster management mechanisms validated and gender mainstreaming ensured   **Target 2013–2014:**   * Law on Disaster protection officially reflects required changes | | Policy recommendations on roles and responsibilities of central and local governments and other stake-holders for disaster management developed; | Desk review policy documents an workshop and training reports | | The project baseline study was conducted and disaster risk management and funding mechanism, DRR volunteerism, and gender sensitive approach recommended : 4 point; | | Low risk: conducted baseline study and recommendation was pursued in implementation of the project activities. | |
| Validated action plan through a national-level stakeholder consultation | Reports and documentation of study and analysis of national consultants | | The comparative study and analysis of legal documents conducted and disaster risk management functions of relevant stakeholders cleared: 5 point; | | Low risk: based on study and analysis the draft laws developed and submitted to the President office to be discussed by Autumn session of Parliament in 2016. | |
| 1.2 Develop suitable mechanisms for management, coordination and funding for disaster risk reduction and management at the local level, based on the international best practices | | Review report recommending feasible local-level mechanism to be institutionalized and action plan validated through relevant stakeholders incorporating: a) Coordination plans for disaster preparedness, response and recovery operations: | Desk review of reports and developed plans and field trip interviews | | The National and sub-national Disaster Protection Plan was approved: 4 point; | | Low risk : National and sub-nation disaster protection plans would activated by trained staff of NEMA and local EMDs | |
| b) Recommendations on budget allocation mechanism reflecting DRR needs | Desk review of reports of national consultants and workshop reports | | The “National Programme for Disaster Risk Reduction with Community Participation” was developed and identified DRR budget sources : 4 point; | | Low risk: Budget of implementation of National programmes at national and local level able of funded by General state budget and local development funds | |
| |  | | --- | | c) Regulations and guidelines for disaster risk indicator system | | Documentation of study and report pilot exercise and field site visit interview. | | General methodology of disaster risk assessment developed and piloted in local communities : 5 point ; | | Low risk: General methodology disaster risk assessment able to scaled up for all 21 aimags and 321 soums to refine disaster preparedness plans and DRRP. | |
| 1.3 Facilitate formalization of disaster management mechanisms at the local level (district, khoroo, aimag and soum). | | Validation of policy recommendations and action plans:  a) # of learning sessions for decision makers on the application of new mechanism and related implications | Reports of consultative discussions, draft policy documents | | Series discussions on the drafts of legal documents and DRR mechanism conducted : 4 point; | | Low risk: findings and comments are able to reflect in draft policy documents and draft laws. | |
| b) # of public debates on proposed mechanism | Donor and training reports | | Series trainings on mainstreaming DRR into development policy organized : 4 point; | | Low risk: obtained knowledge of representatives of local administrative organizations able to apply in the DRM approach and strategy; | |
| Approved Law regulations to support DRM at the local level; | Annual work plan and quarterly works plans project documents, community based training materials, reports, interview, group discussions and field trip mission at local NEMA and communities | | The Law Concepts of “Reformulated Law on Disaster Protection”, “The Law on Legal Status of Disaster Management Organizations” approved: 4 point; | | Low risk : draft laws will enter into force at national and local level from date of adoption; | |
| **Output 2. Local-level disaster management mechanisms have procedures and competencies tailored for urban and rural vulnerabilities** | | | | | | | | | |
| **Activities** | | **Baseline**  **( 2013 )** | | **Target**  **(2013-2016)** | | **Indicators** | | **Means of verification** | **Implementation status**  **(2016 )** | **Risk** | |
| 2.1 Raise public awareness on hazards, vulnerabilities and personal response measures through various means | | * Low human, technical and financial capacities at the local level for effective preparedness and response to disasters * No formal body for disaster management at the soum and com-munity level | | **Target 2014:**   * Capacity building needs determined and validated * Effective coordination and information sharing takes place among the different sectors for integrated and coherent preparedness and response. * Application of DRM indicators for budget allocation for state, regional, aimag, soum and local self-help groups tested. * Implementation of Resource Mobilization and material acquisition plan supported with focus on Aimag and soum-level emergency units * Public awareness materials on range of hazards, vulnerabilities and personal response measures prepared with gender considerations, regularly disseminated and owned by Government   **Target 2015:** Operational DRR professionals teams and task forces in urban districts, aimags and soums successfully respond to emergencies making use of a volunteer support  **Target 2016:** Implementation of priority actions stated in the NPDP and NPSDPC supported | | # sampling survey reports on increased awareness; | | Survey report, field trip findings; | Two sampling surveys were conducted respectively in 2013 and 2015. More than 600 people participated in the baseline study and sampling survey of 2013.  About the same number of people participated in the survey for 2015 and showed that DRR public awareness rose in average on 32% in comparison to 2013: 4 point ; | Low risk: methodology of sampling survey could use by local EMD for baseline study of local communities; | |
| # of developed and disseminated training materials; | | Review of annual work plan and reports, developed curriculums, interview ; | Disaster protection curriculums were developed for 7 target groups: kindergarten children, secondary school students, students of high educational organizations, employees, volunteers, disaster response task forces and citizens : 5 point ; | Low risk: some manuals are already revised and published for target groups; | |
| # disseminated programmes through public media | | Training programme and documentation of TV programme | 3 training programs were prepared and broadcasted through the TV program “Hour of Emergency Service” (MNB, UBS and TV5) : 5 point; | Low risk : NEMA’s studio has good cooperation with mass media; | |
| Report of operators and receiver records | “Anhaar” free application was developed and disseminated.  Content:  -Emergency measures;  -Life-saving aid;  -Emergency phone numbers;  -Emergency tools (flashlight, siren, GPS positioning): 5 point | Low risk: “Anhaar” free application could uses nationwide; | |
| % of increase of individuals obtained information through mobile ger information centers; | | Field trip visits to training centers/ cabinets.; | DRR training centers/cabinets were established in 14 target sites : 5 point; | Low risk: Local NEMA and Local Governor are tenured training facilities and able to keep their continuously operation ; | |
| 2.2. Strengthen capacities of local level emergency management units in support of implementing local disaster management plans | |  | | Capacity assessment report with recommendations on capacity strengthening of aimag, district EMDs, DRRPCs and communities | | Report and documentation of capacity assessment; | Capacity of aimag, district EMDs, DRRPCs and communities were assessed from 04-27 November, 2013 through group discussions and meetings : 4 point; | Low risk: capacity assessment methodology could reflect to other aimags. | |
| # of rescue workers with updated knowledge | | Annual reports and training plans; testimonies of beneficiaries; | 455 emergency officers and sergeants raised their skill & knowledge through systematic and specialized trainings and exercises : 4 point; | Low risk: obtained knowledge and risk of EM officers and sergeants could use for training for others; | |
|  | |  | | # of methodologies and software for maintenance and exchange of disaster related information | | Report of study/ developed database; | Developed database of engineering constructions and lines for earthquake risk reduction: 3 point ; | Moderate risk: developed database is needed constant updating and modifying by successors, otherwise it could outdate; | |
| # of vulnerability and multi-hazard maps for city, district, aimag and soum level | | Training reports, field trip visit project sites; | Vulnerability was assessed and hazards were mapped in 1 aimag, 11 soums and 2 khoroos: 4 point ; | Low risk: trained people needs to retrained; | |
| # of volunteers signed up for emergency units and task forces | | Annual and training reports and meeting and interview from volunteers; | In total of 520 volunteers registered for disaster response task forces : 4 point; | Low risk: Sustainability of these volunteerism depends on leadership of local Governors; | |
| % of increase in material acquisition of aimag and district EMDs, self-help groups and task forces. | | Annual and procurement plans and testimonies of beneficiaries of visited project sites; | Aimag and district EMDs were supported with the equipment estimated at 228580.71 USD; Local DRR capacity strengthened with the support valued at 394996.03 USD including: Small grant – USD 182517,62 ; Other equipment – USD 212478,41 : 4 point; | Low risk: procured equipment recorded as state properties of NEMA and Governor Office; | |
| 2.3. Constitute and train Disaster Management taskforces on various response functions such as Early Warning, Search and Rescue Operation, First Aid, Shelter Management, Trauma Counseling and Damage Assessment | |  | | # of training manuals developed, published and disseminated | | Official documentation of guidelines and procedure and manuals | Guideline for volunteers was developed; Procedure for disaster protection task forces was developed; 2 training manuals: 4 point; | Low risk: developed and adopted guideline, procedure and training manuals can be used for trainees; | |
| # of approved safety standards | | Official documentation of guidelines and procedure and manuals; | Respectively for volunteers and disaster response task forces were developed : 4 point; | Low risk: after adopting new law DRR volunteers will be institutionalized and activated officially; | |
| # of task forces established and operational | | Field visit interview with member of task forces ; | 11 task forces are operational in 11 target soums, Common Procedure of DRR volunteers was approved by the order #34 of Deputy Prime Minister on 15 April, 2016; Guideline for DRR volunteers was approved by the order #A/185 of the Chief of NEMA on 24 June, 2016: 3 point; | Moderate risk: record of members of task force is needed to be constantly updated and trained; | |
| # of trained and qualified individuals and volunteers on standard operating procedures for a range of hazards | | Field visit interview with member of task forces ; | 2500+ volunteers have learned emergency response and basic lifesaving aids; 4 point; | Low risk: Volunteer groups are needed professional support from local EMDs as well as local Governors.  results; | |
| Piloted disaster risk indicator system at the aimag and soum level | | Documentation of pilot/ none available additional information; | Disaster risk indicator system was piloted with community involvement in:1 aimag, 2 khoroos: 4 point; | Low risk: Findings of pilot could scale up to other aimags and soums by professional support of local EMD | |
| 2.4. Strengthen early warning and dissemination mechanisms of forecasts, hazards and vulnerabilities | |  | |  | | Model of a cost-efficient early warning system (EWS) connected to the central Agency for Meteorology and Environmental Monitoring | | Documentations and field visit sites interview and beneficiaries’ testimonies; | Replication of the EWS through mass messaging was achieved in all soums (sub-districts) of the country: 5 point; | Low risk: initiative could enhance nationwide system and financing resolved by local budget; | |
| **Output 3. Feasible local-level mechanisms for disaster risk reduction and response further replicated** | | | | | | | | | | | |
| 3.1 Facilitate establishment of disaster management mechanisms reflecting regional and local specifics in both urban and rural settings | | Feasible disaster management mechanism incorporated in local government structure does not exist at the local level  A limited understanding among decision makers about the importance of addressing disaster risks through a coordinated approach across various sectors | | Target 2014:  Awareness of aimag and soum authorities and local communities improved on importance of incorporating disaster risk reduction issues in regional development agenda  Gender-mainstreamed disaster risk management plans including coordination, response, preparedness and mitigation options developed and adapted by districts of Ulaanbaatar, soums and aimags governments  Practical disaster risk reduction elements reflected in agriculture and water sector plans at aimag and soum levels.  Target 2015-2016:  Effective coordination mechanism with clear legal, technical and financial conditions for DRM at the aimag, soum level replicated.  At least 4 Aimags have replicated feasible disaster management mechanisms | # of MOU signed between local self-help bodies and aimag EMDs, stating clear roles and responsibilities; | Documentation of MOU; | Signed Memorandum of Understandings with 5 aimags’ EMDs on registration, training and re-training of volunteers : 5 point; | Low risk: article related with volunteerism was reflected in new law on DP; |
| # of stakeholder groups with increased understanding on local level disaster management mechanism | Annual reports and documentation of DRRPC council and meeting with members of DRRPC council during field trip to project sites; | 14 DRR partnership and cooperation councils were established  Understanding of local stakeholders in 11 soums and 1 khoroo has been increased through development and implementation of soum DRR programs: 4 point; | Low risk: DRRPC council could reflect to other aimags and soums through professional support of NEMA; |
|  | | * # of national UNVs recruited as a HGs and SHGs coordinator | TOR of LC and interview local coordinators during project sites; | Local coordinators worked in 15 target soums, baghs and khoroos,  Main DRR coordinators at primary level, Proved the efficiency of having DRR worker at soum, bagh and khoroo: 4 point; | Low risk: During Parliament session discussion could approve the article regarding full-time DRM officer at soum level; |
| 3.2 Develop gender-mainstreamed local-level disaster management plans integrated into local devel-opment policies, reflecting response, preparedness and mitigation strategies for a range of hazards | | # of Guidelines to mainstream DRR in local development planning processes | Annual and training reports and documentation of series trainings; | 4 trainings on local level disaster management mechanism and mainstreaming DRR into development policy were conducted involving 196 representatives from relevant stakeholders : 4 point; | Low risk: it depends on both NEMA and Local Government side efforts and financial capability of local Government; |
| gender-mainstreamed multi-hazard disaster preparedness and mitigation plans (national, city, district, aimag and soum) | Field trip to project sites, interview of trainees and visual hazards maps; | Disaster risks were assessed with community involvement in: 1 aimag, 11 soums and 2 khoroos;  Based on assessments, disaster preparedness plans of soums were developed and updated in 11 soums and 2 khoroos: 3 point; | Moderate risk: it needs to be scale up to other aimags and Local Governor office officers and specialist and local communities are needed to involved in continues trainings to be conducted by NEMA’s specialists; |
| # of activities addressing community priorities for reduced disaster vulnerabilities in soum and aimag development plan/policy documents | Reports of small grant, testimonies of beneficiaries of local communities during field trip to project sites; none available documentation on tenure and ownership. | c) 65 local DRR initiatives were supported and totally 9889 people of 1938 households (4647 males and 5242 females) benefitted directly from the small grant projects, and “CCA and DRR initiative to plant fodder crops” practiced: 5 point; | Low risk: best practices of project site could scale up to other aimags and soums ; |
| 3.3. Replicate successful models for disaster risk reduction at the local level through volunteer support (Volunteer and Self-help Groups/Partnership Councils, Early Warning Systems, Fire fighting units, etc.) | |  | | # of Aimags and Soums with replicated validated models for local level disaster management; | Annual report and documentation of DRRP; | 10 soums and 1 khoroo approved “Soum and khoroo level DRR programme (2016-2020)”: 4 point; | Low risk: Local Government could implement DRR programme within financial capability and local development fund and Governor’s reserve fund; |
| # of self-help groups | Annual report and registries; | 178 herders’ groups & forest communities are active in the project sites: 4 point; | Low risk: sustainability of these groups depends on leaders of groups and support from local Governors |
| # of partnership councils | Annual reports and documentation of DRROCCs | 14 DRRPCCs were established: 4 point ; | Low risk : DRRPCC are operates by adopted guideline and procedure |
| # of mobile information centers | Field trip to project sites, interview of trainees and testimony of school principals; | 14 Training classes were established at secondary schools and near to soum/khoroo administrations,10,000+ visitors and trainees : 4 point | Low risk: training classes and cabinet could use by trainers for students and as well as volunteers and citizens; |
| # of fire fighting nits | Field trip to project sites, interview of trainees and testimony of fire fighters; | 11 firefighting groups were established, 5 groups were provided by firefighting trailers, trained in firefighting, extinguished 3 building fires : 4 point; | Low risk: it indicates that operation of firefighting groups proves their pro-active initiatives and willing for future sustainable actions; |
| # of early warning systems | Documentation of early warning system and pilot report; | s were established: 3 point ;  “Mass messaging” system for prompt dissemination of early warning via mobile devise regardless of mobile phone network operators : 5 point; | Low risk : 11.2 milion tugrugs were secured for operation of mass messaging system from local budget; |

**Summary of project results**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Rate of achievement | Implemented activities against project indicators | Percentage | Rate risk | Implemented activities against project indicators |
| Unachieved -1 | - | - | High risk |  |
| Partially achieved -2 | - | - | Moderate risk | 3 |
| Achieved -3 | 2 | 8 .2 % | Low risk | 29 |
| Fully achieved -4 | 23 | 71 % |
| Outstanding -5 | 7 | 21.8 % |
| Total | 32 | 100% |  | 32 |

According to the evaluation, 32 planned project activities are successfully achieved, out of them 8.2 %, achieved 71% fully achieved 21. 8%

**ANNEX 11. PROJECT STAFFING TABLE**

**Project name:** “Strengthening Local Level Capacities for Disaster Risk Reduction Management and Coordination in Mongolia" MON/13/301

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **#** | **Names** | **Position title** | **Contract type** | **Contract date** | **Expire date** | **Recruited by** |
|  | Altanchimeg  Shaazan | NPC | SC | 22.07.2013 | 31.12.2016. | UNDP |
|  | Urankhaich  Khishigjargal | AFO | SC | 01.08.2013 | 31.01.2014 | UNDP |
|  | Uyangatuul  Luvsanjav | AFO | SC | 01.04.2014 | 30.11.2014 | UNDP |
|  | Erdenetsetseg  Bayaraa | AFO | SC | 05.01.2015 | 31.12.2016. | NEMA |
|  | Batmend  Radnaabazar | Community Outreach Officer | SC | 01.10.2013 | 31.12.2016. | NEMA |
|  | Khuyagtsetseg Erdenetsogt | Public Relations Officer, Translator | SC | 16.09.2013 | 14.06.2016 | NEMA |
|  | Khatanbaatar Natsagdorj | Driver and technician | SC | 03.09.2013 | 28.04.2014 | NEMA |
|  | Batkhuyag Narantsetseg | Driver and technician | SC | 28.04.2014 | 09.24.2015 | NEMA |
|  | Erdenegargal Pagmadulam | Driver and technician | SC | 24.09.2015 | 30.09.2016 | NEMA |
|  | Naranbold  Baatar | Local coordinator, VI bagh,  Darkhan soum, Darkhan-Uul aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Tegshjargal  Mijid | Local coordinator, V bagh,  Darkhan soum, Darkhan-Uul aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Tumurbaatar  Galsan | Local coordinator,  Altanbulag soum, Selenge aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Munkh-Erdene  Bold | Local coordinator,  Mandal soum, Selenge aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Khulganaa  Tsogookhuu | Local coordinator,  Saikhan soum, Bulgan aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Bayalag  Batbileg | Local coordinator,  Teshig soum, Bulgan aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Ganchimeg Erdenebaatar | Local coordinator,  Selenge soum, Bulgan aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Bold  Gurbadam | Local coordinator,  Jargaltkhaan soum, Khentii aimag | SC | 01.10.2013 | 30.06.2016 | NEMA |
|  | Mendsaikhan  Luvsandamba | Local coordinator,  Binder soum, Khentii aimag | SC | 01.10.2013 | 30.06.2016 | NEMA |
|  | Enkhjargal  Bataa | Local coordinator,  Bayan-Uul soum, Dornod aimag | SC | 01.10.2013 | 30.06.2016 | NEMA |
|  | Bayartsogt  Ayur | Local coordinator,  Bayandun soum, Dornod aimag | SC | 07.10.2013 | 30.06.2016 | NEMA |
|  | Ulziitogtokh  Natsagdorj | Local coordinator,  Govi-Ugtaal soum, Dundgovi aimag | SC | 01.10.2013 | 30.06.2016 | NEMA |
|  | Erdenebayar  Tegshburen | Local coordinator,  Bayanjargalan soum, Dundgovi aimag | SC | 01.10.2013 | 20.05.2014 | NEMA |
|  | Munkhzul  Duinkharjav | Local coordinator,  Bayanjargalan soum, Dundgovi aimag | SC | 18.06.2014 | 30.06.2016 | NEMA |
|  | Tserengargal  Luvsantseren | Local coordinator, IV khoroo, Songinokhairkhan district, Ulaanbaatar | SC | 07.10.2013 | 30.09.2014 | NEMA |
|  | Batdelger  Bayasgalan | Local coordinator, IV khoroo, Songinokhairkhan district, Ulaanbaatar | SC | 20.10.2014 | 30.06.2016 | NEMA |
|  | Narantsetseg  Oyun-Erdene | Local coordinator, XVII khoroo, Chingeltei district, Ulaanbaatar | SC | 07.10.2013 | 21.09.2014 | NEMA |
|  | Gun-Uils  Bayaraa | Local coordinator, XVII khoroo, Chingeltei district, Ulaanbaatar | SC | 22.09.2014 | 01.09.2015 | NEMA |
|  | Narantsetseg  Oyun-Erdene | Local coordinator, XVII khoroo, Chingeltei district, Ulaanbaatar | SC | 01.09.2015 | 30.06.2016 | NEMA |

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# **ANNEX 12. HISTORICAL CHRONOLOGY OF THE PROJECT ACTIVITIES**

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| **DATES** | **ACTIVITIES AND EVENTS** |

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| **The project “Strengthening Local Level Capacities for Disaster Risk Reduction, Management and Coordination in Mongolia” (2013-2016)** | |
| **2013—1st year of the project activities** | |
| September | 15 local coordinators were hired. |
| 3–5 October | 3 days of workshop was conducted jointly with ADPC and NEMA in Undurkhaan, Khentii province. Governors of the soums in Khentii, Gobisumber, Dornod, Dornogobi, Dundgobi, Sukhbaatar provinces as well as local coordinators of the project attended the workshop and got knowledge of CBDRR and methodical guidance on the project implementation. |
| 7 October | The Letter of Agreement on Cooperation was jointly signed by UNDP, ADPC and NEMA of Mongolia. |
| 9–11 October | 3 days of workshop was conducted jointly with ADPC and NEMA of Mongolia in Sukhbaatar, Selenge province. Governors of the soums in Selenge, Tuv, Darkhan, Erdenet, Uvurkhangai and Arkhangai provinces as well as local coordinators of the project attended the event and got knowledge on CBDRR and methodical guidance on the project implementation. |

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| 7–20 November | Two weeks of refresher course was conducted to retrain senior specialists for disaster protection planning and preparedness as well as specialists for disaster prevention and public awareness program in central and local emergency management departments. |
| 6 December | Project Inception Workshop was organized involving over 100 relevant stakeholders who benefitted from the information concerning disaster management and the project implementation. The first project board meeting was conducted after the workshop. |
| 06 December | The first meeting of the Project Board was held. |
| 10 December | The model disaster preparedness plan for soum and khoroo level was developed and submitted to NEMA. |
| 10 December | The baseline study on local disaster risk management mechanism, budget allocation for DRR and gender specific needs was conducted at soums and khoroos involving more than 600 people in 15 project target sites |
| 11–12 December | Consultative workshop on reformulated draft law on Disaster Protection and newly developed draft law on Legal Status of Emergency Management Organizations was conducted. |
| 15 December | The Reformulated Law on Disaster Protection and Law on Legal Status of Disaster Management Organizations have been drafted and were submitted to NEMA. |
| 18–19 December | Consultative discussion on Disaster Management draft laws was conducted jointly with NEMA. |
| **2014—2nd year of the project activities** | |
| 14 January | Consultative discussion on draft legal documents developed in framework of the project was conducted during the Annual Forum of Nationwide NEMA Leaderships. |
| 18 January | The project supported a development of a national disaster preparedness plan and submitted to NEMA for further refinement and approval. |
| 16–20 February | Working group composed of project national coordinator and relevant representatives from UNDP, Communications Regulatory Commission, National Agency of Meteorology and Environmental Monitoring and EMD, Dundgobi worked in Dundgobi province in order to study benefit and feasibility of replicating Hazard Warning Complex to other project areas. |
| March–May | 3 TV lessons were prepared and broadcasted with interpretation for people with hearing disability through five local broadcasting channels |
| 17 March | Consultative workshop on reformulated draft law on Disaster Protection was organized jointly with NEMA and IFRC Mongolia. |
| 18–19 March | Capacity building and DRR awareness raising training was conducted to project local coordinators in order to enable effective project implementation at local level. |
| 20–21 March | Training to disaster response task forces and volunteers in IV khoroo of Songinokhairkhan district and XVII khoroo of Chingeltei district was conducted involving 75 residents enabling them to save themselves and others during the disaster. |
| 23–30 March | Training to disaster response task forces and volunteers in Bayandun and Bayan-Uul soums of Dornod province was conducted involving 159 residents enabling them to save themselves and others during the disaster. |
| April | MOU was signed between NEMA and National Agency for Meteorology and Environmental Monitoring (NAMEM) on cooperation for improving localized weather forecast and specifying roles and responsibilities of the sides. |
| April | On the basis of analyzing historical weather and climate data of 30–40 years, frequency, predominant directions and coverage of strong snow and wind storms in the eastern part of Mongolia was estimated. Territorial coverage of signal transmission by local FM radio stations was mapped. |
| 4–9 May | Drill on “Search-and-Rescue in the Collapsed Buildings” was conducted in Darkhan-Uul province involving 253 emergency managers and rescuers from NEMA, Rescue Special Unit, EMDs of Darkhan-Uul, Orkhon, Selenge and Bulgan provinces. |
| 7–8 May | The Command Staff training on “Interactive cooperation between local authorities, professional organizations, state disaster protection services and legal entities for disaster management and planning” was conducted in Darkhan soum. |
| 3–6 June | Training course on “Mainstreaming DRR into the Development Planning in Mongolia” was conducted jointly with ADPC involving 35 representatives from the relevant agencies and local authorities. |
| 19 June | Visit of Head of UNDP Regional Center and UNDP senior managers to the Dundgobi EMD and project sites. |
| 19 June | The project jointly with NEMA organized an “Open Day” at the Capital City Central Square disseminating DRR awareness raising information to over 3000 people. |
| June | Five soums’ disaster response task forces were provided with firefighting trailers and suits. |
| 4 July | The 2nd meeting of the Project Board was held. |
| July–October | The possibility of disseminating early warning through TV broadcaster dish with widest rural coverage was studied, as the use of satellite dishes and solar panels is very common in rural Mongolia. |
| 20–25 July | Divers’ training was organized at Ugii lake, Arkhangai province, involving 66 water-rescuers of EMDs of Orkhon, Bulgan, Uvurkhangai and Arkhangai provinces. |
| 11–29 August | 11 emergency personnel were involved in the training of trainers for water search and rescue at Search and Rescue Center of the Russian Ministry of Emergency Situations. |
| 01 August–12 September | Training on Reducing Climate Induced Risks and Increasing Livestock Fodder Reserve was organized in Saikhan soum, Bulgan province, Gobi-Ugtaal and Bayanjargalan soums in Dundgobi province engaging over 150 local residents. Over 90 herders prepared sufficient fodder reserve for their livestock after the training. |
| August | Four DRR and CCA awareness raising centers/classrooms for school children, their parents and local residents were established at the secondary schools of Darkhan soum, Darkhan-Uul province, Gobi-Ugtaal soum of Dundgobi province and Jargaltkhaan soum of Khentii province and Citizen’s Hall of the 17th khoroo, Chingeltei district. |
| 13–15 August | Draft National Programme on Community Based Disaster Risk Reduction was developed by merging 3 draft documents and refined through discussion. |
| September | Three project target soums were provided with automatic data loggers that will become a standard data logger for NAMEM nationwide. Relevant trainings on maintenance, data collection and processing have been conducted for soum-level NAMEM officers. |
| 1–12 September | 16 emergency personnel were involved in the training of water-rescuer at Search and Rescue Center of the Russian Ministry of Emergency Situations. |
| 4 & 18 September | Consultative discussions on DRR soum programme were held at NEMA and center of Selenge soum, Bulgan aimag involving representatives from NEMA and Selenge soum, Bulgan aimag. |
| 11–12 September | “Awareness raising and capacity building training for disabled people on disaster prevention” was conducted jointly with NEMA and Ministry for Population Development and Social Welfare in the “National Rehabilitation and Development Center” involving over 60 people with disabilities from various NGOs and other relevant associations. |
| 16–19 September | Project Board members worked in Mandal and Altanbulag soums of Selenge province, 5thtand 6th of Darkhan soum in Darkhan-Uul province and Selenge soum in Bulgan province in order to monitor project implementation at local level and developed recommendations for further improvement. |
| 14, 16 October | Training on basic knowledge on hazard prevention and disaster risk reduction was conducted involving over 300 female heads of households, disabled and elderly people in 2 project localities of Ulaanbaatar, the National Rehabilitation and Development Center and Elderly Nursing Center in Batsumber, Tuv province. |
| 15 October | The Draft Programme on Community Based Disaster Risk Reduction was reviewed and refined through a dialogue that involved 70 officers from the Capital City Emergency Management Department (EMD), Special Rescue Unit and other stakeholders. |
| 17–29 October | Capacity building and DRR awareness raising training was conducted to project local coordinators in order to enable effective project implementation at local level. |
| October | The project established a total of 880 fire protection strips in Bayandun and Bayan-Uul soums of Dornod province, and in Binder and Jargaltkhaan soums of Khentii province. |
| October | Selenge soum, Bulgan aimag approved “Selenge Programme on Disaster Risk Reduction with Community Participation.” |
| 14–17 November | Project Board members worked in Khentii, Dornod and Dundgobi province in order to monitor project implementation at local level and developed recommendations for further improvement. |
| 21–22 November | “Risk Free Future” youth contest on DRR was organized among 6 secondary schools in Mandal soum, Selenge province. More than 1,000 children were engaged in two days of events. |
| 26 November | The 3rd meeting of the Project Board was held. |
| 26 November | Project Board members worked in 17th khoroo, Chingeltei district, and were introduced to the project implementation. |
| November | The software program for online training and examination developed with the project support enabled NEMA to organize distant learning opportunities and improve capacities of its personnel nationwide. |
| March–November | Consecutive trainings for disaster response task forces and volunteers were conducted in 13 project localities involving 821 people and provided disaster response task forces and volunteers with adequate knowledge and practical skills on firefighting and safety regulations. |
| December | Training capacity of EMDs in Bulgan, Selenge and Khentii provinces were strengthened; through this training of volunteers became possible. |
| December | Five posters with information on DRR were prepared and published in 40,000 copies for public awareness raising activities. |
| December | 5 water motorcycles, 5 sets of communication devices and equipment for field operation were procured to emergency management units at project target provinces for strengthening their technical capacities for emergency response. |
| December | The standard operating procedures and guidelines of disaster response task forces and DRR volunteers were developed through the project and submitted officially to NEMA. |
| December | DRR training programs and curriculums were developed for 7 target groups, including pre-school and school children, students, employees, disaster response task forces, volunteers and citizens, including vulnerable groups. |
| 1–3 December | Data logging weather stations procured with support of the project were installed in Bayanjargalan soum, Dundgobi province and responsible soum officer was trained on its application and maintenance. |
| December | The software program for transmitting mass SMS was developed to enable delivery of early warning messages simultaneously to herders living in remote areas, regardless of the mobile phone network operators. |
| May–December | A total of 37 small grant projects (SGP) on DRR were supported for self-help groups to improve their disaster resilience. |
| **2015—3rd year of the project activities** | |
| January | MOU were signed with EMDs in Bulgan, Selenge, Dundgobi, Khentii and Dornod aimags on regular training and refresher courses offered for volunteers. |
| January–May | A mass messaging Early Warning System was introduced to all 21 provinces of the country. In total, 319 soum meteorological offices and 40 local emergency management units were provided with the software program and 3G modems. Over 540 local-level meteorological staff and emergency personnel were trained on the application of the system. |
| 14–18 March | Senior representatives of NEMA and Deputy Prime Minister’s office participated in the Third World Conference on Disaster Risk Reduction that took place in Sendai, Japan, with the project support. |
| March | “Sendai Framework for DRR 2015–2030,” a document adopted by the World Conference on Disaster Risk Reduction was translated into Mongolian, published and disseminated to emergency managers, representatives of relevant ministries and local governments to serve as a reference book. |
| April | Facilitated by UNDP, NEMA and Ministry of Construction and Urban Development (MCUD) signed a MOU to join their efforts to establish a national database of engineering structures. |
| 11–12 May | Recognizing the importance of the Sendai Declaration and Framework for Disaster Risk Reduction, the senior officials of the Government organized a “High level Development Dialogue on Strengthening Coherence Between Disaster Reduction, Response to Climate Change and Sustainable Development” in collaboration with UN Country Team in Mongolia and UNISDR Asia Pacific Office in the Government House. |
| May | Training capacities of local EMDs in Dundgobi and Dornod provinces were strengthened with training techniques and tools to enable regular organization of disaster response trainings for DRR volunteer groups and task forces. |
| May | The paramedical training center was established at NEMA which enables lifesaving training sessions for rescuers and officers. |
| 12 May | A training workshop “Mainstreaming Disaster Risk Reduction into Development Programmes” was organized involving Chairs of Citizens’ Representatives Khurals and local project coordinators in target areas. |
| 15–26 June | 11 rescuers were trained through the course of “Water-Rescuers” at Baikalsk training center in Russia. |
| 26 June | The 4th meeting of the Project Board was held. |
| 20 July | “National Programme on Community Based Disaster Risk Reduction” was approved. |
| July | NEMA and EMDs of Khentii, Dornod, Bulgan, Selenge and Dundgobi aimags were provided with the equipment to conduct on-line trainings and video conferencing. |
| 1–2 July | Training session on application of water motorcycles, procured through project support, was conducted jointly with the Sea Administration, Mongolia and NEMA at Khuvsgul Lake, involving 11 rescuers from Emergency Management Departments (EMDs) of Ulaanbaatar, Khentii, Dornod, Bulgan and Selenge Provinces. With this, the local EMDs are better able to respond to water related emergencies. |
| June–August | 8 hands-on trainings on methods and technologies to prepare livestock fodder and silage for 425 herders and individuals in 8 of the project target soums of 4 aimags. |
| 5–9 August | The monitoring team led by Ms. Bunchingiv, Environment team leader, UNDP, worked at the project sites of Khentii and Dornod aimags and reviewed local-level achievements. |
| April–September | A total of 16 disaster protection training manuals and handbooks were developed for the seven target groups and submitted to NEMA. |
| September | Five DRR information centers/cabinets were established at the secondary schools of Darkhan soum, Darkhan-Uul province; Bayanjargalan soum, Dundgobi province; Teshig and Saikhan soums, Bulgan province; and Mandal soum, Selenge province. |
| 17 August–4 September | 11 officers benefitted from the training of “Water-Rescuer-Instructor” at Baikalsk training center in Russia. |
| 06 September–16 October | 7 rescuers were trained in the “Diver level IV” course at Baikalsk training center in Russia. |
| 24–27 September | The monitoring team led by Ms. Beate Trankmann UN RC and UNDP RR worked at the project sites of Dundgobi aimags and reviewed local-level achievements. |
| 3–7 October | The monitoring team led by Ms. Beate Trankmann UN RC and UNDP RR worked at the project sites of Dornod and Khentii aimags and reviewed local-level achievements. |
| 1–14 October | 37 local and central EMD officers in charge of training, advocacy and disaster prevention benefitted from the refresher course “Training of Trainers” at Educational Institute, Ministry of Education, Culture and Science. The attendees are certified as disaster protection instructors. |
| November | Disaster indicators and disaster risk assessment methodology were developed for common disaster types in Mongolia and submitted to NEMA for further action. |
| April–December | 11 disaster response trainings were conducted for 992 DRR volunteers and local disaster response task forces in 7 soums, 2 khoroos and 2 baghs. |
| April–November | 11 training opportunities were provided to 547 local residents of 11 target soums of 5 provinces on mapping hazards and assessing vulnerabilities and response capacities jointly with the Disaster Research Institute in order to raise local awareness on disaster risks in all dimensions. |
| May–November | A total of 28 local initiatives by herder groups, forest communities and self-help groups in 15 localities targeted by project including soums, baghs and khoroos were supported through the project. |
| December | The ANDROID and IOS smart phone DRR application “Ankhaar” (“Attention!”) was developed and disseminated for download free of charge. |
| 10 December | The 5th of the Project Board meeting was held. |
| **2016—4th year of the project activities** | |
| 5–6 January | The national workshop “Disaster Risk Reduction” and the training & workshop “Mainstreaming Disaster Risk Reduction into Development Policy and Planning” were organized jointly with NEMA. More than 150 representatives from governmental, nongovernmental and international organizations and local administrations participated in the event, exchanging their insights and practices for DRR and identifying further actions. |
| 1–6 February | The project team got involved in the UN dzud assessment mission that covered 3 soums of Sukhbaatar aimag, Dornogobi aimag and 2 soums of Dungobi aimag. |
| March–May | Within UN dzud assistance, the beneficiaries’ list for 4390 herder families of 45 soums in 6 provinces who suffered from harsh winter conditions was compiled. |
| March | Altanbulag soum, Selenge aimag developed a soum disaster risk programme through project support and got it approved by soum Residents Representatives Khural. |
| 7 March | The discussion on involving private sector to disaster risk reduction was organized jointly with EMD of Songinokhairkhan district. Fifteen representatives from private sectors participated in the discussion and expressed their interests in disaster risk reduction through support to NEMA rescue activities and public awareness raising activities. |
| 16 March | Working group discussion on elaborating Action Plan to implement the National Programme for Community Participatory Disaster Risk Reduction was organized. |
| 22 March | The discussion on promoting DRR activities of urban self-help groups of 17th khoroo, Chingeltei districts was organized. |
| March–May | The draft of standard operating guidelines of volunteers was refined jointly with NEMA through discussions held at NEMA and reflected comments of emergency managers. |
| March | The discussions of working groups on disaster protection curriculums and manuals for kindergarten and school children were organized twice at MECS. |
| 15 April | “Common Procedure of Disaster Protection Volunteers” was approved by the order #34 of Deputy Prime Minister of Mongolia. |
| 1 May | Within the MOU between MCUD and NEMA, integrated database of engineering constructions and lines of provinces and settlements was established through the project support and NEMA officers were provided with relevant access. |
| 6 May | The Action Plan to implement the National Programme for Community Participatory Disaster Risk Reduction was approved by the order #50 of Deputy Prime Minister of Mongolia. |
| 6 May | Training on “Private Sector Involvement in Disaster Risk Reduction” was conducted at Rescue Special Unit for building DRR private-public partnership and encouraging DRR initiatives by private sector involving 50 representatives from private sector. |
| May | Disaster Risk Assessment Methodology and Indicators” was supported by the Director’s Board of NEMA to be used for disaster assessment. |
| 10 May | “Curriculums for Disaster Protection Specialized Trainings were approved by the order #А/130 of Chief of NEMA |
| 2–20 May | Trainings on “Indicator Methodology of Risk Assessment” were conducted in Dornod province, XVII khoroo of Chingeltei district and IV khoroo of Songinokhairkhan district |
| 17–20 May | The monitoring team, led by Ms. Bunchingiv, Environment team leader, worked in Mandalgobi city and Bayanjargalan & Gobi-Ugtaal soums in Dundgobi province and was introduced to the project implementation. |
| 30 May | “Forum on Supporting Private Public Partnership for DRR” was organized jointly with the NEMA and the National Chamber for Trade and Industry. Within the forum a consultative discussion on “Disaster risk reduction—private sector” was conducted, and the MOU between NEMA and NCTI on cooperation in the field of DRR was signed. |
| March–June | The project targeted 8 soums and 1 khoroo, developed soum and khoroo disaster risk programmes through project support and got them approved by local residents’ Representatives Khurals. |
| 3–6 June | Exchange sharing & awareness raising workshop on the soum DRR programme & common procedures for DRR volunteers was conducted in Binder soum, Khentii province, involving over 100 people including Emergency Commission members, vocational units, forest cooperatives, herder groups, local residents and volunteers of Binder soum. |
| 9 June | Short videos and posters for publicizing “ANHAAR” application were developed. |
| 22 June | TV interview on “ANHAAR” application was broadcasted through MNTV. |
| 23 June | The 6th meeting of the Project Board meeting was held. |
| 24 June | “Guidelines of Disaster Protection Volunteers” was approved by the order #А/185 of Chief of NEMA. |
| 15 July | The project achievements were presented to the delegates of the Luxembourg Government |
| 29 July | Contract for consulting service on “Developing Draft Law on Disaster Insurance” was signed. |
| 11–12 August | A consultative discussion among target soum, khoroo and bagh authorities and local DRRPCCs on "Implementing, funding, assessing and monitoring of urban and rural DRR and experience sharing activity on local-level DRR” was conducted in Selenge soum, Bulgan province, with over 120 participants of local groups, cooperatives and volunteers. |

# **ANNEX 13. SUMMARY OF PROJECT BOARD MEETINGS AND DECISIONS**

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| # | Date | Agenda | # of attendees | Decision & Recommendations | | | Status of Implementation | Venue |
| 1 | 2013.12.06 | - Presentation on Roles & Responsibilities of the Project Board  - Presentation on project implementation in 2013  - Discussion of Work Plan for 2014 | 9 | - The project implementation for 2013 was successful;  - Revise the work plan for 2014 reflecting the comments & recommendations by the board members. | | | - Revised the WP reflecting feasible recommendations. | NEMA |
| 2 | 2014.07.04 | - Project progress as of the 1sthalf of 2014   - Comments & recommendations by the board members. | 10 | - Ensure that the planned activities are supporting the NEMA initiatives;  - Summarized recommendations by the consultants for the board members;   - Study the feasibility of early warning system at national level. | | | - Work plans are being developed in line with the annual plans of NEMA.   - Summarized & sent to the board members.   - Studied early warning disseminating possibilities. | NEMA |
| 3 | 2014.11.26 | - Presentation on project implementation for 2014  - Discussion & Validation of the WP for 2015. | 8 | - Focus on implementation of the indicators;   - Activities on risk indicators & hazard mapping were reflected in the work plan for 2015;  - Part of the small project funding to be allocated from local development funds & citizens;   - Conduct consultative discussions of the draft legal documents in line with the Sendai framework for DRR after its adoption;  - Get the Sendai framework translated and ensure its implementation in Mongolia;   - Ensure early warning dissemination. | | | - Annual activities are being developed and reported against the indicators.   - About 20-40% of the funding is being allocated from local resources.   - Conducted the discussions based on the international DRR document.   - PIU translated the framework & conducted workshop on effective implementation of it;   - "Early warning mass messaging system" was initiated, based on the study by the PIU. | NEMA |
| 4 | 2015.06.26 | - Project progress as of the 1st half of 2015  - Revision of the work plan for 2015.  - Discussion of the draft work plan for 2016. | 9 | - Many effective initiatives are being implemented at local-level.  - Ensure continuity of these activities. | | | - The "Mass messaging system" is being used by NEMA and NAMEM regularly. - Fire protection strips are being publicized through trainings and small grants. | NEMA |
| 5 | 2015.12.10 | - Implementation of the work plan for 2015.  - Discussion & finalization of the WP for 2016. | 9 | - Overall project implementation is fully sufficient;   - Work plan for 2016 approved unanimously;   - Ensure sustainability of the project good practices through developing recommendations on its further dissemination and reflecting them in the cooperation agreement between DPM & provincial governors;  - Ensure an approval of regulations on DRR volunteers. | | | - The recommendations of DPM were reflected in the Cooperation Agreement for 2016. - The Common Procedures were approved by the DPM decree on 2016.04.15. | NEMA |
| 6 | 2016.06.23 | - Project progress as of the 1st half of 2016  - Discussion & finalization of the revised work plan for 2016. | 9 | - Project performance for the 1st half of 2016 is sufficient;   - Revised WP for 2016 approved unanimously;   - Get the "Exit Strategy" approved by the board members after incorporating the respective suggestions. | | |  | NEMA |
| Monitoring Field Trips | | | | | | | | |
| # | Date | Team Members | Target areas | | Recommendations | Status of implementation | | |
| 1 | 06.19. 2014 | - Mr. Haoliang Xu, UNDP Regional Director for Asia and Pacific - Sezin Sinanoglu, UN RC and UNDP RR - Bunchingiv. B, ETL, UNDP - Ya.Altankhundaga, EMD, Dundgobi | - EMD, Dundgobi   - Meeting with officials of Gobi-Ugtaal soum, Dundgobi. | | - CBDRM was piloted successfully. Best practices should be replicated in other disaster-prone localities. | - Best practices are being scaled up not only to the project target areas, but also to other localities. | | |
| 2 | 09.16-19. 2014 | - N. Batsuuri, Chair of the Project Board,  - D. Erdenebat, Aimag Governor, Bulgan  - B. Bunchingiv, ETL, UNDP, - J. Tsogt, NAMEM, - B. Battulga, NEMA - B. Uuganbayar, EMD, Selenge aimag - D. Uuganbayar, EMD, Bulgan aimag | - Mandal & Altanbulag soums, Selenge aimag;  - 5th & 6thbaghs in Darkhan soum of Darkhan-Uul;  - Selenge & Saikhan soums, Bulgan aimag | | - Assess DRR at local level; - Mainstream DRR into local development programs;  - Ensure smooth and stable functioning of the Partnership and Cooperation Councils;  - Build and improve capacity of local coordinators; - Conduct additional DRR trainings and implement feasible small grant projects. | - DRR in 1 aimag, 11 soums and 2 khoroos were assessed;  - Trainings and workshops were conducted on mainstreaming DRR and DRR soum programs were developed;  - Soum DRR programs identified PCCs to be as responsible body;  - Trainings for local coordinators were organized;  - Totally 64 small grants were implemented. | | |
| 3 | 14-17.11. 2014 | - G. Baatar, NEMA - J. Tsogt, NAMEM, - M. Davaanyam, NEMA - N. Gantumur, EMD, Dornod aimag - B. Batjargal, EMD, Khentii aimag - Ya. Altankhundaga, EMD, Dundgobi | - Jargaltkhnaan soum, Khentii;   - Bayandun & Bayan-Uul soums, Dornod;   - Bayanjargalan soum, Dundgobi | | - Ensure smooth and stable functioning of the PCCs;  - Assess DRR at local level and plan activities based on the assessment;  - Implement CCA and dzud and drought risk reduction measures  - Improve utilization of meteorological stations;  - Increase number of fire protection strips. | - Soum DRR programs identified PCCs to be a responsible body;  - DRR were assessed and local-level DP plans, programmes and implementing plans based on the assessment;  - Fodder planting and making practices were implemented;  - Training on utilization of meteorological stations was conducted;  - Additional 56 fire protection strips were established in Bayan-Uul. | | |
| 4 | 26.11.2014 | - N.Batsuuri, Chair of the Project Board, - B.Bunchingiv, ETL, UNDP | - 17thkhoroo, Chingeltei district | | - Activate DRR urban self-help groups. | - Urban self-help groups were established; - Supported and implemented small grant projects. | | |
| 5 | 05–08.08. 2015 | - B.Bunchingiv, ETL, UNDP - B. Batjargal, EMD, Khentii aimag | - Jargaltkhaan soum, Khentii aimag;  - Bayan-Uul & Bayandun soums, Dornod aimag | | - Follow up on the mass messaging software and its usages. It is advised to ensure knowledge transfer among the local meteorology staff on usage of mass messaging software.  - The mobile unit usage period is expiring. It is recommended to take a nationwide action to extend the usage period and ensure that the local governments allocate resources for the purpose. | - All soum meteorology &emergency officers were trained in usage of the software.   - State Emergency Commission ordered each soum to allocate 100-150 thousand tugriks annually. | | |
| 6 | 24–27.09. 2015 | - Ms. Beate Trankmann, UN RC and UNDP RR - Mr. Vineet Bhatia, Head of Country Support, RBAP, UNDP  - Ms. Bunchingiv B, ETL, UNDP   - Ms. Barkhas L, PO, UNDP  - Ms. Bolorchimeg B, LSA, UNDSS  - Col. Ariunbuyan G, DC&ANPD, NEMA | - Mandalgobi, Dundgobi aimag | | - Put more focus on climate change adaptation measures;  - Train more soum volunteers systematically in specific emergency responses;  - Ensure project results, including volunteers action at soum level, to be continued and sustained after project termination; - Have discussion with soum authorities on strong local government suppor.t | - Local residents were trained on planting livestock fodder & preparing the silage within CCA.   - DRR volunteering is being systemized through new policy documents and MOU with provincial EMDs on registering and conducting continuous trainings for volunteers & DRR task forces.   - Director, EMD and ETL, UNDP had the discussion with local governors  - Exit strategy was developed reflecting continuity of project results. | | |
| 7 | 03–07.10. 2015 | - Ms. Beate Trankmann, UN RC and UNDP RR  - Ms. Bunchingiv B, ETL, UNDP  - N. Gantumur, EMD, Dornod aimag  - B. Batjargal, EMD, Khentii aimag | - Project target sites in Dornod & Khentii aimags | | - Conduct training for trainers/volunteers; - Provide volunteers with guidelines on emergency responses;  - Support more herder groups in building of winter camps;   - Allocate modest funding for mass messaging;   - Encourage households in restoring fire strips before every dry season. | - Trainings for volunteers were conducted. - Procedure & Guidelines for Disaster Protection Volunteers were approved.   - State Emergency Commission ordered each soum to allocate 100-150 thousand tugriks annually.   - Aimag governor issued official task to restoring fire strips. | | |
| 8 | 17–20.05. 2016 | - B. Bunchingiv, ETL, UNDP  - U. Buyandelger , M&E Officer, UNDP - P. Jargalsaikhan, CO, UNDP  - A. Javkhlan, ERSS, UNDP - Ya. Altanhundaga, Director, EMD in Dundgobi aimag. | - Mandalgobi city, Bayanjargalan & Gobi-Ugtaal soums in Dundgobi aimag | | - Enable continuity of soum DRRPCCs.  - Organize an experience sharing activities between herders groups on successful planting and harvesting fodder plants and preparing dry and juicy silage for winter.   - Local government and communities to invest for replication of proven successful initiative needs.  - Follow up on the mass messaging usages. | - DRRPCCs were stipulated as a responsible party for implementation of it in the soum DRR Programmes.  - Local governments maintain commitment to ensure continuity of "Mass messaging" & "Fire protection strip" initiatives.   - Experience sharing activity was organized in Selenge soum, Bulgan province, in August 2016.   - NEMA & NAMEM are working on ensuring every household notices & pay particular attention to the messages. | | |
| 9 | 15.07.2016 | - Representative of Luxembourg Government, Ms. Beate Trankmann  - UN RC and UNDP RR, Mr. Badral.T, Brig.Gen.,  Chief, NEMA & NPD   - Ms. Bunchingiv B, ETL, UNDP | Meeting at UNDP CO | | - No more funding for the project next phases. |  | | |

# **ANNEX 14. PROJECT PUBLICATIONS**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Dates** | **Name** | **UOM** | **Q-ty** | **Unit Price** | **Total MNT** | **Exchange rate** | **Total USD** |
| 1 | 19 Dec 13 | Safe living culture-1 | ш | 1000 | 2,420.00 | 2,420,000.00 | 1,615.00 | 1,498.45 |
| Safe living culture-2 | ш | 1000 | 4,300.00 | 4,300,000.00 | 1,615.00 | 2,662.54 |
| Safe living culture-3 | ш | 1000 | 4,400.00 | 4,400,000.00 | 1,615.00 | 2,724.46 |
| 2 | 24 Jun 14 | Emergency Management Service | ш | 500 | 25,454.54 | 12,727,270.00 | 1,823.00 | 6,981.50 |
| 3 | 25 Dec 14 | Posters on DRR (5 types) | ш | 37,500 | 227.28 | 8,522,727.50 | 1,880.00 | 4,533.37 |
| 4 | 08 Apr 15 | Calendar (DRR) | ш | 300 | 1,890.00 | 515,454.55 | 1,980.00 | 260.33 |
| 5 | 14-May-15 | Sendai Framework of Action | ш | 500 | 2,000.00 | 909,090.91 | 1,959.50 | 463.94 |
| 6 | 5-Jun-15 | Manual for forest firefighting group leader | ш | 800 | 2,363.63 | 1,890,909.09 | 1,914.00 | 987.94 |
| 7 | 24-Dec-15 | Ways of reducing dzud risks | ш | 300 | 8,100.00 | 2,430,000.00 | 1,990.00 | 1,221.11 |
| Marking in Emergency Management Service | ш | 1500 | 1,300.00 | 1,950,000.00 | 1,990.00 | 979.90 |
| 8 | 28-Dec-15 | Disaster Protection Policy Documents | ш | 1000 | 4,600.00 | 4,600,000.00 | 1,990.00 | 2,311.56 |
| 9 | 27-May-16 | Posters on DRR (5 types | ш | 2500 | 1,450.00 | 3,625,000.00 | 2,007.00 |  |
|  |  |  |  |  |  |  |  | **24,625.08** |

**ANNEX15. THE PROJECT RISK LOG**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ID | Type | Date Identified | Description | Comments | Status | Owner |
| 1 | Financial | Programme  Formulation | Risk of misuse or misappropria-tion of funds | Setting up a Financial Tracking System for all the resources  spent through the program. Strong emphasis on field validation of outputs, beneficiary interviews and surveys, and  review of financial expenditure. Generation of physical and  financial progress reports. | To be factored into design and implementation of monitoring system | PIU, UNDP |
| 2 | Institutional | Programme  Formulation | Limited capacity of UNDP and implementing partners hinders effectiveness of Programme implementation. | Augmenting the internal UNDP capacity through recruitment of a national professional at CO, providing systematic capacity building opportunities for national counterparts and following a thorough monitoring and evaluation framework. | To be factored into Programme formulation | UNDP, BCPR |
| 3 | Institutional | Programme  Formulation | Ineffective coordination that leads to overlaps and lost opportunities for synergy | Strengthening coordination mechanism through the regular meetings of the project stakeholders at NEMA. Regular meetings with the local Governments and local NEMA DRRPC and other projects with similar objectives to establish a collaborative relationship and avoid duplication in efforts. Continuous emphasis on seeking synergies with the  on-going initiatives by the Government, external partners  and NGOs. | To be factored into Programme formulation and monitored via regular meetings | NEMA, PIU,  UNDP |
| 4 | External | Programme  Formulation | Recurrence of natural  disaster (dzud, drought,  forest fire and floods)  causes new loss and  creates setbacks in reconstruc-tion process. | Recurrent natural disasters could cause a set back to the capacity development process. It needs to be addressed through reinforcing early warning systems and natural disaster preparedness Programmes with special focus on capacity-building of the local governments and communities most exposed to these risks. | To be factored into Programme formulation | NEMA,  CBDMUs,  Soum  DRRPC |

# **ANNEX 16. LIST OF THE ACTUAL PROJECT PARTNERS**

1. **Donors/Funding agencies:** 
   * Government of Luxembourg
   * Government of Mongolia
   * UNDP
   * RBAP Climate Risk Management Fund
   * FCO Strategic Programme Fund and Bilateral Programme Fund
   * UN CERF
2. **Government organizations:** 
   * NEMA
   * Emergency Management Department/Divisions and local administrations in the project target areas (Selenge, Dornod, Khentii, Darkhan, Dundgobi and Buglan provinces, Chingeltei and Songinokhairkhan districts of UB)
   * Capital City Emergency Management Department
   * Rescue Special Unit
   * Disaster Research Institute
   * Ministry of Finance
   * Ministry of Construction and Urban Development
   * Ministry of Culture, Education and Science
   * Ministry of Population Development and Social Welfare
   * Ministry of Food and Agriculture
   * Information Technology, Post and Telecommunication Agency
   * Communication Regulatory Commission of Mongolia
   * National Chamber of Commerce and Industry
3. **International organizations:** 
   * UNDP & most of UN organizations
   * Asian Development Bank
   * Asian Disaster Preparedness Center
   * Mongolian Red Cross Society
   * International Federation of Red Cross and Red Crescent Societies (IFRC)
   * World Vision
   * Japan International Cooperation Agency (JICA)
   * People in Need
   * Caritas Mongolia
4. **Private sector (with formal contracts):** 
   * “Skytel” Ltd
   * “IRIS” Ltd
   * TV companies
   * “Batu Digital”
5. **NGOs:** 
   * Animal Husbandry and Agriculture Risk Management Center
   * National Rehabilitation and Development Center
   * Information and Training Center for Biology and Biotechnology
   * Disaster Protection and Fire Prevention Committee of Mongolia
6. **Civil Society & Citizens:** 
   * Car groups (Hilux, Harrier, Prius 30, Land Cruiser 200, Offroad, etc.)
   * Educator Mr. Dambii

# **ANNEX 17. EFFICENCY CALCULATIONS PROJECT COST IMPACT EVIDENCE—AT PILOT SITES**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Targets aimags and UB | Target soums, baghs, and khoroos | Years | Local Investment to DRR  (mln of MNT) | Impact to disaster occurrence | Coverage by index based livestock insurance | |
| Households | Livestock |
|  | Dornod | Bayandun | 2013 | - | Decreased by 15-20% | 12 | n/a |
| 2014 | 21.0 | - | n/a |
| 2015 | 7.0 | - | n/a |
| 2016 | 9.0 | - | n/a |
|  | Bayan-Uul | 2013 | 53.0 | Increased by 10%  (due to fire from Russia) | 29 | n/a |
| 2014 | 25.0 | 14 | n/a |
| 2015 | 40.0 | 15 | n/a |
| 2016 | 13.0 | n/a | n/a |
|  | Khentii | Binder | 2013 | 2.0 | Decreased by 20% | 9 | 2781 |
| 2014 | 1.4 | 5 | 2283 |
| 2015 | 6.6 | 7 | 2045 |
| 2016 | 13.5 | 10 | 7160 |
|  | Jargaltkhaan | 2013 | 1.5 | No occurrence | 94 | n/a |
| 2014 | 9.0 | 65 | n/a |
| 2015 | 10 | 82 | n/a |
| 2016 | 4.5 | 114 | n/a |
|  | Dundgobi | Gobi-Ugtaal | 2013 | 6.0 | Decreased by 9-15% | 18 | n/a |
| 2014 | 8.0 | 36 | n/a |
| 2015 | 16.5 | 9 | n/a |
| 2016 | 6.0 | 3 | n/a |
|  | Bayanjargalan | 2013 | n/a | Decreased by 15% | - | n/a |
| 2014 | 56.7 | 24 | n/a |
| 2015 | 8.7 | 56 | n/a |
| 2016 | 15.0 | 34 | n/a |
|  | Bulgan | Saikhan | 2013 | n/a | No occurrence | 27 | n/a |
| 2014 | 72.0 | 42 | n/a |
| 2015 | 28.0 | 34 | n/a |
| 2016 | - | 9 | n/a |
|  | Selenge | 2013 | 6.8 | Decreased by 10-15% | 15 | n/a |
| 2014 | 11.0 | 8 | n/a |
| 2015 | 1.8 | 2 | n/a |
| 2016 | 29.2 | - | n/a |
|  | Teshig | 2013 | 125.8 | Decreased by 20-23% | n/a |  |
| 2014 | 57.7 | n/a |  |
| 2015 | 51.1 | 11 | 11872 |
| 2016 | 1.7 | 25 | 26432 |
|  | Selenge | Altanbulag | 2013 | n/a | Decreased by 30-40% | 13 | n/a |
| 2014 | 6.8 | 28 | n/a |
| 2015 | 12.0 | 25 | n/a |
| 2016 | - | 16 | n/a |
|  | Mandal | 2013 | n/a | Increased by 10-15% (due to lack of precipitation) | n/a | n/a |
| 2014 | 17.55 |
| 2015 | 11.7 |
| 2016 | - |
|  | Darkhan-Uul  Darkhan soum | V bagh | 2013 | - | Decreased by 15-25% | n/a | n/a |
| 2014 | 0.25 |
| 2015 | 2.1 |
| 2016 | - |
|  | VI bagh | 2013 | - |
| 2014 | 1.3 |
| 2015 | 2.1 |
| 2016 | - |
|  | Ulaanbaatar | 4 khoroo, Songinokhairkhan district | 2013 | n/a | Decreased by 30% | n/a | n/a |
| 2014 | 6.5 |
| 2015 | 2.4 |
| 2016 | - |
|  | 17 khoroo, Chingeltei district | 2013 | 19.0 | Decreased by 15-25% |
| 2014 | 66.9 |
| 2015 | 60.0 |
| 2016 | 58.4 |

# **ANNEX 18. LIST OF LINKED DEVELOPMENT PROJECTS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Title of project | Project objective | Implementing Agency | Implemented period | Donor | Total budget | **TE analysis of linkages with the DRR project** |
| 1 | Sustainable livelihood project phase I, II | The project has four main components with the first being the pastoral risk management (PRM) component. The main objective of the PRM component is to scale up and replicate effective strategies to prepare for and respond to pastoral risk. The primary target group is herder households | Ministry of Finance | 2007-2013 | WBG | US$ 33.00 million | Some herders’ groups established within the “Sustainable livelihood project phase” I, II were re-activated during DRR project. For example, in Altanbulag soum, Selenge 6 herders’ groups have been re-activated by DRR project. |
| 2 | Technical Assistance Program  Support to the Mongolia Disaster Risk Management Program | The objective of this program is to enhance the Government of Mongolia’s capacity to mitigate and manage the impacts of natural disasters, focusing on strengthening the coordination capability and technical capacity of the National Emergency Management Agency. It will also develop options for downstream priority programs to mainstream disaster risk reduction across sectors and levels of government and to develop disaster risk financing options. The program will strengthen the capacities of critical agencies and partners by supporting them to take the lead in the implementation of DRM activities. | NEMA | 2014-2016 | WBG | US $1.0 million | 1. This program worked to improve the draft of the reformulated Law on Disaster Protection  2. DRR project is continuing disaster risk financing options and developing the draft Law on Disaster Insurance. |
| 3 | Ecosystem-based Adaptation Approach to Maintaining Water Security in Critical Water Catchments in Mongolia | The project objective is to maintain the water provisioning services supplied by mountains and steppe ecosystems by internalizing climate change risks within land and water resource management regimes. The project aims at alleviating vulnerabilities and dismantling identified barriers | Ministry of Environment and Green Development, Ministry of Finance, | 2012-2017 | UNDP | US$ 10,569,124 | DRR project jointly with this project conducted experience and knowledge sharing event in Selenge soum, Bulgan aimag on 11-12 August, 2016. Next event on fire protection stripes will be organized on 24 October in Bayandun, Dornod aimag. |
| 4 | Emergency assistance to support drought-cum-dzud response and resilience | This project will provide time-critical response to 2015 drought and current dzud impacted districts in complement to a CERF project. While CERF will focus on 45 districts in six provinces with 4 390 herder households, the TCP project will focus on 56 districts in 15 provinces with 1 750 most dzud affected herder households and 54 nucleus flocks of 13 state- owned nucleus herds for high breeding value locally adapted livestock breeds. | Ministry of Food and Agriculture | 2016-2017 | FAO | N/A | 1. DRR project compiled the list of 4390 beneficiaries from 45 soums of 6 provinces.  2. UN agencies (UNICEF, UNFPA, FAO) other international organizations of World Vision, People in Need and Caritas delivered their assistance based on our list.  3. UNDP cash support went through DRR project. |
| 5 | Integrated Livestock-based Livelihoods Support Programme | The project development objective (PDO), which is defined as “Impact” for the FAO Project Document, is to improve rural livelihoods and food security in selected soums through enhanced productivity, market access and diversification in livestock-based production systems. | Ministry of Food and Agriculture | 2012-2016 | GAF - Global Agriculture and Food Security Programme | N/A |  |
| 6 | Index-based Livestock  Insurance project  Protecting Herders from Climate-related Livestock | The project of the project is reduce the impact of livestock mortality on herders’ livelihoods by developing structured plans to finance  large losses before they occur;   Provide herder households with immediate liquidity after a disaster;   Provide the GOM with a tool to transfer part of its fiscal exposure to climatic risks to the international  reinsurance market. | Ministry of Finance | 2005-2016 | WBG | US$ 7.75 million | DRR project develops the draft of Law on Insurance based on the knowledge gained from the Index-based Livestock insurance. |
| 7 | Pasturelands - Mongolia's "Green Gold" | Empowering herders to collectively manage grazing resources is one of the main objectives of the Green Gold project, dedicated to the preservation of grazing areas, which are the green gold of Mongolia. The project improves the income of 100,000 semi-nomadic herder families. | Ministry of Food and Agriculture | 2013-2016 | Swiss Cooperation Office in Mongolia | CHF 10'580'000 | DRR project also targeted in increasing hay storages (repaired hay storage of State Reserve and built new hay storage in Gobi-Ugtaal soum) and preparing livestock fodder (11 soum were provided with fodder making equipment and people with the hand on- training opportunity). |
| 8 | Market and Pasture Management Development Project | The objective of the Market and Pasture Management Development Project is to reduce poverty and improve livelihoods of nomadic herder households and households living in permanent settlements in soums (districts) and aimags (provinces). | Ministry of Food and Agriculture | 2011-2016 | IFAD | Total project cost: US$ 27.4 million  Total IFAD financing: US$ 20.5 million  IFAD loan: US$ 20.5 million |  |
| 9 | Mongolia Livestock and Agricultural Marketing Project (LAMP) | The objective of the Livestock and Agricultural Marketing Project for Mongolia is to improve rural livelihoods and food security in selected aimags and soums through investments in enhancing productivity, market access and diversification in livestock-based production systems. The project has 3 components. (1) Linking herders to markets component will create productive partnerships by linking producers of livestock products (meat, fiber, milk and horticultural products) to markets and diversifying sources of income and household | Ministry of Food and Agriculture | 2013-2017 | WBG,GAFSP | US$ 11.49 million |  |
| 10 | “Avian and Human Influenza Control, Preparedness and Response Project” | The project focused on strengthening the capacity of key agencies involved in the Avian and Human Influenza preparedness and response: the National Emergency Management Agency (NEMA), the Department of Veterinary Services (DVS) of the Ministry of Food, the Agriculture and Light Industry of the Ministry of Health (MOH), and their counterparts at the aimag (province) level. It aimed to raise awareness among senior policy makers and officials, review and improve the existing policy and regulatory framework related to the disease, improve the existing command and control structures with international best practices, and develop standard operational procedures. | NEMA, MoH, MFA | 2008–2011 | WBG, Avian and Human Influenza Facility (AHIF) | US$ 4,656,463 |  |
| 11 | The Project for Strengthening the Capacity  of Seismic Disaster Risk Management  in Ulaanbaatar City | Objectives of the Project is  to strengthen the capacity for seismic disaster risk management in UB City and to transfer relevant  skills and technologies to personnel concerned with the Project | UB city Governor office and NEMA | 2012–July 2013 | Japan International Cooperation Agency (JICA) | N/A | JICA representatives met with DRR project several times to identify targets for next phase of this project and continue public awareness rising of DRR project.  They are planning to develop kids’ manual on earthquake risk reduction based on school curriculum and manuals developed by DRR project. |
| 12 | Mongolian Livestock Early Warning System (LEWS) project | To develop risk management technologies to provide drought and winter disaster Livestock Early Warning System (LEWS) to improve rural business in the livestock sector of the all regions in Mongolia  Outcome:  Ø Develop a forage monitoring system that provides near-real time spatial and temporal assessment of current and forecasted forage conditions for Mongolia livestock producers;  Ø Develop a nutritional monitoring system for sheep, goats, cattle, camels and horses that provides an assessment of the nutritional balance, changes in body conditions and optimal fodder interventions for Gobi livestock producers;  Ø Develop an appropriate information and communication infrastructure and analysis delivery system to provide herders, and local/regional government officials with information on current and forecasted forage conditions and animal nutrition that will assist them to make timely and specific management decisions; | MFA | 2009-2012 | Mercy Corps, Mongolia, Texas A&M University, Blackland Research and Extension center, World Bank Sustainable Livelihoods Project-II | US$889.000 | DRR project and Mercy Corps met twice and shared information on project targets and planned activities.  Especially, there were discussions on early warning mass messaging implemented by DRR project. |
| 13 | Reduce the Impact of Disasters on People in Western Mongolia | The project will also help to strengthen government DRR policies and resources to support remote aimags and to prepare people for key disasters. World Vision will also work with the Ministry of Education and Science on the development of educational materials on disaster preparedness and to develop a standard DRR curriculum for households and schools. | Bayan Ulgii; Khovd and Uvs - the three western-most aimags (provinces) in Mongolia. | 2014-2015 | USAID | US $275,000 | DRR project had meetings with World Vision on developing educational materials. Based on the result World Vision decided to develop family handbook. |
| 14 | Emergency Plan of Action (EPoA)  Mongolia: Extreme Winter Condition | The overall objective of the operation is to ensure that immediate humanitarian needs of up to 5,100 families affected by dzud are met in an effective and efficient way. | Number of people to be assisted: 25,500 (5,100 families) | 2016-2017 | IFRC | CHF 158,459 | Information sharing was between IFRC and DRR project on identifying dzud assistance beneficiaries in order to avoid duplications. |
| 15 | Dzud response project | The main goal of the dzud response project is to provide lifesaving food interventions to vulnerable 600 herder families severely affected by dzud disaster. The intervention has provided two months’ supply of emergency food aid to most vulnerable herder households. | 8 soums of Bayanhongor | 2016 | ADRA | N/A |  |

# **ANNEX 19. IMPACT STATEMENTS FROM BENEFICIARIES APPRECIATION LETTERS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Name | Title | Date | Notes |
|  | Col. D.Chinzorig | Commander, Rescue Special Unit, NEMA | July, 2014 | Appreciation for organizing the exercise on “Water Rescue” through 20-25 July, 2014. |
|  | Mr. M.Nyamjargal  Mrs. Sh.Nasandulam | Chair of Residents’ Representative Khural  Governor of Selenge soum, Bulgan aimag | 30 December, 2014 | Appreciation for a support to implementing “Soum DRR Programme” |
|  | Mr.Azjargal | Governor of Darkhan soum, Darkhan-Uul aimag | 16 September, 2014 | Appreciation for a support to local DRR |
|  | Mrs. Baigalmaa | Head of Soum Governor’s Office, of Mandal soum, Selenge aimag | 16 September, 2014 | Appreciation for a support to local DRR |
|  | Mr. D.Sundui | Governor of Altanbulag soum, Selenge aimag | 17 September, 2014 | Appreciation for a support to local DRR |
|  | Mr. J.Dorj | Governor of Bayan-Uul soum, Dornod aimag | #1/265, 08.05.2015 | Thanks to the fire protection strips built by the project, 77 households were protected from fire occurred from 14 to 30 April, 2015. |
|  | Mrs. Namjildulam | Herder of the bagh #2, Bayan-Uul soum, Dornod aimag | May, 2015 | - Fire protection strips were very useful in extinguishing fires.  - Thanks for mass messaging opportunity. |
|  | Mr. Ts.Jargalsaikhan | Chairman of Residents’ Representative Khural, the bagh #1, Bayan-Uul soum, Dornod aimag | 28 April, 2015 | - Over 30 households were affected by fire.  - Fire protection strips supported in reducing fire strength and protecting households. |
|  | Mrs. B.Tserenkhand | Head, Forest Cooperative “Khusuu” | 27 April, 2015 | - 18 forest cooperatives received blowers from the project and used effectively for extinguishing fire.  - Fire protection strips were very important in reducing fire strength and extinguishing. |
|  | Col. Ya.Altankhundaga | Director, EMD, Dundgobi aimag | 05 June, 2015 | Appreciation for:  - establishing disaster protection cabinet at EMD;  - support to DRR in Gobi-Ugtaal and Bayanjargalan soums |
|  | Mr.B.Batjav | Governor, Bayandun soum, Dornod aimag | August, 2015 | Appreciation for a support to local DRR |
|  | Mr.J.Dorj | Governor, Bayan-Uul soum, Dornod aimag | 05October, 2015 | Appreciation for a support to local DRR |
|  | Mr. B.Tsogt-Orshikh | Governor, Jargaltkhaan soum, Khentii aimag | 05 October, 2015 | Appreciation for a support to local DRR |
|  | Mrs. G.Tuya | Governor, Bayamjargalan soum, Dundgobi aimag | 16 May, 2016 | Appreciation for a support to local DRR |
|  | Mrs. Ch.Enkhtsetseg | Governor, Gobi-Ugtaal soum, Dundgobi aimag | 17 May, 2016 | Appreciation for a support to local DRR |
|  | Mr. J.Jamyantiv  Col. U.Bold | Governor, Zavkhan  Director, EMD, Zavkhan aimag | 21 May, 2016 | Thanks for the contribution to UN dzud assistance |
|  | Col. D.Uuganbayar | Director, EMD, Bulgan aimag | August, 2016 | Appreciation for technical support to strengthening a capacity of EMD |
|  | Mr. N.Altangerel | Governor of Binder soum, Khentii aimag | 05 June, 2016 | Appreciation for a support to implementing “Soum DRR Programme” |
|  | Col. B.Batjargal | Director, EMD, Khentii aimag | 05 June, 2016 | Appreciation for:  - support to strengthening a capacity of EMD,  - support to DRR in Binder and Jargaltkhaan soum |

# **ANNEX 20. PLANNED AND REALIZED STAKEHOLDERS ROLES IN PROJECT IMPLEMENTATION**

The following constitute the partners’ **expected roles** in project implementation and results (ProDoc).

|  |  |  |
| --- | --- | --- |
| Stakeholder | Anticipated roles | ASSESSMENT |
| Government entities | |  |
| Deputy Prime Ministers Office/  National Emergency Management Agency | The implementing partner responsible for the project outcomes. It will provide policy guidance and staffing support for implementing the project. | Deputy Prime Minister office and NEMA were very important stakeholders to the success of the project activities and outcomes engaged from beginning stage to termination of the project, approving the project document, adopting of a series of policy documents and high influence to political leader to submit national policy and program and draft laws to Parliament (“National Programme for Disaster Risk Reduction with Community Participation” was approved by the Government Resolution #303 on 20 July 2015;  “Plan of Action to Implement National Programme for Disaster Risk Reduction with Community Participation” was approved by the order #50 of DPM on 06 May 2016; The Law Concepts of “Reformulated Law on Disaster Protection,” “The Law on Legal Status of Disaster Management Organizations” were approved by DPM and Ministry of Justice in May 2015.) |
| Ministry of Environment and  Green Development Ministry  of Industry and Agriculture | Overall conservation of nature and implementing UNFCCC and UNCCD.  It is the project implementing partner and its implementing agencies, Water Agency, Forest Agency and Specially Protected Area Administration will be main counterparts.  Main counterpart for interventions to reduce agricultural sector disaster risks, including animal epidemics. | Ministry of Environment and Green Development Ministry of Industry and Agriculture were very important stakeholders, but they had little influence on project implementation process and limited engagement participating in consultative meetings and providing comments of developed national policy and programme (141 representatives of decision makers, relevant stakeholders and local representatives attended the National Workshop that held on 06 January 2016 and discussed proposed mechanism.  The workshop recommendations were delivered to relevant stakeholders. ) |
| Ministry of Construction and  Urban Development | Main counterpart for earthquake-related preparedness and response measures, construction safety, standards and building codes, norms and standards. | MCUD was an important partner, but had little influence on the project implementation process and limited engagement in development of disaster risk methodology and risk indicators of disasters related to local communities at flood risk and earthquake risk (the “Disaster Risk Assessment Methodology and Indicators” was developed containing items such as general methodology of disaster risk assessment, risk assessment methodology for natural disasters; risk assessment methodology for human-made disasters and disaster risk assessment indicators). However, it had strong engagement in improvement of database establishing cooperation between NEMA and MCUD in signing MOU on processing data, topographic mapping, upgrading software, compiling database, enabling emergency access of NEMA to database and training NEMA officers from 21 aimags in maintenance of software. |
| Local government (target aimags and soums and Ulaanbaatar city) | Provides implementation support at the local-level and ensures mainstreaming disaster risk reduction into local-level policies and development planning. | These stakeholders were very important to the success of the project activities, outcome and results and had high influence on the project implementation process, had a major role in institutionalization and sustainability of achieved and piloted activities, cost-sharing funding and financing, building of public, private partnership at local level (14 DRR partnership and cooperation councils were established, understanding of local stakeholders in 11 soums and 1 khoroo has been increased through development and implementation of soum DRR programs, 10 soums and 1 khoroo approved “Soum and khoroo level DRR programme (2016–2020”). |
| **Academia** | |  |
| Mongolian Academy of Science and Research Institutes | Institute of Meteorology and Hydrology and National Agency for Meteorology and Environmental Monitoring will be the main partner in networking for early warning, forecasting and information dissemination system. | IMH and NAMEM were very important partners to success of the project activities related to strengthen early warning and dissemination mechanisms of forecasts, hazards and vulnerabilities and had high professional influence on designing and implementation of mass messages and alert system for local communities. A successful replication of the EWS through mass messaging was achieved in all soums (sub-districts) of the country. |
| Communities and Private sector | | |
| Local communities | Project implementers and direct beneficiaries at target sites of the project and other administrative units that will replicate suitable local-level mechanisms for disaster management. | Local communities were very important partners to success of the project activities related to co-financing and designing small grant projects and implementation of community-based disaster management program and high influence on engagement of herder’s groups and citizens and volunteers (178 herders’ groups & forest communities are active in the project sites; in total of 9889 people of 1938 households, 4647 males and 5242 females benefitted directly from the small grant projects). |
| National media | Information dissemination on disaster risk reduction preparedness and individual responses to general public | National media was a very important partner in success of the project activities related to advocacy and fostering the project achievement and scale-up results of pilot project as well as improvement of information dissemination. It had high influence on changing the minds of general public and local communities |
| IASC - UN Agencies (UNDP, FAO, UNICEF, UN-FPA in Mongolia), Humanitarian Country Team (HCT) and ISDR  Red Cross, ADRA, JICA, World Bank, Asian Development Bank and  World Vision  and other international organizations: | Development partners and NGO activities will be coordinated with individual UN agencies with specific interventions planned for reducing disaster risks for the programming cycle of 2012–2016. The project activities will be complementary to the overall coordination efforts through a cluster approach by the UN Humanitarian Country Team. ISDR will support UNDP in its efforts in improved governance of disaster risk reduction. | IASC partners were noted as very important partners of the project sustainability, but had little influence on success of the project and limited engagement participating in consultative meetings and providing comments of developed national policy and programme. These IASC partners can be in a position to have high influence on more success of the project activities, but during these phases, this aspect has not been coordinated or mobilized or engaged in the preparedness activity either for technical assistance or coordination goals as it could be. This aspect can be strengthened in suggested follow up work on a national partnership for DRR led by UNDP. The partnership with UN agencies and broader IASC humanitarian system is very important for medium and large-scale emergency. There was one emergency in which (April 2016) this group was mobilized, but it was not as coordinated as it could be, and the roles were not well defined. More work (SOPS and interagency coordination) is needed.  The NEMA - IASC partnership strengthening can be strengthened further. This is an important aspect of the DRM Mongolian partnership building process, especially in times of medium- and large-scale disaster events.  IASC are important partners and for the project sustainability, but had little influence on success of the project and limited engagement participating in consultative meetings and providing comments of developed national policy and programme. These partners could have had high influence on more success of the project activities.  Very good collaboration between UNDP, UN agencies and project stakeholders. The medium and large scale emergency response was an exemplary demonstration of the future potential IASC partnership During the emergency event of April 2016. The project compiled data with support of the UN and interagency emergency group (informal cluster arrangement) through which there was recorded 4390 beneficiaries from 45 soums of 6 dzud affected provinces within CERF dzud assistance. |
| Gave technical inputs during the project implementation and implementation, ensuring complementarities and synergies with activities of other ongoing and future projects (Avian influenza, agriculture sector risk reduction, index-based livestock insurance, earthquake risk mapping, etc.).  - UNDP provided PIU the comments. Especially, there were comments on the draft of Reformulated Law on Disaster Protection and the National Programme on DRR with Community Participation;  - piu conducted joint training and shared good practices with 2 other UNDP projects;  - piu collaborated with Mongolian Red Cross Society and IFRC on draft of Reformulated Law on Disaster Protection and conducted jointly the discussion of the Law on 17 March, 2014. Their focus was on the chapter 7 of the Law or humanitarian aid coordination;  - piu shared officially the project information and best practices with international organizations twice. Also, we had meetings and shared our knowledge with representatives World Vision, JICA, Red Cross, Merci Cor, Asian Development Bank;  -In 2015, jointly with NEMA, UNDP and UNISDR Asia Pacific Office, PIU conducted a “High level Development Dialogue on Strengthening Coherence between Disaster Reduction, Response to Climate Change and Sustainable Development” in the Government House on 11-12 May, 2015. Also, “Forum on supporting Private Public Partnership for DRR” was organized jointly with the project, NEMA, UNISDR and the National Chamber for Trade and Industry on May 30, 2016. |

1. ( See Project Phase 1, 2, 3 Terminal Reports outlining success in capacity strengthening and bottlenecks to institutional change) [↑](#endnote-ref-2)
2. **CPD 2017–2021, section 32– Second regular session 9 September 2016, New York**  [↑](#endnote-ref-3)
3. Page 11–12 CPD 2017–-2021 [↑](#endnote-ref-4)
4. UNDP project, “Strengthening local-level capacities for disaster risk reduction, management and coordination in Mongolia,” Ulaanbaatar, 2013, [www.undp.mn](http://www.undp.mn); [↑](#endnote-ref-5)
5. Sundui D, Soum Governor of Altanbulag soum, Selenge aimag [↑](#endnote-ref-6)
6. Donor report, UNDP project “Strengthening Local Level Capacities for Disaster Risk Reduction, Management and Coordination in Mongolia” 2015. [↑](#endnote-ref-7)
7. HS-Highly Satisfactory; S-Satisfactory; MS-Moderately Satisfactory; U-Unsatisfactory. Likely (L): There are negligible risks that affect this dimension of sustainability. Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability. Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability. Unlikely (U): There are severe risks that affect this dimension of sustainability. [↑](#endnote-ref-8)
8. *Implementation Approach (R).* This should include assessments of the following aspects: 1. the use of the logical framework as a management tool during Implementation, 2. the general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives, and 3. technical capacities associated with the project and their role in project development, management and achievements.

   *Monitoring and evaluation (R).* This should include an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs proceed according to plan, and whether action has been taken on the results of this monitoring oversight.

   *Stakeholder participation (R).* This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing 1. the production and dissemination of information generated by the project, 2. local beneficiary participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project, 3. the establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation, and 4. involvement of governmental institutions in project implementation and the extent of governmental support to the project.

   *Financial Planning:* An assessment of the actual project cost by objectives and outputs, the cost-effectiveness of achievements, financial management and co-financing.

   *Sustainability.* Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end; relevant factors that contributed to the sustainability, including development of a sustainability strategy; establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

   *Execution and implementation modalities.* This should consider the effectiveness of the UNDP counterpart and Project Implementation Unit (PIU) participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the project; and quality and timeliness of inputs by UNDP and GOM and other parties responsible for providing inputs to the project. [↑](#endnote-ref-9)
9. UNDP Terminal Evaluations Guidelines attached [↑](#endnote-ref-10)
10. These are elaborated below.

    ***Relevance***

    How does the project address country priorities? Was the project concept in line with the national sector development priorities and plans of the country? What is the contribution of the project towards the achievement of the State Policy on Disaster Protection, the National Programme on Strengthening Disaster Protection Capacity and CPAP goals/outputs?

    To what extent are the tools/instruments/inputs/strategies relevant as applied by the project in supporting effective government policy implementation and in promoting community based DRR action and the project target beneficiaries?

    To what extent were relevant gender issues raised in the project design?

    ***Effectiveness***

    Do strategies, interventions and practices ensure timely and effective implementation of the project?

    To what extent are the outcomes and outputs achieved?

    What factors contributed to achieving or not achieving intended results and outputs?

    How effective was the project’s Monitoring and Evaluation mechanism?

    ***Efficiency***

    How has the project utilized the funding as per the project document and agreed work plan to achieve the projected targets?

    How are resources or inputs converted to results economically?

    What factors and constraints have affected project implementation, including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design?

    Was the overall project management as effective and efficient as outlined in the Project Document?

    What was the quality of the execution/implementation of an Implementing Partner or the NEMA?

    ***Sustainability and Impact***

    Are there preliminary indications that the project results are likely to be sustainable beyond the project’s lifetime (both at the community and government level)? Assess the degree of sustainability. What are the dimensions of sustainability: economic/financial; social/organizational; technological; environmental?

    Is there any emerging impact on communities for both men and women? To what extent is the impact identified?

    Are communities likely to initiate other disaster risk reduction initiatives in the vulnerable community?

    What relationships/engagements have been formed through project implementation to date that are likely to continue beyond the life of the project?

    Is there an exit strategy and has it been well communicated all around? [↑](#endnote-ref-11)
11. The TOR is the starting point.

        ***Inception Report and Workshop***

    The first step was to develop a process for gaining consensus on the methodology by evaluation stakeholders. This involved drafting a *suitable project implementation inception report* to share for further comments, refinement and ultimately, consensus. The *inception report* outlines the detailed *implementation matrix* and is the basis of the approved methods with a final agreement on the evaluation questions (see draft evaluation matrix attached). Once approved, the inception report was developed with guidance of international standards and a partners’ consensus process. The result was agreement on the criteria and evaluation framework and an evaluation implementation plan intended to guide the tasks undertaken by the project team. The work plan contained within this report outlines how the international consultant liaised with supporting agencies and departments to gather the information required. To facilitate broader stakeholder involvement, the international consultant produced the inception report. This report enabled the team—UNDP managers, the international consultant and the partner and government stakeholders—to agree on the evaluation implementation plan.

        ***Implementation Matrix***

    The international consultant completed the implementation strategy and matrix and the complementary questionnaire. She prepared the inception workshop outlined and detailed the report development process in advance of her first mission (see example attached). The documents included detailed and pointed questions concerning the projects key expected results. [↑](#endnote-ref-12)
12. *Implementation Approach (R).* This should include assessments of the following aspects:  1. the use of the logical framework as a management tool during implementation, 2. the general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives, and 3. technical capacities associated with the project and their role in project development, management and achievements.

    *Monitoring and evaluation (R).* This includes an assessment as to whether there has been adequate periodic oversight of activities during implementation, establishes the extent to which inputs, work schedules, other required actions and outputs proceeded according to plan and whether action has been taken on the results of this monitoring oversight.

    *Stakeholder participation (R).* This includes assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing 1. production and dissemination of information generated by the project, 2. local beneficiary participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project, 3. establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation, and 4. involvement of governmental institutions in project implementation and the extent of governmental support to the project.

    *Financial Planning:* This is an assessment of the actual project cost by objectives and outputs and the cost-effectiveness of achievements, financial management and co-financing.

    *Sustainability.* This is the extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors that contributed to the sustainability including development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

    *Execution and implementation modalities.* This considered the effectiveness of the UNDP counterpart and Project Implementation Unit (PIU) participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project, quality and timeliness of inputs by UNDP and GOM and other parties responsible for providing inputs to the project. [↑](#endnote-ref-13)
13. ***Output 1****:*Policy and regulatory frameworks enable clearer roles and responsibilities forimproved disaster risk reduction and management.

    ***Output 2****:*Local-level disaster management mechanisms have procedures and competencies tailored for urban and rural vulnerabilities.

    ***Output 3****:*Feasible local-level mechanisms for disaster risk reduction and response is furtherreplicated. [↑](#endnote-ref-14)
14. DRM as a *process for designing, implementing, and evaluating strategies, policies and measures to improve the understanding of disaster risk, foster disaster risk reduction and transfer and promote continuous improvement in disaster preparedness, response and recovery practices within the explicit purpose of increasing human security, well-being, quality of life and sustainable development (Intergovernmental Panel on Climate Change)*. [↑](#endnote-ref-15)
15. * Design and implement more tailor-made disaster risk management initiatives for urban and rural settings considering different environments, risks and resources.
    * Design and implement a modest pilot initiative to bring the private sector of Mongolia on board for future programme/project interventions and generate lessons for a larger strategy.
    * Disseminate the very valuable traditional knowledge documented in Phase III through novel forms of learning and action at local, provincial and national levels.
    * Expand the localized weather forecasting/early warning systems pilots currently underway.
    * Develop and execute a participatory communication strategy with/for key actors: herders/herder groups, urban dwellers/self-help groups’ technical (field) staff of government agencies and nongovernment agencies’ soum government staff.
    * Strengthen the gender analysis and monitoring and evaluation capacities of all individuals and agencies directly involved in future programme/project interventions.

    [↑](#endnote-ref-16)
16. Rural and urban populations have different needs to minimize the impacts of slow-onset disasters, such as dzud, drought and other climate-related hazards largely affecting rural populations and rapid-onset disasters, such as flash floods, forest and steppe fires, earthquake, chemical spills and contamination and transportation/road accidents affecting both rural and urban populations. Earthquakes and flash floods are emerging hazards specific to densely populated urban areas. The project will prioritize them, addressing challenges associated with these hazards. Overall, project activities will be specific to a range of hazards in geographic regions and tailored to the needs of local communities. [↑](#endnote-ref-17)
17. This also involves issues of clear functions, legal status and incentives for volunteer support for emergency preparedness and response operations based on international best practices (e.g. volunteering for emergency management unit’s equivalent to obligatory military services). This will be also reflected in development of a disaster risk indicator system for organizational, developmental and institutional actions to reduce disaster vulnerabilities and losses. The project will consider experiences of other volunteer involving organizations, such as United Nations Volunteers (UNV), and involve national UN Volunteers in project implementation to the extent possible. The project will benefit extensively from national and, possibly, international UNV support, particularly for the local-level interventions. [↑](#endnote-ref-18)
18. The project will ensure gender mainstreaming in development of all policy documents and guidelines, equal involvement of men and women in DRM, in planning and budgeting, distribution and collection of gender-disaggregated data in monitoring of assistance provided, etc. The programme should consult and work on practical approaches with UNDP gender advisors, develop a set of detailed gender indicators and integrate into the work plans. [↑](#endnote-ref-19)
19. The weaknesses in local governance in relation to disaster risk reduction will be addressed, including lack of formal obligations, permanent enforcing structures, financing mechanisms and incentives. Capacity of existing DRRPCs will be strengthened, along with a presence of NEMA at the community level. The project exit strategy will be developed and implemented in collaboration with NEMA and other stakeholders well in advance of the project closure. [↑](#endnote-ref-20)
20. (Ms. Bunchingiv B, ETL UNDP CO had seven monitoring visit to project sites on 19 Jun 2014, 16–19 Sep 2014, 8 May 2015; 24–27 Sep 2015; 15 Jul 2016; and Mr. Haoliang Xu, UNDP Regional Director for Asia and Pacific and Ms.Sezin Sinanoglu, UNRC and UNDP RR on 19 Jun 2014 and Mr. Vineet Bhatia, Head of Country Support, RBAP, UNDP had a monitoring visit to project sites on 24–27 Sep 2015. Ms.Beate Trankmann, UN RC and UNDP RR visited the project site twice on 24–27 Sep 2015 and 03-07 Oct 2015). [↑](#endnote-ref-21)
21. * Deputy Prime Minister/Chief of NEMA appointed by DPM—Chair of the Board/Executive
    * NEMA Deputy
    * Ministry of Environment and Green Development (from forestry/hazardous material departments)
    * UNDP (Programme Officer)—Project Assurance
    * Ministry of Industry and Agriculture (animal husbandry/pasture management department)
    * Ministry of Construction and Urban Development (construction safety, standards and building codes, norms and standards)
    * State Specialized Inspection Agency
    * Information and Communication Technology Agency
    * Ulaanbaatar City Mayor’s Office
    * Representative of Eastern region soum government
    * Representative of Central region soum government.

    [↑](#endnote-ref-22)
22. Output 1 was to review the national policy framework established to better design and manage climate change risks. Output 2 was to promote innovative local solutions for EWS and information dissemination at the community level. [↑](#endnote-ref-23)
23. UNDP monitors and reviews project financial reports against agreed project budget and approved AWP/QWPs through project financial audit, spot-check, HACT assessment and CDR.

    1. DRR project was audited in 2015 with the audit opinion “unmodified” and with no recommendation.

    2. Accuracy and completeness of financial information, including supporting documents and expenditure detail were checked through two UNDP spot-checks respectively in 2014 and 2015. DRR PIU was provided with UNDP regular advices and technical assistance on measures necessary to enhance the project financial management in line with UNDP standards and norms.

    3. UNDP verified the budget and expenditures of DRR project through the review of Monthly Disbursement Ledger, quarterly Faceforms and annual CDR. [↑](#endnote-ref-24)
24. [↑](#endnote-ref-25)
25. [↑](#endnote-ref-26)
26. [↑](#endnote-ref-27)
27. [↑](#endnote-ref-28)
28. Miyamoto International Inc., Prioritization Report, the Mongolia Structural Resilience Program: Public Schools in Ulaanbaatar, 08 April 2016. [↑](#endnote-ref-29)
29. Section 17 Strengthening DRM in Mongolia, Policy Note, WBG, 2016. [↑](#endnote-ref-30)
30. The achieved results assesses by scores : unachieved -1 , partially achieved -2 , achieved -3 , fully achieved -4 , outstanding -5; [↑](#footnote-ref-2)