



Government of Mongolia and United Nations Development Assistance Framework (2017-2022)

Evaluation Report Annexes

February 2022

Commissioned by the UNDAF Steering Committee in Mongolia

Submitted by the Independent Research Institute of Mongolia
(contact@irim.mn)

Mr. Christian Privat
Evaluation and Strategic Planning Consultant
UNDAF, Joint Programmes, Country Programmes, Mainstreaming issues
cprivat8@gmail.com

Mr. Battulga Sergelen
Development Economist and Researcher
Public Finance, Education Policy and Financing, Sustainable Development
holbooinc@yahoo.com

Ms. Ayush Dashdavaa
Evaluation and Assessment National Consultant
Governance, Public Health, Human Rights, ICT in Education issues
dashdavaaayush@gmail.com

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Annex 1: Detailed Evaluation Approach and Methodology

A. Approach

The UNDAF evaluation entailed both an internal and external participatory process, which led to consulting both internal actors (e.g., UN agencies) and external actors (Government counterparts, development partners, academia, CSOs and private sector). Led by IRIM, with an international consultant and two national consultants, the consultancy team tried to ensure that the evaluation exercise did not place too much additional burden on the UN Country Team by being too time consuming or strain national capacities, and it kept the evaluation simple, but it made it informative and forward looking. This combination helped to assess the UNDAF relevance, effectiveness, and sustainability of results to inform future strategic planning.

The proposed theory-based approach and methodology were based on a careful reading of the TOR, IRIM evaluators' experience, initial reading and discussions with the Evaluation Manager. They were fine-tuned with the feedback of the UNDAF SC, Consultative Group, UNEDAP, the UNCT, and other involved during the inception phase. Anticipated means for data collection were the desk review, a questionnaire for, and discussions with Outcome Groups, a questionnaire for each of the UNDAF Thematic and Working Groups that support the UNCT in the implementation of the UNDAF, interviews of UN Agency Heads, Government Stakeholders, Civil Society Organizations, Private Sector, Academia and Development Partners, and finally a Stakeholder workshop conducted by the UNDAF SC with support of the Evaluation Manager and the Consultative Group, and the evaluation team will present preliminary findings and recommendations at the end of the data collection phase to the UNCT, Consultative Group, and other stakeholders, including the Evaluation Steering Committee, as appropriate.

1. Generic evaluation guidance

The consultants used the following generic evaluation guidance, mainly from the United Nations Evaluation Group (UNEG): the 2016 UNEG Norms and Standards for Evaluation, the UNEG Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (September 2021) ¹, the UNEG Interim Cooperation Framework Evaluation Guidelines (July 2019), the 2010 UNEG Quality Checklist for Evaluation TOR and Inception Reports, and the 2010 UNEG Quality Checklist for Evaluation Reports, which provide guidelines for evaluators to assure quality in the preparation of evaluation reports.

The Evaluation were also carried out in accordance to UNEG Ethical Guidelines, and UNEG Code of Conduct for Evaluation in the UN system, as well as the OECD/DAC evaluation principles, guidelines and quality standards.² The 2014 UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the 2018 UN-SWAP Evaluation Performance Indicator and its related scorecard, the 2015

¹ [Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework](#), United Nations Evaluation Group (UNEG), September 2021.

² See in particular: the 2016 UNEG Norms and Standards (<http://www.uneval.org/document/detail/1914>), as well as the UNEG Code of Conduct for Evaluation in the UN system (<http://www.unevaluation.org/document/detail/100>), the UNEG Ethical Guidelines for Evaluation (<http://www.unevaluation.org/ethicalguidelines>), and the UNEG Quality Checklist for Evaluation Reports (www.uneval.org/document/detail/607).

UN Women Evaluation Handbook on How to Manage Gender Responsive Evaluation³, and the 2018 OHCHR Guidance on Human Rights-Based Approach to Data, were also useful additional guidance material.

2. An evaluation at the strategic level – Outcomes and outputs

UNDAF Evaluations are meant to be strategic exercises at the outcome and output levels, and do not involve evaluations of individual agencies' activities. To avoid unnecessary transaction costs for UN agencies and external partners, progress was measured at the highest possible level of the results chain, and the evaluation mainly focused on the key UNDAF outcomes, and on outputs).

The evaluation team asked the RCO to provide them a list of joint programmes, in view of selecting any specific joint UN programmes/projects and look at them for insights, following discussions with the Evaluation Manager, UN agencies and/or Co-chairs of Outcome Results Groups. **See Annex 9: List of joint UN programmes and projects.**

3. Programmatic approach

The evaluators were also expected to apply a programmatic approach, by drawing from the Evaluations / Mid-Term Reviews of agencies, funds and programmes contributions linked to the UNDAF Results Framework. The evaluation therefore looked at evaluations or mid-term reviews of targeted joint UN programmes or projects to better appreciate the inter-agency cooperation and collective results achieved. **See Annex 4: List of References and Background Documents.**

Considering the nature of the UNDAF, whereby outcomes are the result of the strategic partnership and work of the UN System along with other partners, including government, it is understood that this evaluation should consider the contribution of the System to the development change in the stated UNDAF outcomes, identifying specifically system's interventions which may have contributed to any observable result change.

4. Evaluating the response to the COVID-19 pandemic

The evaluation addressed UN COVID-19 response and recovery interventions and the SERP as part of the UNDAF implementation. This topic is of the utmost importance in defining the UNDAF adaptability and relevance to the country's situation. The evaluation specifically addressed this issue through two evaluation criteria and questions:

A. Relevance and adaptability: To what extent has the UN system remained responsive to emerging and unforeseen needs of the country and the people? To what extent has the UN system collectively prioritized activities based on the needs (demand side, i.e., COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

B. Effectiveness: Can you highlight the role of the UN in the development of the national COVID-19 recovery strategy, and in other activities?

³ 2015 Evaluation Handbook on How to Manage Gender Responsive Evaluation (www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation).

The TOC Technical Meeting also provided a preliminary assessment of whether, during the implementation, there were any shifts in Outputs, in terms of revision of formulation, change of activities due to emerging issues or other reasons. It allowed to start reflecting on the main challenges related to the implementation of the UNDAF, and to identify and examine some factors both internal to the UN (e.g., system reform) and external (e.g., Covid-19) that may have positively or negatively influenced the effective and efficient implementation of the UNDAF.

5. Programming principles

The extent to which the evaluation was able to combine methods to evaluate Human Rights and Gender Equality (HR & GE) processes and results partly depended on resources and time available. However, it was possible to include at least some elements of the mixed-methods approach for addressing HR & GE.

The 2017 UNDAF Guidelines highlight the importance of programming principles, especially integrating *Human Rights, Gender Equality and Women's Empowerment* in the UNDAFs as a central programming principle, responding to the overarching principle of *Leaving No One Behind* to achieve the Sustainable Development Goals (SDGs).⁴ Hence, it is important that UNDAF evaluations integrate a gender and human rights lens to assess the extent to which UNDAFs contribute to *leaving no one behind*.

The normative criteria were addressed as a specific criterion, with specific questions. First, the evaluation paid particular attention to how the Human Rights-Based Approach was mainstreamed in the UNDAF design. The evaluation also assessed the extent to which key HRBA features were mainstreamed in the UNDAF implementation, through the same sources of information: the desk review, questionnaires, meetings and interviews of key actors (including of the Human Rights Thematic Group). The evaluation also assessed how the UNDAF document and implementation used the Leave No One Behind principle to address the root causes of inequity and strengthen programming to effectively achieve results for the most vulnerable groups.

The key guidance used was the 2014 UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, which guides and promotes the integration of human rights and gender equality in evaluation practice; and the 2018 OHCHR Guidance on Human Rights-Based Approach to Data, which may also be useful with respect to data collection. The key guidance on equity was the 2012 UNICEF Guide on Evaluation for Equitable Development Results, and the 2011 UNICEF Guide on How to design and manage Equity-focused evaluations.

Similarly, the evaluation was also gender sensitive and responsive, and assessed how Gender Equality and Women's Empowerment (GEWE) were included in the UNDAF design, and in its implementation. The questionnaires, interviews and meetings (including of the Gender Thematic Group), contained questions to assess gender GEWE. These, combined with the desk review, allowed a good triangulation of information and validation of findings. The the data collection process also paid attention to a gender-balanced selection of interviewees.

⁴ See: UNDAF Guidance, UNDG, 2017 -- <https://undg.org/document/2017-UNDAF-guidance/> and UNDAF Companion Guidances -- <https://undg.org/programme/undaf-companion-guidances/>

The key guidance was: the 2014 UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation⁵, as well as the analysis framework offered, for instance, by the Gender Results Effectiveness Scale (GRES)⁶, together with the 2018 UN-SWAP Evaluation Performance Indicator and its related scorecard⁷, and the September 2019 UNICEF Guidance on Gender Integration in Evaluations.⁸ The recently issued UNEG *Meta-synthesis of UNDAF Evaluations with a Gender Lens* was also useful to inform this evaluation process.⁹

B. Evaluation criteria and questions

This UNDAF was assessed according to evaluation criteria suggested in the TOR. Some of these criteria are inspired by the revised standard OECD/DAC (relevance, coherence, effectiveness, sustainability and impact).¹⁰ Some criteria are suggested by UNEG to improve the OECD ones.¹¹

- ✚ As a result, the evaluation team suggested to add the “coordination” criterion to the OECD criterion “coherence”, in order to follow the recent UNEG guidance.
- ✚ In addition, the evaluation also used another dimension of analysis – the “crosscutting principles”.

Therefore, the criteria suggested by the TOR and improved by the consultants were as follows, with the following key questions to specify the criteria meaning:

- A. Relevance and adaptability: Is the UNDAF doing the right things?
- B. Effectiveness: Is the UNDAF achieving its objectives?
- C. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?
- D. Coherence and coordination: How well does the UNDAF fit? How well is the UNDAF implementation coordinated?
- E. Efficiency: How well are resources being used?
- F. Crosscutting principles: Have we left no one behind?

The methodological approach consisted in reviewing the UNDAF from the perspective of these criteria or dimensions of analysis related to the programmatic interventions of the UN. Special attention was devoted to the assessment of the UNDAF as a joint instrument. More specifically, the contribution of the UNDAF to the development outcomes was assessed according to the set of evaluation questions, which the consultants reviewed and improved with respect to the TOR list of questions, taking into

⁵ Integrating Human Rights and Gender Equality in Evaluation, UNEG Guide, 2014 --

<http://uneval.org/document/detail/1616>

⁶ The Gender Results Effectiveness Scale (GRES) was created by the IEO evaluation team to make visible the quality issues that are often absent in accountability and reporting systems.

<http://www.unevaluation.org/document/download/2572>,

<https://erc.undp.org/evaluation/documents/download/8785>

⁷ UNDG UNCT-SWAP Gender Scorecard methodology 2018. https://undg.org/wp-content/uploads/2018/06/UNCT-SWAP_Gender-report_Web.pdf

⁸ The key material is on this page: <https://www.unicef.org/evaluation/resource>

⁹ [UNEG Meta-synthesis of UNDAF Evaluations with a Gender Lens](#), UNEG, December 2019.

¹⁰ Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principles for Use, OECD/DAC Network on Development Evaluation, December 2019.

¹¹ UNEG Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (September 2021)

account the comments received to the draft Inception Report. Some questions were added, and others were amended. A few questions have been deleted as they appeared to be duplicative. In addition, UNDCO suggested to limit the evaluation questions to ensure that they would be manageable given the characteristics, objectives and scope of this evaluation. [See Annex 2: Evaluation Criteria and Key Questions.](#)

This inception report contained an Evaluation Design Matrix, which guided the data collection process to find specific evidence for each evaluation criterion and question, with indicators / success standards, data collection methods, and sources of information. [See Annex 11: Evaluation Design Matrix.](#)

C. Methodology

The methodology used mixed methods. Information from the different lines of inquiry was triangulated to improve the reliability of the findings and to ensure that the recommendations are well grounded and implementable.

1. Evaluation conducted remotely

In the context of the COVID-19 pandemic, the field-based data collection that was originally planned in the TOR did not take place. It was therefore necessary to conduct the evaluation remotely and prepare a data collection plan to be carried out by the consultants working from home. This also limited possible delays and allowed the evaluation to efficiently feed into the preparation for the new UNSDCF without jeopardizing the planning process at country, regional, and HQ levels.

Some of the evaluation design adopted and the rationale behind are dictated by the remote character of the evaluation due to the health pandemic. The evaluation methods suggested below have thus been carefully weighed against these constraints.

Some recent interesting references on methodologies for evaluation in a COVID-19 context were found to be very relevant for this evaluation and provided some insights to the methodology.¹²

2. Preparation meetings and inception report

The consultants had a few initial discussions with the UN Resident Coordinator, his office, and the Evaluation Manager, who is the RCO Data Management, RMR Officer, These inception phase discussions helped to agree on the best possible approach and methodology for this evaluation, considering the Covid-19 pandemic context, as well as the objectives and timeframe planned. The consultants had a few other online discussions with the Office of the Resident Coordinator during the evaluation, and have been in very regular contact with the Evaluation Manager.

The consultants prepared the Inception Report, with a detailed methodology and timeframe for the evaluation process, as well as numerous annexes including a draft outline of the evaluation report.

¹² [Evaluation during Crisis: COVID-19](#), UNDP Evaluation Office; [Evaluation Implications of the Coronavirus Global Health Pandemic Emergency](#), Michael Quinn Patton, 23 March 2020; and [A quick primer on running online events and meetings](#), Emma Smith, 13 March 2020.

The report was shared with the UNDAF Steering Committee upon clearance by the Consultative Group, the UN Evaluation Development Group for Asia and the Pacific (UNEDAP), and United Nations Development Coordination Office (UNDCO).

3. Preliminary analysis based on the desk review of written sources

The evaluation questions were answered firstly through the desk review of key internal and external documents and guidance provided by the Regional Office and the Country Office. This is an evidence-based evaluation to assess the UNDAF's performance against the criteria and key questions outlined above, and to make recommendations for the next UNSDCF cycle. It was therefore expected that the evaluation drew on existing evidence from available and relevant UN system documents, such as annual progress reports, UNCT Mongolia Strategic Summaries of Coordination Results¹³, and UN agencies' evaluations and mid-term reviews, as well as key other documents that may be relevant.

See Annex 3: List of references and background documents.

4. Stakeholders' mapping, analysis, and sampling

The UNDAF evaluation was conducted in a participatory manner, ensuring the participation and involvement of UN agencies and key stakeholders (government officials, civil society organizations, private sector, academia and development partners) in the different phases of the evaluation.

A participatory and utilization-focused approach to involve key stakeholders and boost ownership of the evaluation has been adopted to incorporate the views of various stakeholders, through questionnaires for, meetings and interviews with relevant internal and external stakeholder groups.

The systematic purposive sampling was used to identify target groups and stakeholders to be consulted. The selection was informed by the portfolio analysis and comprehensive stakeholder mapping undertaken during the inception phase of the evaluation. This included an analysis of the UN intervention geographical coverage and funding sources per outcome and associated outputs. This information was provided in the Inception Report.

The participatory and utilization-focused approach allowed to incorporate the views of the various stakeholders, through questionnaires, meetings and individual interviews, as well as a Stakeholder workshop to present preliminary findings and recommendations.

This analysis yielded information on the relevant initiatives and partners to include in the evaluation – especially those that played a key role in the UNDAF outcomes and outputs.

In terms of representativity, the sampling technique ensured that the selected samples adequately reflected the diversity of stakeholders of the intervention.

The selection of the stakeholders for Key Informant Interviews has been inspired by the following criteria:

- ✓ the focus on all outcome areas;

¹³ UNCT Mongolia 2017 - Strategic Summary of Coordination Results; UNCT Mongolia 2018 - Strategic Summary of Coordination Results; 2019 Strategic Summary; IMS 2020 Annual Survey: Programmatic and Coordination Areas

- ✓ the stakeholders which were involved and funded in diverse outcomes and results;
- ✓ the scope of the programmes, projects or activities undertaken by the IPs;
- ✓ the wealth of experiences and the chances of generating interesting lessons;
- ✓ the strategic position of the stakeholders in the country;
- ✓ the way the equity dimension, the rights approach and gender equality have been used as cross cutting strategies;
- ✓ the focus of a particular area of activities in relation to the UNDAF outcomes; and
- ✓ the interest of the activities in the context of inter-agency collaboration (UNDAF).

Based on the above-mentioned criteria, the evaluation team listed the stakeholders to be engaged in the evaluation and submitted to the UN for consultation and feedback. Based on the consultation with the agencies, the team identified the key informant interviewees. In addition, the RC submitted an official letter to the stakeholders to allow them to nominate staff to be involved in the evaluation. Following the response from the stakeholders, the evaluation team finalized the list of key informant interviewees.

5. Evaluation and Theory of Change Technical Meeting

As a part of the inception phase, the consultants have reconstructed the UNDAF 2017-2022 Theory of Change for each outcome, in both a graphic and narrative way. This was done because the UNDAF did not include a formal TOC. The new UNSDG Guidelines also recommend this exercise and to have it presented and discussed in a Technical Meeting at the beginning of the data collection phase, to the UNCT.

The consultancy team recognized the need to be pragmatic and efficient in dealing with this new requirement. In order to achieve this requirement, and to launch the evaluation, and following discussions with the United Nations Development Coordination Office and the Resident Coordinator Office, the evaluation manager suggested the organization of an UNDAF Evaluation and Theory of Change "Technical Meeting". Its objectives were the following:

- 1) To present the objectives of UNDAF Evaluation and agree on why the TOC can support the evaluation;
- 2) To agree on the current/reconstructed Theory of Change main features;
- 3) To present the evaluation next steps.

The TOC analysis and reconstruction were facilitated by this meeting. It allowed to analyse the TOC that informed the development of the UNDAF, how it evolved over the implementation period, and what it became at the time of the evaluation. The participants were the UN Resident Coordination Office, technical programme persons, the UN Co-chairs of the Outcome Groups and the M&E focal points of the three Outcome Groups, together with the evaluation team members and the evaluation manager. This meeting did not require a wide range of stakeholders, and its results will not need to be presented to the UNCT.

This meeting led to an evaluation analysis and finding from the evaluators, about whether the TOC was sound or not, leading to a possible recommendation for the development of the new cycle of the Cooperation Framework. The evaluation team prepared a TOC analysis table, which was used during the Technical Meeting.

The Reconstructed Theory of Change, in both a graphic and narrative form, were completed by an Analysis of the Theory of Change / Results Chain, with the support of a synoptic table shared by DCO.

The evaluation team concluded that there has been a good alignment in the UNDAF between Outputs and Outcomes, and Vision 2030. During the implementation, there were some shifts for some outputs, which translated into some changes in activities or fundraising, due to the emerging issues of the COVID 19 pandemic, however, this did not lead to a revision or to a new formulation of the Outputs. [See Annex 12: UNDAF Evaluation and Theory of Change](#)

The work undertaken during this evaluation on the TOC will feed into the UNSDCF preparation. During the development of the new cycle of the Cooperation Framework, there was a strategic prioritization workshop to identify the CF priority areas.

6. Exploratory meeting with the UN Chairs of the Outcome Groups

The UN Chairs of the Outcome Groups play an important role in the implementation of the UNDAF. They are also called to play a leadership role in the evaluation process. This is why the evaluation team organized exploratory interviews. These helped harmonizing the expectations and expected scope of this final evaluation of the UNDAF, from key actors directly involved in the UNDAF process. It also discussed the data collection methods expected to be used for the Outcome Groups.

7. List of Questions for meetings with Outcome Groups

The Outcome Groups, established to support each outcome, are the main bodies, for supporting the implementation of the UNDAF, and for monitoring and reporting on UNDAF progress, and they benefit from the participation of both resident and non-resident agencies. These groups are the following: Outcome Group 1: Promoting inclusive growth and sustainable management of natural resources; Outcome Group 2: Enhancing social protection and utilization of quality and equitable social services; and Outcome Group 3: Fostering voice and strengthening accountability.

In addition to the desk review, the evaluation questions were also answered through a simple List of Questions for the Outcome Groups, which was filled out by the consultants, following meetings with these Groups. This List of Questions was based on all the evaluation criteria and evaluation questions. This List of Questions also provided Outcome Groups an opportunity to reflect collectively on the contribution of the UN System to development change, on the basis of the expected UNDAF outcomes, identifying specific UN interventions that may have contributed to observable change.

[See Annex 5: List of Questions for Outcome Groups.](#)

To facilitate the reply to the questions “Please describe what outputs have been achieved for each UNDAF outcome? Where are the gaps, with respect to what was expected?” in the Effectiveness criteria, the consultants prepared a document that highlighted the main outputs achieved, based on the UNDAF Annual Reports.

8. List of Questions for meetings with Thematic and Working Groups

Several Thematic and Working Groups support the UNCT in the implementation of the UNDAF: (i) the Gender Group; (ii) the Human Rights Group; (iii) the Youth Group; and the Working Groups: (iv) the Operations Management Team; (v) the Communications Group; and (vi) the Monitoring and Evaluation Group. They were interviewed by the evaluation team. Specific Lists of Questions were prepared for these groups. [See Annex 6: List of Questions for Thematic and Working Groups.](#)

9. Virtual meetings or interviews with key informants

This was complemented by targeted virtual meetings or interviews of key informants: the UN Resident Coordinator Office, UN Chairs and Co-chairs of Outcome Results Groups (already mentioned above)

and a Head of UN Agency, Government Stakeholders, Civil Society Organizations, Academia, Private Sector, and Development Partners. Key informants were interviewed with the objective of getting a deeper understanding of the relevance and coherence of the UNDAF, its results and impact potential, and the crosscutting principles. These meetings and interviews helped identifying lessons learned and insights for the future, thus providing the basis for recommendations for the UNCT and its stakeholders, in the implementation of the current UNDAF, and the design of the next United Nations Sustainable Development Cooperation Framework (UNSDCF).

A few meetings with CSOs that have a strong collaboration with UN agencies, especially those representing vulnerable and marginalized groups, as well as those which play an important role in the most relevant sectors. A few interviews took place with some private sector representatives, the academia and development partners.

The contents of interviews and meetings was framed by the list of evaluation criteria, and questions were guided by simple interview guides for these different stakeholders. [See Annex 7: Interview Guides for key informants.](#)

A complete list of stakeholders, including implementing partners that work with the Outcome Groups, is available in the 2017-2020 Annual Report and was expanded by the Evaluation Team. This mapping has been the basis of the consultants' selection of key actors to interview summarized in the final list of key informants, both of which were made available in the Inception Report. The complete list of stakeholders interviewed is available in [Annex 13: List of interviewees and questionnaires respondents.](#)

The data collection was very successful, since the evaluation team organized 47 interviews or meetings or received questionnaire replies, out of 52 that were solicited. This was achieved thanks to a diligent effort from the Evaluation Team with individual contacts established with all these actors to ensure their participation. Out of 92 participants in the evaluation, the overwhelming majority were women (72) and less participants were men (24). This is due to the fact that many women work for UN agencies.

Table 1: UNDAF Evaluation – Results of data collection

#	Stakeholders	Number of interviews requested, or questionnaires sent	Results		Gender of respondents*		Did not answer Stopped operating or Did not have the time
			Interviews Conducted	Written replies received	Men	Women	
1	UN Agencies	11	10	1	6	42	-
2	Government and Social Partners	18	10	6	11	13	2
3	CSOs and Academia	7	1	5	1	6	1
4	Development Partners/Donors	10	4	5	6	5	1
5	Private Sector	6	3	2	-	6	1
Total		52	28	19	24	72	5
Final Total			47		96		

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This is the number of persons engaged in the interviews or providing written replies. There was often more than one person per interview.

10. Stakeholder and prioritization workshops

As recommended by the Cooperation Framework evaluation guidelines, a Stakeholder Workshop was organized by the RCO and the UNDAF Evaluation Steering Committee. The IRIM evaluation team presented its preliminary findings and recommendations to the participants which included the Government counterparts the Evaluation Steering Committee, the Consultative Group, the UNCT, and other UN staff.

In addition, the evaluation team had an opportunity to present the evaluation preliminary findings, conclusions and recommendations, at the UNSDCF Prioritization Workshop.

11. Ethical considerations

The UNEG ethical considerations that the consultants took particularly into account in meetings are the following:

- Confidentiality: The evaluators shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality. They will ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals.
- Avoidance of Harm: Evaluations can have a negative effect on their objects or those who participate in them. Therefore, the evaluators shall seek to: minimize risks to, and burdens on, those participating in the evaluation; and maximize the benefits and reduce any unnecessary harm that might occur from negative or critical evaluation, without compromising the integrity of the evaluation.

More generally, the four UNEG guiding ethical principles for evaluation are integrity, accountability, respect and beneficence.

INTEGRITY is the active adherence to moral values and professional standards, which are essential for responsible evaluation practice.

ACCOUNTABILITY is the obligation to be answerable for all decisions made and actions taken; to be responsible for honoring commitments, without qualification or exception; and to report potential or actual harms observed through the appropriate channels.

RESPECT involves engaging with all stakeholders of an evaluation in a way that honors their dignity, well-being and personal agency while being responsive to their sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability and to cultural, economic and physical environments. This principle should be balanced and coherent with the principle of integrity, particularly in terms of independence, impartiality and incorruptibility.

BENEFICENCE means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention. Harms can be immediate or long-term; physical, social, emotional or psychological; and can relate to the welfare and security of an individual, institution or group or the natural environment.¹⁴

12. Data analysis and interpretation

The consultants triangulated the information for all the evaluation criteria and questions. They read all the available documents, analysed the written responses to the questionnaires, and the notes taken during the meetings and interviews. In particular, they prepared a Summary report, which was a compilation of evidence from the data collection, based on the questionnaire replies and the interviews notes. Then they prepared an Analysis report, which was a synthesis of the Summary report, which started to provide some answers to the evaluation questions, based on the relevant questionnaires' replies and interviews' replies. This was further triangulated with other sources of information that helped the evaluation team to draft the Evaluation Report.

With regard to the standards to be taken into account in the methodology employed, it was important to ensure that the information gathered was valid, reliable and sufficient to meet the objectives and scope of the evaluation, and that the analysis was logical, coherent and consistent – and not speculative or based on isolated opinions. As such, the triangulation of the various data sources was essential to ensure maximum validity and reliability of the data analysis.

For the analysis of results achieved, the evaluation team also used the contribution analysis approach in order to identify the contribution of the UN system (outputs) to the development change (outcomes).¹⁵ In this process, the evaluation took into account that the UNDAF is still in implementation for another year, until December 2022. Therefore, outputs may not be fully achieved at the time of the evaluation.

13. Report drafting

The evaluators presented their synthesis in a draft report, which included preliminary findings, lessons learned, conclusions, and provisional recommendations. This first draft report will be disseminated by the Evaluation Manager for the identification of factual corrections and improvements. The consultants will take this feedback into account and prepare a final draft. The report has been prepared in accordance with the UNEG guidance mentioned above, especially the UNEG Evaluation Report Standards, the Quality Checklist for Evaluation Reports, and the FAQs for UNDAF Evaluations, which provide guidelines for evaluators to assure the quality of evaluation reports.

14. Project steering structure and reporting mechanism

The IRIM team performed under the overall guidance of, and in close collaboration with, the evaluation management structure: first, the Evaluation Steering Committee; second the Consultative Group, which consists of representatives from Parliament Secretariat, Cabinet Secretariat, National Statistics Office, National Development Agency, UNDP, UNICEF and UNFPA, and the Evaluation

¹⁴ See the UNEG Ethical Guidelines for Evaluation (<http://www.unevaluation.org/ethicalguidelines>).

¹⁵ See for example: Contribution analysis: An approach to exploring cause and effect, ILAC Brief No 16, John Mayne, May 2008.

Manager; third, the UN Evaluation Development Group for Asia and the Pacific (UNEDAP); and fourth, the United Nations Development Coordination Office (UNDCO).

The UNDAF **Evaluation Steering Committee** was the body responsible for the proper conduct of UNDAF evaluation, and was co-chaired by the UN Resident Coordinator and a government representative. The Steering Committee formed a **Consultative Group on 25 March 2021**, which supported the evaluation process, ensuring, in particular, that the evaluation properly addressed the issues of importance to different ministries/agencies and other key stakeholders involved and that the evaluators gained access to relevant informants and information sources in addition to other duties specified in the Evaluation TOR. The Steering Committee appointed an **Evaluation Manager**, from the Resident Coordinator's Office.

The **Independent Institute of Mongolia** was the entity in charge of the evaluation. The **Evaluation Team**, composed of a team leader (international) with extensive evaluation expertise in UNDAF evaluations, was responsible for producing the UNDAF Evaluation Report, with the support of two experienced national consultants. For a presentation of the consultants' experience and qualifications, **see Annex 16: Biography of consultants**. For more information on the evaluation management arrangements, **see Annex 15: Terms of Reference for the UNDAF evaluation, pages 10-12**.

Annex 2: Evaluation Criteria and Key Questions

The criteria and evaluation questions below will guide the UNDAF evaluation.

A. Relevance and adaptability: Is the UNDAF doing the right things?

1. To what extent has the UN system supported the achievement of **national development priorities**, goals, and targets, in alignment with relevant national plans and frameworks, such as the long-term development policy Vision-2050, the General Guideline for the Development of Mongolia 2021-2025, and the Government Action Plan 2020-2024 with its implementation plan?
2. To what extent has the UN system addressed **key issues and development challenges** identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals and the country's international human rights commitments?
3. To what extent has the UN system remained responsive to **emerging and unforeseen needs** of the country and the people? To what extent has the UN system collectively **prioritized activities based on the needs** (demand side, i.e. COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

B. Effectiveness: Is the UNDAF achieving its objectives?

4. What is the **UN's plausible contribution** to UNDAF outcomes (changes observed at national level, including changes in relevant statistical indicators)? Can you validate the **suitability of indicators** and other verification tools used to measure progress towards results?
5. Please describe what **outputs** have been **achieved** for each UNDAF outcome? Where are the gaps, with respect to what was expected? Were the outputs sufficient for the achievement of the Outcomes?
6. Can you highlight the role of the UN in the development of the national **COVID-19** recovery strategy, and in other activities?
7. How could the UNCT's contribution to results and **effectiveness be improved** in the next United Nations Sustainable Development Framework (UNSDCF)?

C. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?

8. To what extent has the UN system support extended in such a way to build national and local **capacities** and ensure long-term gains?
9. Has the UNDAF's work brought about **sustainable changes** that will last beyond UNCT's intervention (for example, changes in the legal framework, policies, institutions, social and economic structure)? Has the UNCT's work been systemic, **scaled up or replicated** to ensure its effects are not limited in scope, but nation- or society-wide?
10. Was the UNDAF oriented towards having a **real impact on people**? What difference did the UNDAF make towards protecting the rights of people and their living environment?

D. Coherence and coordination: How well does the UNDAF fit? And how well is the UNDAF implementation coordinated?

11. To what extent has the UNDAF served as an **effective and strategic tool** for the collective interventions of the UN system? To what extent has the UNDAF strengthened the **coherence of support** by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
12. How well are the UN agencies working together towards the expected results? To what extent were **internal synergies** between agencies sought/materialized? What was the UNDAF value added and/or missed opportunities, as a coordination mechanism?
13. How has the UNDAF facilitated the **coherence of UN's intervention with its partners**, such as the Government, civil society organizations, Academia, development partners, private sector, etc.? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?
14. What are the **lessons learned and key conclusions** you draw from the implementation of the UNDAF? What will be the comparative advantages of the UN in the country, in the next programme cycle?

E. Efficiency: How well are resources being used?

15. Has the UNDAF reduced **transaction costs** for partners through greater UN coherence and discipline?
16. What are the challenges and opportunities of the current management structure and decision-making processes (Steering Committee, Outcome Groups, other groups)? How efficient is the current monitoring mechanism?
17. To what extent has the UNDAF been supported by an **integrated funding framework** and by adequate funding instruments to ensure the scale of impact necessary for attaining the 2030 Agenda? What were the funding status and gaps? Have pooled funding instruments (i.e. SDG Acceleration Fund, Global SDG Fund) helped respond to UNDAF priorities?

F. Crosscutting principles: Have we left no one behind?

18. Has the UNDAF properly mainstreamed **gender equality and women's empowerment (GEWE)**? Were outcomes, outputs and indicators gender-sensitive? Were gender-disaggregated targets set and achieved by the UNDAF? How was GEWE integrated into UNDAF implementation, monitoring and reporting?
19. Has the UNDAF properly addressed **human-rights** issues and the Human Rights-Based Approach (HRBA)? How was HRBA integrated into UNDAF design, implementation, monitoring and reporting?
20. How have those often **left behind** benefitted from the UNDAF (including vulnerable groups, marginalized women and children, persons with disabilities, minority groups, elderly, refugees/ asylum seekers, migrants, low-income families, LGBTI community, etc.)
21. To what extent has the UN system support designed and delivered in due consideration to **environmental implications**?
22. How was **disability inclusion** integrated into UNDAF design, implementation, monitoring and reporting?

Annex 3: List of references and background documents

UNCT and Mongolia

The key documents were the following:

- United Nations Development Assistance Framework 2017-2021, including the UNDAF Results Framework
- Cumulative UNDAF Annual Reports 2017, 2017-2018, 2017-2019 and 2017-2020
- UNDAF Joint Workplans 2017-2020
- UN COVID-19 Socio-economic Response Plan
- Results Groups / Outcomes and Outputs Structure / Chairmanship and membership
- Thematic Groups / Chairmanship and membership
- UNCT Mongolia 2017 - Strategic Summary of Coordination Results; UNCT Mongolia 2018 - Strategic Summary of Coordination Results; 2019 Strategic Summary; IMS 2020 Annual Survey: Programmatic and Coordination Areas
- UNSDCF 2022-2026 Roadmap
- Mongolia's Vision 2030 and Vision 2050
- Previous UNDAF 2012-2016 Evaluation Report.

The evaluation also relied on other documentary evidence that provided further insights, such as the following;

- Rapid Integrated Assessment of the Alignment between Mongolia's National Development Plans and Policy and the SDGs. Key Observations, Findings and Recommendations, Report, Government of Mongolia, UNDP, 2021
- UN Joint Programmes' key documents and reports
- UNCT relevant retreats minutes
- Outcome Groups' reports, minutes and presentations
- Thematic Groups' reports, minutes and presentations
- UN Communication Group's key products and reports
- UNCT-SWAP gender scorecard report
- Reports and presentations on Delivering as One
- UN Communications Strategy
- Business Operations Strategy
- Resource Mobilization Strategy
- Integrated M&E Plan (IMEP)
- Updated Terms of Reference, with respect to those included in the UNDAF document (i.e. Steering Committee, Outcome Groups, M&E Group, etc.)
- UNCT Workplans 2017-2021
- MAPS Report
- Volunteer National Review 2019
- Agencies' Mid-Term Reviews and Evaluations

Guidance material related to UNDAF evaluations

- Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework, United Nations Evaluation Group (UNEG), August 2021.
- Interim Cooperation Framework evaluation guideline, Version 5, July 2019.

- UNEG Quality Checklist for Evaluation Reports -- www.uneval.org/document/detail/607
- UNSDCF Guidance, UNSDG, 2019
- UNSDCF Companion Package, UNSDG, 2020
- UNSDCF Consolidated Annexes to the Cooperation Framework Guidance, UNSDG, 2019
- UNSDCF Guiding Principles, UNSDG, July 2020
- UNSDCF In brief, Making the most of the UN Development System in Countries, UNSDG, 2019
- UNDAF Guidance, UNDG, 2017 -- <https://undg.org/document/2017-UNDAF-guidance/>
- UNDAF Companion Guidance -- <https://undg.org/programme/undaf-companion-guidances/>
- Theory of Change, UNDAF Companion Guide, UNDG, 2017
- UNDG Guidance and Policies on Programme, UNDG, 2017 -- <https://undg.org/programme/undg-guidance-on-programing/>
- Programming principles, UNDAF companion Guide, UNDG, 2017
- UNDG Guidance and Policies on Human Rights -- <https://undg.org/human-rights/>
- UNDG Guidance and Policies on Gender Equality and Women's Empowerment, and the Gender scorecard -- <https://undg.org/programme/gender-equality-and-empowerment-of-women/>
- Revised UNDAF Interim Guidelines 2016, and UNDAF Guidelines 2010, and other guidance material on strategic positioning, 2010-2016
- Progress report guidance (2010)
- UNDG Toolkit
- Key Messages on DaO (March 2014)
- Standard Operating Procedures for Countries Wishing to Adopt the "Delivering as one" Approach, UNDG (August 2013)
- UNDG Plan of Action for headquarters (February 2014), with 55 ideas for action.
- New DaO Guidance on One Programme, Operations, Communication, etc. (Integrated package of support, and concrete examples which could be useful)
- UNEG Norms and Standards for evaluation, 2016
- UNEG Code of Conduct for Evaluation in the UN System, 2008
- Frequently Asked Questions for UNDAF Evaluations, UNEG, 2010
- Quality Checklist for Evaluation TOR and Inception Reports, UNEG, 2010
- Quality Checklist for Evaluation Reports, UNEG, 2010
- UNEG Guidance on Preparing TORs for UNDAF Evaluations, 2012
- Guidance Note on the Application of the Programming Principles to the UNDAF, 2010
- Integrating Human Rights and Gender Equality in Evaluation, UNEG Guide, 2014 -- <http://uneval.org/document/detail/1616>
- Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance, 2011
- 2015 Evaluation Handbook on How to Manage Gender Responsive Evaluation (www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation).
- A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation, Identifying Stakeholders and Reference Groups, UN Women
- Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level, UNDG, July 2018
- Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level, UNDG, July 2014 (previous version)
- Gender marker guidance under UN Info and related guidance for UNCT, 2019
- Gender Equality Marker, Guidance Note, UNDG, September 2013 (previous version)
- UNEG Guidance on Preparing Management responses to UNDAF Evaluations, 2012
- Outcome-Level Evaluation, A companion Guide to the Handbook on Planning and Evaluating for Development Results, for Programme Units and Evaluators, UNDP, 2011 (especially Sections 5, 6 and 7)

- Handbook on Planning and Evaluating for Development Results, UNDP, 2009 (in particular Chapter 7)
- Contribution analysis: An approach to exploring cause and effect, ILAC Brief No 16, John Mayne, May 2008
- Planning Evaluability Assessments, A Synthesis of the Literature with Recommendations, Report of a study commissioned by the Department for International Development (DFID), Working Paper 40, Dr Rick Davies, October 2013.
- How to Design and Manage Equity-focused Evaluation, UNICEF (especially Sections 4, 5 and 7)
- Evaluation for Equitable Development Results, UNICEF (in particular Part 2)
- Non-Resident Agencies material on UNSDG Website
- Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principles for Use, OECD/DAC Network on Development Evaluation, December 2019.

UN Reform

- Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet, Report of the Secretary-General, 21 January 2017, A/72/684–E/2018/7, (pages 12-13 among others)
- 2016 JIU Study on the UNDAF and QCPR study on RBM
- 2012 QCPR studies on UNDAF, RBM, RC System, Business practices, Emerging issues
- QCPR Secretary-general’s Reports, and General Assembly Resolution
- Independent Evaluation of Delivering as One

Evaluations consulted for the section “Orientation towards real impact on people”.

UNDP
Independent Country Programme Review: Mongolia, IEO/UNDP, April 2021
Nationally Appropriate Mitigation Actions in the Construction Sector in Mongolia, Terminal Evaluation Report- Ministry of Construction and Urban Development (MCUD), Global Environment Facility (GEF), Jan Van Den Akker (Mr), Dorjpurev Jargal (Dr), January 2020
Mongolia’s Network of Managed Resource Protected Areas, Terminal Evaluation Report- Ministry of Environment and Tourism (MET), UNDP-GEF Project, July 2018
FAO
Terminal evaluation of the project “Mainstreaming biodiversity conservation, sustainable forest management and carbon sink enhancement into Mongolia’s productive forest landscapes”, Project Evaluation Series 09/2020, Food and Agriculture Organization of the United Nations Rome, 2020
WHO
Mid-term Evaluation of Mongolia’s Salt Reduction Strategy Report- Report for the World Health Organization, by Briar McKenzie and Kathy Trieu World Health Organization Collaborating Centre on Population Salt Reduction, Public Health Advocacy and Policy Impact, The George Institute for Global Health
Knowledge, Attitudes, Practices and Perception Towards Covid-19: Cross-Sectional Survey Among Mongolian Residents, WHO, USAID, National Center For Public Health, 2020

Mid-Term Monitoring and Evaluation Report on Implementation of “National Program on Nutrition”- Ministry of Health , Department of Monitoring and Evaluation, Department of public health policy implementation and coordination, January 2021

Joint mid-term review of the Mongolia Healthy Liver Programme, Report, WHO, August 2019

UNFPA

Evaluation of the UNFPA Sixth Country Programme of Assistance to the Government of Mongolia, Final Report, May 2021

Innovation in Maternal Health Services, Mongolia: From Pilot to Institutionalization (Telemedicine project Exit Phase, 2017-2019), Final Evaluation Report, International Evaluator: Mzia Turashvili, M.D. MScPH , National Consultant: Davaadorj Uranchimeg, M.D MSc, July 2019

Rapid Assessment on the Impact of Covid-19 on the GBV/DV Situation and Survivor Protection Services in Mongolia, Report, Ministry of Labour and Social Protection consultants, Ms. Chantsalsuren M and Mr. Tsogbayar B, with technical and financial support from UNFPA and SDC, May 2020

Mid-Term Review Combatting Gender Based Violence in Mongolia - A joint project of the Government of Mongolia, United Nations Population Fund and Swiss Agency for Development and Cooperation Paro Chaujar, December 30, 2018

UNICEF

Mid-Term Review of the Country Programme 2017-2021- Isabel Austin, Consultant, October 2019

Evaluation of UNICEF Mongolia’s Geographic Targeting Approaches in Programming (Country Programmes 2012-2016 and 2017-2021), Cognos Research, UNICEF, 2021

Findings from the Regional COVID-19 Response Real Time Assessment, Country Office Report- UNICEF Mongolia, Jan 2021

IOM

Climate Change and Disaster related Migration in Mongolia – DTM, Ex-post Evaluation Report, Funded by IOM Development Fund, by Sokleang Kim, Regional M&E Officer for Asia and the Pacific, 2020

Climate Change and Disaster related Migration in Mongolia – DTM, Project Evaluation, Learning Brief, 4 Jan 2021

Annex 4: Evaluability checklist for UNDAF 2017-2022 Mongolia

This table shows the appreciation of the evaluation team about the evaluability of the UNDAF.

		Yes	No	To some extent
1.	Does the subject of evaluation have a clearly defined theory of change ? Is there common understanding as to what initiatives will be subject to evaluation?	√	√	
2.	Is there a well-defined results framework that is subject to evaluation? Are goals, outcome statements and outputs clearly defined? Are indicators SMART? ¹⁶	√		√
3.	Is there sufficient data for evaluation ? Is there baseline data? Is there sufficient data collected from monitoring against a set of targets? Are there well-documented progress reports , field visit reports, reviews and previous evaluations?	√		√
4.	Is the planned evaluation still relevant , given the evolving context? Are the purpose and scope of the evaluation clearly defined and commonly shared among stakeholders? What evaluation questions are of interest to whom? Is it clear? Are these questions realistic, given the UNDAF design and likely data availability and resources available for the evaluation?	√		
5.	Will political, social and economic factors allow for an effective conduct and use of the evaluation as envisaged?	√		
6.	Are there sufficient resources (human and financial) allocated to the evaluation?	√		

¹⁶ Specific, Measurable, Assignable, Relevant and Time-based.

Annex 5: List of Questions for Outcome Groups

Outcome Group:	
Entity:	
Contact person:	
E-mail:	
Date of the meeting:	

A. Relevance and adaptability: Is the UNDAF doing the right things?

1. To what extent has the UN system supported the achievement of **national development priorities**, goals, and targets, in alignment with relevant national plans and frameworks, such as the long-term development policy Vision-2050, the General Guideline for the Development of Mongolia 2021-2025, and the Government Action Plan 2020-2024 with its implementation plan?
2. To what extent has the UN system addressed **key issues and development challenges** identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals and the country's international human rights commitments?
3. To what extent has the UN system remained responsive to **emerging and unforeseen needs** of the country and the people? To what extent has the UN system collectively **prioritized activities based on the needs** (demand side, i.e. COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

B. Effectiveness: Is the UNDAF achieving its objectives?

4. What is the **UN's plausible contribution** to UNDAF outcomes (changes observed at national level, including changes in relevant statistical indicators)? Can you validate the **suitability of indicators** and other verification tools used to measure progress towards results?
5. Please describe what **outputs** have been **achieved** for each UNDAF outcome? Where are the gaps, with respect to what was expected? Were the outputs sufficient for the achievement of the Outcomes?
6. Can you highlight the role of the UN in the development of the national **COVID-19** recovery strategy, and in other activities?
7. How could the UNCT's contribution to results and **effectiveness be improved** in the next United Nations Sustainable Development Framework (UNSDCF)?

C. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?

8. To what extent has the UN system support extended in such a way to build national and local **capacities** and ensure long-term gains?
9. Has the UNDAF's work brought about **sustainable changes** that will last beyond UNCT's intervention (for example, changes in the legal framework, policies, institutions, social and

- economic structure)? Has the UNCT's work been systemic, **scaled up or replicated** to ensure its effects are not limited in scope, but nation- or society-wide?
10. Was the UNDAF oriented towards having a **real impact on people**? What difference did the UNDAF make towards protecting the rights of people and their living environment?

D. Coherence and coordination: How well does the UNDAF fit? And how well is the UNDAF implementation coordinated?

11. To what extent has the UNDAF served as an **effective and strategic tool** for the collective interventions of the UN system? To what extent has the UNDAF strengthened the **coherence of support** by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
12. How well are the UN agencies working together towards the expected results? To what extent were **internal synergies** between agencies sought/materialized? What was the UNDAF value added and/or missed opportunities, as a coordination mechanism?
13. How has the UNDAF facilitated the **coherence of UN's intervention with its partners**, such as the Government, civil society organizations, Academia, development partners, private sector, etc.? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?
14. What are the **lessons learned and key conclusions** you draw from the implementation of the UNDAF? What will be the comparative advantages of the UN in the country, in the next programme cycle?

E. Efficiency: How well are resources being used?

15. Has the UNDAF reduced **transaction costs** for partners through greater UN coherence and discipline?
16. What are the challenges and opportunities of the current management structure and decision-making processes (Steering Committee, Outcome Groups, other groups)? How efficient is the current monitoring mechanism?
17. To what extent has the UNDAF been supported by an **integrated funding framework** and by adequate funding instruments to ensure the scale of impact necessary for attaining the 2030 Agenda? What were the funding status and gaps? Have pooled funding instruments (i.e. SDG Acceleration Fund, Global SDG Fund) helped respond to UNDAF priorities?

F. Crosscutting principles: Have we left no one behind?

18. Has the UNDAF properly mainstreamed **gender equality and women's empowerment (GEWE)**? Were outcomes, outputs and indicators gender-sensitive? Were gender-disaggregated targets set and achieved by the UNDAF? How was GEWE integrated into UNDAF implementation, monitoring and reporting?
19. Has the UNDAF properly addressed **human-rights** issues and the Human Rights-Based Approach (HRBA)? How was HRBA integrated into UNDAF design, implementation, monitoring and reporting?
20. How have those often **left behind** benefitted from the UNDAF (including vulnerable groups, marginalized women and children, persons with disabilities, minority groups, elderly, refugees/ asylum seekers, migrants, low-income families, LGBTI community, etc.)
21. To what extent has the UN system support designed and delivered in due consideration to **environmental implications**?
22. How was **disability inclusion** integrated into UNDAF design, implementation, monitoring and reporting?

Annex 6: List of questions for Thematic and Working Groups

Gender Group:

Entity:	
Contact person:	
E-mail:	
Date :	

1. To what extent has the UNDAF document reflected Mongolia's development priorities related to gender equality and women's empowerment? To what extent has the UNDAF responded to the country's most relevant issues in this area?
2. Does the UNDAF document include specifically targeted goals to promote and strengthen gender equality and women's empowerment (e.g., outcomes, outputs and indicators) ?
3. How has the principle of gender equality and women's empowerment been addressed in the UNDAF? How has it been mainstreamed?
4. Has the UNDAF contributed to the design of policies, initiatives, projects, advocacy in public policy dialogues or processes, capacity building, combating violence and discrimination, which promoted gender equality and women's empowerment?
5. What has been the dynamic of working with the Results Groups? What contributions made by the Gender group have been the most effective in advancing gender equality and women's empowerment? What could have been done differently to achieve better results?
6. Have national/institutional capacities been developed to ensure sustainability of gender mainstreaming in public policies?
7. What do you suggest to strengthen gender equality and women's empowerment in the design and implementation of the new UNSDCF?

Human Rights Group:

Entity:	
Contact person:	
E-mail:	
Date:	

1. To what extent do the strategic areas and outcomes of the UNDAF contribute to the fulfilment of Mongolia's international and regional commitments and obligations, including the international treaties to which Mongolia is a State party?
2. Do the outcomes, outputs and indicators of the UNDAF incorporate a human rights approach? Are there targets specifically aimed at protecting, respecting and guaranteeing human rights? Did the outcomes and outputs contribute to the government's national human rights priorities?
3. To what extent has the UNDAF succeeded in strengthening data collection and analysis capacities to incorporate indicators with a human rights approach by the State and disaggregation of data disaggregated by race, sex, geographic location, etc., to identify the situation of those in situations of vulnerability, poverty and discrimination?
4. How have the observations and recommendations of the Universal Periodic Review (UPR) and human rights mechanisms (global and regional) been referred to in the UNDAF document and progress reports, and have they been used during UNDAF implementation?
5. How has the UNDAF addressed national capacity gaps of duty-bearers? For example, has the UNDAF contributed to the design of policies, initiatives or projects that promote human rights in the country? Did it address the root causes of inequalities, vulnerability and discrimination?
6. How has the UNDAF contributed to reducing the capacity gaps of rights-holders?
7. Have groups in situations of vulnerability, poverty and suffering from discrimination benefited from priority attention? How have these populations benefited from the UNDAF in order to leave no one behind? For example: persons with disabilities, indigenous peoples, old people, refugees, asylum seekers, migrants, low-income families, persons with HIV, LGBTI persons, etc.)
8. What have been the dynamics of working with the Results Groups in relation to HRBA? How was mainstreaming ensured or not ensured in each of the Results Groups?
9. How has the participation of groups in situation of vulnerability in the implementation of the UNDAF been ensured? What accountability mechanism has been established to disseminate the human rights contributions of the UNDAF?
10. What suggestions do you have for strengthening the Human Rights Based Approach in the design and implementation of the UNSDCF? What would you recommend to strengthen or obtain better results on human rights in the framework of the UNDAF?

Youth Group:

Entity:	
Contact person:	
E-mail:	
Date:	

1. To what extent has the UNDAF document reflected Mongolia's development priorities related to adolescence and youth? To what extent has the UNDAF responded to the country's most relevant issues in this area?
2. What has been the main working mechanism of the Youth Group during the implementation of the UNDAF? What has been the working dynamic with the UNDAF Results Groups? Were the necessary economic and human resources available to carry out the activities?
3. What were the main results obtained by the Youth Group? What worked and what could have been done differently to achieve better results?
4. To what extent has the Youth Group strengthened national and institutional capacities to ensure the sustainability of the results obtained, for example, in the design of policies and regulations related to the population group and the generation of evidence?
5. What do you suggest to strengthen and enhance the area of adolescence and youth in the design and implementation of the next cooperation framework?

Monitoring and Evaluation Group:

Entity:	
Contact person:	
E-mail:	
Date:	

1. What has been the M&E Group's contribution towards the implementation of the UNDAF?
2. How has support been coordinated with the Outcome Results Groups?
3. Did the UNDAF adequately invest in, and focus on, national capacity development for RBM, M&E, and evidence based policy-making, for government, NGOs and civil society institutions?

4. Did the work of the M&E Group had an impact on effectiveness in delivering results, monitoring, reporting and joint work planning in the cross-cutting areas and in the UNDAF outcomes?
5. Has the group been influential in Outcome Groups' work? Has this work been reflected in UNDAF Annual Reports?
6. What could be improved in the next UNSDC cycle?

Communication Group

Entity:	
Contact person:	
E-mail:	
Date:	

1. How has the Communications team supported the UNDAF design and development stage? How has it contributed to the inclusion of people's voices?
2. To what extent is communication considered important in implementation? How do the different outcome groups use communication and public advocacy tools? Are these built into the UNDAF Results Framework and the JWPs? Was a joint communication strategy developed?
3. How does the Communication Team contribute to the Annual Report and M&E in general? To what extent is there a process of communication and stocktaking of results with the national stakeholders?
4. Are the resources adequate to achieve the communication goals?
5. How can UNSDCF improve in the next UNSDC cycle?

Operations Management Team

Entity:	
Contact person:	
E-mail:	
Date:	

1. How does OMT support UNDAF delivery? Was a business support strategy developed? How operational issues fit into annual work planning?
2. What common services are provided through the OMT and for which agencies? How has this developed over time? What have been the benefits in terms of lower costs or better service quality?
3. Has the UNDAF reduced transaction costs for partners through greater UN coherence and discipline? In what way and how could transaction costs be further reduced?
4. To what extent have the organizations harmonized procedures in order to reduce transaction cost and enhance results?
5. How often are the terms of service reviewed? How are the results reported?
6. What can be improved for the next UNSDC cycle?

Annex 7: Interview Guides for key informants

Interview protocol to start and end the interviews/meetings

We will use the following interview protocol to start and end the interviews, whether in-person or virtual. These interviews might be for one person (as in this example below) or for several people. This protocol might also be used for larger meetings.

1. General introduction – Human connection

- We will first try to understand how the interviewee is today. Is the interview convenient or problematic in any way? Is he/she really busy and should we make the interview shorter than agreed? We will confirm the time available for the interview.
- We will explain briefly something about ourselves, where do we come from, and other interviews we are doing that also frame this present interview, etc.
- We will thank the interviewee for the time he/she is dedicating to this interview.

3. Informing the interviewee of the objective and context of the evaluation

- We will explain the objectives and context of the UNDAF evaluation, and the criteria used (relevance and adaptability, effectiveness, sustainability and orientation towards impact, coherence and coordination, efficiency, and crosscutting principles).
- We will mention the importance of this interview to provide us with some important inputs.
- We will stress the confidentiality of the information that he/she will provide.
- We will ask whether we can record the interview for our internal use as evaluators. We will add that we can stop the recording at any time if the interviewee wishes to.

4. Refining our understanding of the interviewee's role

- We will try to better understand the role of the interviewee vis-à-vis his/her organization.
- We will ask what is his/her involvement in the UNDAF, in order to adjust the questions in the most effective way.
- We will then ask the evaluation questions, using the appropriate interview guide, and adjusting the questions as needed.

5. Ending the interview

- If some aspect of the interview was unclear, we will ask for clarifications.
- We will ask if we have missed any important point.
- We will finish the interview by confirming any follow-up actions – e.g., if documents need to be provided, and by when.
- We will mention when the report will be issued and how it will be disseminated.
- If relevant, we will ask the interviewee for suggestions about other key persons (referred to during the interview) who could also be interviewed.
- We will thank the interviewee for the time dedicated to this interview, and his/her precious inputs.

Interview Guide for Government Stakeholders

A. Relevance and adaptability: Is the UNDAF doing the right things?

1. To what extent has the UN system supported the achievement of **national development priorities**, goals, and targets, in alignment with relevant national plans and frameworks, such as the long-term development policy Vision-2050, the General Guideline for the Development of Mongolia 2021-2025, and the Government Action Plan 2020-2024 with its implementation plan?
2. To what extent has the UN system addressed **key issues and development challenges** identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals and the country's international human rights commitments?
3. To what extent has the UN system remained responsive to **emerging and unforeseen needs** of the country and the people? To what extent has the UN system collectively **prioritized activities based on the needs** (demand side, i.e. COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

B. Effectiveness: Is the UNDAF achieving its objectives?

4. What is the **UN's plausible contribution** to UNDAF outcomes (changes observed at national level, including changes in relevant statistical indicators)? Can you validate the **suitability of indicators** and other verification tools used to measure progress towards results?
5. Can you highlight the role of the UN in the development of the national **COVID-19** recovery strategy, and in other activities?
6. How could the UNCT's contribution to results and **effectiveness be improved** in the next United Nations Sustainable Development Framework (UNSDCF)?

C. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?

7. To what extent has the UN system support extended in such a way to build national and local **capacities** and ensure long-term gains?
8. Has the UNDAF's work brought about **sustainable changes** that will last beyond UNCT's intervention (for example, changes in the legal framework, policies, institutions, social and economic structure)? Has the UNCT's work been systemic, **scaled up or replicated** to ensure its effects are not limited in scope, but nation- or society-wide?
9. Was the UNDAF oriented towards having a **real impact on people**? What difference did the UNDAF make towards protecting the rights of people and their living environment?

D. Coherence and coordination: How well does the UNDAF fit? And how well is the UNDAF implementation coordinated?

10. To what extent has the UNDAF served as an **effective and strategic tool** for the collective interventions of the UN system? To what extent has the UNDAF strengthened the **coherence of support** by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
11. How has the UNDAF facilitated the **coherence of UN's intervention with its partners**, such as the Government, civil society organizations, Academia, development partners, private

sector, etc.? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?

12. What are the **lessons learned and key conclusions** you draw from the implementation of the UNDAF? What will be the comparative advantages of the UN in the country, in the next programme cycle?

E. Efficiency: How well are resources being used?

13. Has the UNDAF reduced **transaction costs** for partners through greater UN coherence and discipline?
14. What are the challenges and opportunities of the current management structure and decision-making processes (Steering Committee, Outcome Groups, other groups)? How efficient is the current monitoring mechanism?

F. Crosscutting principles: Have we left no one behind?

15. Has the UNDAF properly mainstreamed **gender equality and women's empowerment (GEWE)**? Were outcomes, outputs and indicators gender-sensitive? Were gender-disaggregated targets set and achieved by the UNDAF? How was GEWE integrated into UNDAF implementation, monitoring and reporting?
16. Has the UNDAF properly addressed **human-rights** issues and the Human Rights-Based Approach (HRBA)? How was HRBA integrated into UNDAF design, implementation, monitoring and reporting?
17. How have those often **left behind** benefitted from the UNDAF (including vulnerable groups, marginalized women and children, persons with disabilities, minority groups, elderly, refugees/ asylum seekers, migrants, low-income families, LGBTI community, etc.)
18. To what extent has the UN system support designed and delivered in due consideration to **environmental implications**?
19. How was **disability inclusion** integrated into UNDAF design, implementation, monitoring and reporting?

Interview Guide for Resident Coordinator, Chairs of Outcome Groups and Heads of UN Agencies

A. Relevance and adaptability: Is the UNDAF doing the right things?

1. To what extent has the UN system supported the achievement of **national development priorities**, goals, and targets, in alignment with relevant national plans and frameworks, such as the long-term development policy Vision-2050, the General Guideline for the Development of Mongolia 2021-2025, and the Government Action Plan 2020-2024 with its implementation plan?
2. To what extent has the UN system addressed **key issues and development challenges** identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals and the country's international human rights commitments?
3. To what extent has the UN system remained responsive to **emerging and unforeseen needs** of the country and the people? To what extent has the UN system collectively **prioritized activities based on the needs** (demand side, i.e. COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

B. Effectiveness: Is the UNDAF achieving its objectives?

4. What is the **UN's plausible contribution** to UNDAF outcomes (changes observed at national level, including changes in relevant statistical indicators)? Can you validate the **suitability of indicators** and other verification tools used to measure progress towards results?
5. Please describe what **outputs** have been **achieved** for each UNDAF outcome? Where are the gaps, with respect to what was expected? Were the outputs sufficient for the achievement of the Outcomes?
6. Can you highlight the role of the UN in the development of the national **COVID-19** recovery strategy, and in other activities?
7. How could the UNCT's contribution to results and **effectiveness be improved** in the next United Nations Sustainable Development Framework (UNSDCF)?

C. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?

8. To what extent has the UN system support extended in such a way to build national and local **capacities** and ensure long-term gains?
9. Has the UNDAF's work brought about **sustainable changes** that will last beyond UNCT's intervention (for example, changes in the legal framework, policies, institutions, social and economic structure)? Has the UNCT's work been systemic, **scaled up or replicated** to ensure its effects are not limited in scope, but nation- or society-wide?
10. Was the UNDAF oriented towards having a **real impact on people**? What difference did the UNDAF make towards protecting the rights of people and their living environment?

D. Coherence and coordination: How well does the UNDAF fit? And how well is the UNDAF implementation coordinated?

11. To what extent has the UNDAF served as an **effective and strategic tool** for the collective interventions of the UN system? To what extent has the UNDAF strengthened the **coherence**

of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?

12. How well are the UN agencies working together towards the expected results? To what extent were **internal synergies** between agencies sought/materialized? What was the UNDAF value added and/or missed opportunities, as a coordination mechanism?
13. How has the UNDAF facilitated the **coherence of UN's intervention with its partners**, such as the Government, civil society organizations, Academia, development partners, private sector, etc.? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?
14. What are the **lessons learned and key conclusions** you draw from the implementation of the UNDAF? What will be the comparative advantages of the UN in the country, in the next programme cycle?

E. Efficiency: How well are resources being used?

15. Has the UNDAF reduced **transaction costs** for partners through greater UN coherence and discipline?
16. What are the challenges and opportunities of the current management structure and decision-making processes (Steering Committee, Outcome Groups, other groups)? How efficient is the current monitoring mechanism?
17. To what extent has the UNDAF been supported by an **integrated funding framework** and by adequate funding instruments to ensure the scale of impact necessary for attaining the 2030 Agenda? What were the funding status and gaps? Have pooled funding instruments (i.e. SDG Acceleration Fund, Global SDG Fund) helped respond to UNDAF priorities?

F. Crosscutting principles: Have we left no one behind?

18. Has the UNDAF properly mainstreamed **gender equality and women's empowerment (GEWE)**? Were outcomes, outputs and indicators gender-sensitive? Were gender-disaggregated targets set and achieved by the UNDAF? How was GEWE integrated into UNDAF implementation, monitoring and reporting?
19. Has the UNDAF properly addressed **human-rights** issues and the Human Rights-Based Approach (HRBA)? How was HRBA integrated into UNDAF design, implementation, monitoring and reporting?
20. How have those often **left behind** benefitted from the UNDAF (including vulnerable groups, marginalized women and children, persons with disabilities, minority groups, elderly, refugees/ asylum seekers, migrants, low-income families, LGBTI community, etc.)
21. To what extent has the UN system support designed and delivered in due consideration to **environmental implications**?
22. How was **disability inclusion** integrated into UNDAF design, implementation, monitoring and reporting?

Interview Guide for Civil Society Organizations

A. Relevance and adaptability: Is the UNDAF doing the right things?

1. To what extent has the UN system supported the achievement of **national development priorities**, goals, and targets, in alignment with relevant national plans and frameworks, such as the long-term development policy Vision-2050, the General Guideline for the Development of Mongolia 2021-2025, and the Government Action Plan 2020-2024 with its implementation plan?
2. To what extent has the UN system addressed **key issues and development challenges** identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals and the country's international human rights commitments?
3. To what extent has the UN system remained responsive to **emerging and unforeseen needs** of the country and the people? To what extent has the UN system collectively **prioritized activities based on the needs** (demand side, i.e. COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

B. Effectiveness: Is the UNDAF achieving its objectives?

4. What is the **UN's plausible contribution** to UNDAF outcomes (changes observed at national level, including changes in relevant statistical indicators)?
5. Can you highlight the role of the UN in the development of the national **COVID-19** recovery strategy, and in other activities?
6. How could the UNCT's contribution to results and **effectiveness be improved** in the next United Nations Sustainable Development Framework (UNSDCF)?

C. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?

7. To what extent has the UN system support extended in such a way to build national and local **capacities** and ensure long-term gains?
8. Has the UNDAF's work brought about **sustainable changes** that will last beyond UNCT's intervention (for example, changes in the legal framework, policies, institutions, social and economic structure)? Has the UNCT's work been systemic, **scaled up or replicated** to ensure its effects are not limited in scope, but nation- or society-wide?
9. Was the UNDAF oriented towards having a **real impact on people**? What difference did the UNDAF make towards protecting the rights of people and their living environment?

D. Coherence and coordination: How well does the UNDAF fit? And how well is the UNDAF implementation coordinated?

10. To what extent has the UNDAF served as an **effective and strategic tool** for the collective interventions of the UN system? To what extent has the UNDAF strengthened the **coherence of support** by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
11. How has the UNDAF facilitated the **coherence of UN's intervention with its partners**, such as the Government, civil society organizations, Academia, development partners, private sector, etc.? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?

12. What are the **lessons learned and key conclusions** you draw from the implementation of the UNDAF? What will be the comparative advantages of the UN in the country, in the next programme cycle?

E. Efficiency: How well are resources being used?

13. Has the UNDAF reduced **transaction costs** for partners through greater UN coherence and discipline?

F. Crosscutting principles: Have we left no one behind?

14. Has the UNDAF properly mainstreamed **gender equality and women's empowerment (GEWE)**? Were outcomes, outputs and indicators gender-sensitive? Were gender-disaggregated targets set and achieved by the UNDAF? How was GEWE integrated into UNDAF implementation, monitoring and reporting?
15. Has the UNDAF properly addressed **human-rights** issues and the Human Rights-Based Approach (HRBA)? How was HRBA integrated into UNDAF design, implementation, monitoring and reporting?
16. How have those often **left behind** benefitted from the UNDAF (including vulnerable groups, marginalized women and children, persons with disabilities, minority groups, elderly, refugees/ asylum seekers, migrants, low-income families, LGBTI community, etc.)
17. To what extent has the UN system support designed and delivered in due consideration to **environmental implications**?
18. How was **disability inclusion** integrated into UNDAF design, implementation, monitoring and reporting?

Interview Guide for the Private Sector

1. What do you see as the role of the private sector in the sustainable development of the country?
2. Does the private sector have a role in meeting the Sustainable Development Goals? If so, what is it?
3. Has your organization or company been involved in the design and implementation of the United Nations Development Assistance Framework (UNDAF), 2017-2022?
4. To what extent has the UN system engaged with the private sector in advancing the Sustainable Development Goals (SDGs)?
5. What could have been done differently to better engage the private sector in the UNDAF (2017-2021)?
6. What strategies or mechanisms could be implemented to enable the UNDAF to facilitate the identification and access to new partners in terms of funding sources or areas of joint collaboration with the private sector?
7. Have national/institutional capacities been developed or strengthened in collaboration with the private sector, to enable the sustainability of the interventions envisaged under the UNDAF?
8. What do you suggest to strengthen the role of the private sector in sustainable development, in collaboration with UN agencies, in the design and implementation of the next UNDAF?

Interview Guide for Development Partners

1. What have been the main areas of collaboration and cooperation between your entity and the UN, in particular in the framework of the UNDAF? What are the main results achieved, and what are the factors that have facilitated or limited such collaboration and cooperation?
2. To what extent do the comparative advantages and specific mandates of UN agencies help strengthen their position, credibility and reliability as a partner of the Government and other actors in the efforts to achieve the SDGs in the country?
3. To what extent have the strategic areas remained consistent with the country's needs, national priorities, and the Sustainable Development Goals (SDGs) and the 2030 Agenda?
4. From your perspective, to what extent has the UN, in the framework of the UNDAF, succeeded in promoting and contributing to gender equality and women's empowerment (e.g., advocacy in public policy dialogues or processes, capacity building, combating violence and discrimination)?
5. From your perspective, to what extent has the UNDAF contributed to the design of policies, initiatives or projects that promote or institutionalize the Human Rights-Based Approach (e.g. advocacy in public policy dialogues or processes, capacity building)?
6. From your perspective, to what extent has the UNDAF had an impact on groups in situations of vulnerability, poverty or suffering discrimination in the country, in order to leave no one behind? For example: people with disabilities, indigenous peoples, old people, refugees, asylum seekers, migrants, low-income families, people living with HIV, LGBTIs, etc.
7. How should the next Cooperation Framework (2023-2027) strengthen the work and cooperation between the UN and your entity or other development partners?
8. What should be the priorities for the next Cooperation Framework? Should they be the same areas of intervention or different? And what areas do you identify as priorities for the UN to focus on in particular?

Annex 8: Achievement of the UNDAF outputs

This annex describes the outputs that have been achieved for each UNDAF outcome. The main source is the UN Country Results Report, Mongolia, 2017-2020, published in March 2021, which presents cumulative results for this period of four years. Other sources include the UN Country Results Reports, Mongolia, 2017-2019, 2017-2018, and 2017. This section is not meant to be exhaustive but rather illustrative. Many other sections in this report also discuss the achievement of results.

a. Outcome 1

OUTCOME AREA 1: Promoting Inclusive Growth and Sustainable Management of Natural Resources

OUTCOME STATEMENT 1: By 2021, poor and vulnerable people are more resilient to shocks, and benefit from inclusive growth and a healthy ecosystem

Finding: The UN support resulted in improved legal framework in the area of development policy planning, and SDG budgeting. In addition to the exceeded target of expanding the special protection areas in Mongolia, UN has helped Mongolia to significantly increase Nationally Determined Contributions (NDC) for reducing the greenhouse gas emissions. However, the UN interventions could not demonstrate how people-based climate change adaptation and mitigation approaches would create jobs and skills, and reduce poverty for the rural poor, and this remains an unfinished agenda for the UN. This requires long term commitment from both local and central government to measure and demonstrate the progress of the UN project. Regarding the ecosystem protection, with UN support, jobs were created in meat, dairy and vegetable value chains and Herder groups agreed to reduce their livestock. The UN also supported the implementation of the natural resources use fee law. However, the scale of the UN interventions on the ecosystem was limited and was not upscaled by the Government. The UN helped mitigating shocks and hardship caused by the harsh wintering condition.

In terms of the achievement of the eight indicators of Outcome 1, the targets for two indicators have already been achieved, two indicators are on track and four indicators witness a regress. [See Annex 10: UNDAF Results Framework, Current Progress of the Indicators.](#)

14 UN agencies collectively delivered \$53.8 million for its 98 programme interventions nationwide which were carried out in cooperation with 50 implementing partners. The target interventions reached 18 provinces and the capital city Ulaanbaatar. The overall disbursements were directed towards implementing 15 SDGs related to no poverty, zero hunger, good health and well-being, gender equality, water and sanitation, clean energy, decent work, industry and infrastructure, inequality, sustainable cities, responsible consumption, climate action, life on land and partnerships. There are 9 joint programmes and projects in Outcome area 1.

Output 1.1 Visions, strategies and plans that integrate the SDGs are developed and focus on poverty reduction, inclusive growth, economic diversification and resilience at the national and local level

The UN has supported the Government of Mongolia in the area of national development policy planning. In May 2020, the Parliament of Mongolia adopted the Vision-2050 as Mongolia's new strategic, long-term policy document replacing the Sustainable Development Vision-2030 and set the renewed Mongolia's strategic direction for the next 30 years. With the adoption of the revised Law on Development Policy, Planning and Management of Mongolia in 2020, supported by the UN,

strengthened its evidence-based and result-oriented planning, budgeting, monitoring, reporting, and auditing systems. As mandated by the revised law, the processes of aligning national and sub-national strategies, policies, and plans with the Vision-2050 are ongoing to ensure the attainment of the ambitions articulated in the 2030 Agenda for Sustainable Development.

Based on UN work, The Ministry of Finance (MoF), Ministry of Health, Ministry of Environment and Tourism and Ministry of Education and Science has started applying a SDGs-aligned Budgeting process in their respective sector. In 2021, the Ministry of Labour and Social Protection and Ministry of Food, Agriculture and Light Industry joined the group of ministries working towards the SDGs-aligned Budgeting.

At the local level, with support from the UN Ulaanbaatar city and Zavkhan aimag adopted their sub-national level 5 years General Guideline (2021- 2025) aligned with the SDGs, Vision-2050, and 5- year national development guidelines. Moreover, Orkhon aimag approved "The Long-term Sustainable Green Development Goals – 2025" in 2019, which integrated comprehensive measures to support local livelihoods and sustainability.

It is worth mentioning the important MoU UNDP signed with the Ministry of Finance in April 2020, which is another area of aligning priorities. The MOU aims to support the implementation of the Public Finance Management Reform in Mongolia and in particular, improvements in strategic resource allocation and macroeconomic management by strengthening the effectiveness and efficiency of public expenditures to achieve development goals, objectives and priorities to foster the sustainable and inclusive growth in Mongolia. The objective of the partnership is to: i) enhance the partnership between the Parties in acceleration of the Sustainable Development Agenda 2030 and ii) contribute to strengthening of the national institutional mechanisms for programme-based, SDGs/SDV-informed development planning, budgeting, monitoring and evaluation and reporting.¹⁷ In addition, project documents were signed by the UN in 2017 for localizing Sustainable Development Goals in Ulaanbaatar, Orkhon, and Zavkhan. They set up institutional mechanisms, baselines and goals, and the implementation, financing and monitoring frameworks on the localization of the SDGs in these aimags.¹⁸

In addition, there were strong efforts to support evidence-based decision making of the Government such as internal migration studies, Development Finance Assessment, MICS, SDG Dashboard, and MPI.

Output 1.2 Fostering people-based climate change adaptation and mitigation approaches are tailored to the Mongolian context, including national green economy strategies that create jobs and skills, promote clean technologies, prevent environmental risks and reduce poverty

In addition to the exceeded target of expanding the special protection areas in Mongolia, the UN has helped Mongolia to significantly increase Nationally Determined Contributions (NDC) for reducing the greenhouse gas emissions from an initial 14 percent to 22.7 percent in 2019. With the UN's support, Mongolia has also established its standardized mitigation reference level which has been submitted to the United Nations Framework Convention on Climate Change (UNFCCC) for sound monitoring and reporting of its mitigation progresses such as GHG and non-GHG parameters and indicators. The

¹⁷Memorandum of Understanding between the United Nations Development Programme and the Ministry of Finance of Mongolia, 3 April 2021.

¹⁸ See for example the project document on for "Localizing Sustainable Development Goals in Ulaanbaatar", UNDP, 1 June 2017.

Measuring Reporting and Verification (MRV) methodology and guidelines were piloted with UN support in the construction sector and approved. In line with Mongolia's current policies that have been designed to meet the country's obligations as a signatory of the Stockholm Convention, new resource-efficient waste management systems were created through the introduction of the amended Law on Waste and the introduction of a financing mechanism and incentives to reduce U-POPs emissions through the introduction of BAT/BEP9 for open burning sources.

With the support of the UN, the government (NEMA) together with the business community (Mongolian Employers' Federation) have developed and validated the disaster resilience and preparedness toolkit for Mongolian businesses and SMEs.

In terms of the environmental protection, through UN projects, Mongolia has expanded the protected area network to preserve important biodiversity conservation areas and enhance ecosystem services by 4.99 million hectares (4.82 million hectares of Locally Protected Areas and 0.17 million hectares of Special Protected Areas). Relative to Mongolia's total land area (1,553,560 sq km) this represents a 3.2 percent increase of specially protected areas which is higher than the 0.6% increase targeted by the UNDAF commitment.

At downstream level, members of more than 100 Forest User Groups (FUGs) with 564,531 hectares of forests were trained with support from FAO and UNDP, technically and logistically supported, and mentored to develop and implement 10-year forest management plans which include carbon sink and biodiversity conservation objectives. This work at the same time contributes to the enhancement of ecosystem services.

Through the Partnership for Action on Green Economy (PAGE), the UN continued to support Mongolia's green development agenda. See section Consideration of environmental implications.

Output 1.3 Protection of ecosystem services that support the livelihoods of the rural poor and vulnerable is strengthened

Over the past years with UN support, 2,213 jobs were created in meat, dairy and vegetable value chains in 40 soums across major livestock and crop producing areas. In 2020, 120 new jobs were created through the establishment of 6 small scale wood processing units in the forest sector.

The UN supported the GoM in updating the National Forest Inventory (NFI) database by assessing 123,000 plots. The monitoring, reporting and verification (MRV) system was completed to enable generation of reports on national emission factor GHG-I. Mongolia's National REDD++ Safeguards Framework was developed in consultation with stakeholders.

Herder groups have signed an agreement with soum governors to reduce their livestock head by 5% per annum and to improve pasture management, which is crucial to protect their livelihoods, through comprehensive actions. 1,306 herder households voluntarily formed 225 groups to commit to reducing pressure of 611.3 thousand hectares of land to provide and protect biodiversity habitat.

The UN also supported the implementation of the Natural resources use fee law, which resulted in increased budget planning for environmental protection and rehabilitation activities using the income generated from the use of natural resources which is in turn beneficial for protection of ecosystem services that support the livelihoods of the rural poor and vulnerable.

The UN supported the development of a national legislative basis to implement the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefit Arising from the utilization of genetic resources and associated traditional knowledge. The legislation will support

research and development in biotechnology, promote conservation of biological resources, protect traditional knowledge, and improve benefit-sharing from the users of genetic resources to the providers. The UN also helped evaluating and protecting the value and benefits of nature, and maintaining a balance of primary ecosystems.

However, the scale of the UN interventions was limited and was not upscaled by the Government perhaps due to the frequent changes in government leadership, limited fiscal space of the Government induced by the COVID-19 pandemic and lack of political will addressing pasture management in rural areas.

Output 1.4 Resilient communities able to mitigate disaster risks are built

Under this output, dzud risk assessment and special funds were released to mitigate shocks and hardship caused by the harsh wintering condition. It is worthy to mention that the UN effectively contributed to mainstreaming of DRR in national legislation and policy during the previous UNDAF cycle. Therefore, for the current UNDAF, the UN support focused on downstream works such as Displacement Tracking Matrix, Early Warning and Early Action, and capacity building trainings.

The UN provided technical support to UB City Municipality in mobilizing communities and developing SMEs aiming to set a network of liveable, competitive, and inclusive subcentres in UB city ger areas. Under this work, affected communities including women, elderly and differently abled persons were widely consulted in planning and design process of Municipality infrastructure projects for construction of 13.42 km expansion of main heating pipelines, 3.2 km new heating pipelines and 7.58 km heating networks, one power station with capacity of 26.8 megawatt and 26 substations for distribution of water and heating.

The UN continued to support the government in managing migration to reduce inequalities and contribute to sustainable cities and communities. This was done through addressing internal (rural to urban) migration, and facilitation of voluntary returns.

Although it was not originally programmed, the UN helped the Government to develop a national COVID-19 recovery strategy that would comprehensively respond to economic and social dimensions based on leave no one behind principles and was in line with the Global Strategic Preparedness and Response Plan. The Incidence Management System has been strengthened with support by WHO at both national and local levels. Mongolia's SARS-COV-2 laboratory testing capacity has increased 10-fold compared with pre-and post-implementation of UN intervention. In response to COVID 19 pandemic, three national hospitals in Ulaanbaatar were supported with photocatalytic coating technology to improve health, sanitary and hygiene environment to fight against COVID-19 and other infectious diseases. With UN support, the Municipality of Ulaanbaatar became the first in the world to use the Displacement Tracking Matrix within the COVID-19 context, monitoring 3.5 million movements in and out of the capital city, detecting the first case of community transmission in Mongolia and producing key insights for planning and implementing evidence-based COVID-19 response actions. Over 600 Mongolian migrants stranded abroad due to COVID-19 were able to return with UN operational support.

b. Outcome 2

OUTCOME AREA 2: Enhancing Social Protection and Utilization of Quality and Equitable Social Services

OUTCOME STATEMENT 2: By 2021, the poor and vulnerable population benefit from better social protection and are able to increasingly utilize quality and equitable basic social services, with a special focus on water, sanitation and hygiene.

Finding: The UN support resulted in better WASH services, and a significantly improved access to water, as well as demonstration projects for flood protection and climate-resilient WASH facilities. The UN supported the achievement of national development priorities, goals and targets in the area of health, such as communicable and non-communicable diseases. However, notable achievements such as decreasing maternal mortality rates were lost during COVID-19. During the COVID-19 pandemic, the UN support has been highly effective in COVID-19 management, contact tracing, isolation, infection prevention and control and hospital waste management, flow management, maternal and child health, and management of respiratory complications. The technical assistance support and policy advice provided by the UN in Mongolia has enhanced institutional capacity by facilitating the creation of an education system for the knowledge economy, characterized by inclusivity, high quality education and lifelong learning, which is underpinned by the Government's strong commitment to fundamentally reform the current education system in alignment with the global sustainable development agenda. The UN played a critical role in sustaining the continuation of learning during the COVID-19 through an integrated approach with child protection services to support children and families. In the area of social protection, the UN support resulted in an increase of social and health insurance coverage of herders and an expansion of the Child Money Programme for rural children. Finally, the UN provided technical expertise on a number of laws, regulations and standards in order to strengthen the legal environment around food and nutrition security in Mongolia.

In terms of the achievement of the twenty-one indicators for Outcome 2, the targets for eight indicators have been achieved. For five indicators, progress is on track, and four indicators witness a regress or stagnation. There are four indicators that are missing baseline data or information is not available. [See Annex 10: UNDAF Results Framework, Current Progress of the Indicators.](#)

During the period 2017-2020, 10 UN agencies collectively mobilized \$32.0 million for its 52 programme interventions and collaborated with 33 implementing partners and to contribute to the fulfilment of 10 SDGs relating to no poverty, zero hunger, good health and well-being, quality education, gender equality, water and sanitation, decent work, inequality, sustainable cities, and peace and justice along with COVID-19 immediate responses to narrow the gaps for leaving no-one behind. The target interventions reached 10 targeted provinces and the capital city Ulaanbaatar, whilst some interventions resulted in nationwide impacts.

Output 2.1: Water and Sanitation Hygiene (WASH) services are improved in selected peri-urban areas and soums, through equitable access to technology, water and sanitation facilities; supported by a more enabling environment, evidence base and social awareness.

Substantial progress has been observed regarding access to improved water, as the proportion of the population with access to improved water sources increased from 64 to 94 percent. In addition, the proportion of the population with access to improved sanitation facilities increased slightly.

The UNDAF remains highly relevant to the achievement of national targets on WASH. National and sub-national WASH programming capacity was strengthened, with technical support from UN agencies, by implementing water safety plans and targeting urban water suppliers and small community water sources. Over 250,000 people have benefitted from the implementation of demonstration projects for flood protection and climate-resilient WASH facilities in vulnerable communities, schools, kindergartens, and health centres. WASH component of the UNICEF has tried to

reach the most behind groups. However, since the left behind groups may not be static, there is a need for a flexible monitoring system to regularly re-define those groups.

Output 2.2: The health system is strengthened to increase the health of the poor and vulnerable in urban/peri-urban/rural areas; ensure equitable access to quality health care; and promote evidence-based policies and decision-making, in partnership with national institutions.

Within the framework of the national development plan and state policy on health, WHO interventions have supported the achievement of national development priorities, goals and targets in the area of health, such as communicable and non-communicable diseases. Due to these efforts, the 2019 health budget included funding for procurement of Pneumococcal Conjugate Vaccine (PCV) vaccination, micronutrients and contraceptives. Major progress has been achieved in improving quality of evidence and data. As a result of the successful collaboration of UN and the state agencies, MoH NSO and the Civil Registration Office, birth registrations at a birthplace at time of birth became practice. This improves precision and inclusiveness of birth registrations and ensures that no new-born misses out on early social protection opportunities.

In terms of the health output, infant mortality per 1,000 live births was 7.8 in December 2020, while it was stagnant at 8.7 in 2017 and 2018 and fell to 8.27 in 2019. In relation to under-five mortality per 1,000 live births, it decreased also despite COVID-19 emergency. In 2017, it was 16.74. It rose to 16.9 in 2018. On the contrary, it fell to 16.15 in 2019 and reached 14 in 2020. The year of 2020 witnessed an increase of maternal deaths compared to 2019 from 23.01 to 30.2. It was 26.91 in 2017 and 27.1 in 2018¹⁹.

In response to COVID-19 pandemic the UN provided technical and financial support as well as nationwide cascade training on the interim guides on COVID-19 management, contact tracing, isolation, infection prevention and control and hospital waste management, flow management, maternal and child health, and management of respiratory complications. Additional support was also provided to the national and local health institutions, which included the provision of personal protective equipment, medicine, lab diagnostic and medical equipment, Infection Prevention and Control commodities, dignity kits for women and girls in quarantine, cash support for outreach services, and supportive supervision. Furthermore, the UN provided rapid situation and causality analysis of maternal and new-born health, gender-based violence and violence against children, which was integrated with early detection and response measures.

Output 2.3: Higher quality basic education is supported, with greater access to early childhood development and lifelong education in selected peri-urban areas and soums.

The technical assistance support and policy advice provided by the UN in Mongolia has enhanced institutional capacity by facilitating the creation of an education system for the knowledge economy, characterized by inclusivity, high quality education and lifelong learning. The Ministry of Education and Science (MoES) has developed the comprehensive Mongolia Education 2050 long-term Vision and Education Sector Mid-Term Development Plan (ESMTDP), which is aligned and integrated with SDG4 priorities. The MoES has agreed to establish a Monitoring and Evaluation Unit to monitor the progress of SDG4 and ESMTDP 2021-2030.

¹⁹ <http://sdg.gov.mn/Goal/?id=3>

In addition, National Standards of Information Technology Competencies of the Secondary School Teachers has been drafted and the review of TVET and Skills Policy in collaboration with the Ministry of Labour and Social Protection. The key focus of the reform of the education system is implemented in close collaboration with other sectors, communities, students and parents to advance both the quality and equality. The UN had also supported and enhanced the capacity for recognition of qualifications in tertiary institutions in Mongolia.

The UN played a critical role in sustaining the continuation of learning during the COVID-19 through an integrated approach, with child protection services to support children and families. Gross enrolment rate in basic education reached 97 in 2019, however only 71 per cent of children from the poorest quintile attend secondary education. The early childhood education programme reaches only 34 per cent of children from the poorest quintile. The early child development index does not vary much by wealth, with 86 percent of children from the poorest quintile being on track physically and developmentally. Challenges of quality of education continue with only 56 and 57 percent of children of grade 4 and 8 respectively demonstrating fundamental numeracy skills. The enrolment of children with disabilities has doubled since 2017.

Output 2.4: An efficient and effective social protection system is facilitated for all and substantial coverage of the poor and the vulnerable.

The UN worked to improve capacity and increase awareness of national and sub-national authorities responsible for social protection policies, implementation of workers' safety and child sensitive, inclusive and equity-focused social protection systems. The UN has contributed directly and indirectly to increase of social and health insurance coverage of herders by 5 per cent nationally. Based on evidence derived from the evaluation carried out by the UN, the prevention culture and solutions to tripartite constituents (government, employers and workers) regarding the Occupational Safety and Health (OSH) were explicitly articulated in the Fifth National Programme -OSH (2017-2020) and were adopted in August 2017.

The UN has piloted a Shock-Responsive Social Protection (SRSP) programme for rural children, by vertically expanding the Child Money Programme (CMP). The UN also supported the Government in monitoring its pandemic response, focusing on CMP and Food Stamp Programme (FSP). The UN has started introducing the Resilience Index Measurement and Analysis (RIMA-II) in Mongolia to analyse herder household resilience capacity to climate-related risks and shocks.

The UN contributed to activities designed to build the resilience of the public and frontline workers to the impact of COVID-19 and related restrictions. An anti-stigma campaign and messages on precautionary measures have reached out 1.5 million people, and 2,500 vulnerable households received emergency packages. The UN has improved capacity of frontline personnel and provided Personal Protective Equipment and special equipment to MLSP, NEMA and GASI. The UN supported the Government to safely return 68,000 people, stranded internally because of the lockdown.

Output 2.5: Food and nutrition security is strengthened (support healthy food/diet environment, reduce double burden of malnutrition, strengthen food and nutrition surveillance system and services).

The UN provided technical expertise on a number of laws, regulations and standards in order to strengthen the legal environment around food and nutrition security in Mongolia including: 1) Law of food fortification; 2) implementation of the Law of Food and Law of Safety of Food Products; 3) simplified Good Agriculture Practice (GAP) and Integrated Pest Management (IPM) guidelines, and the revision of the Law on seeds and variety; 4) Mongolian E-agriculture strategy endorsed by

Government and selected solutions are under trial; 5) Foot and mouth disease (FMD) control strategy for 4 years along with Standard Operating Procedures are submitted to the Government for adoption.

Laboratory equipment, including diagnostic kits, reagents and field equipment were set and new diagnostic methods were introduced. Further support was provided to enhance analytical capacities to support routine testing and systematic national monitoring of veterinary drug residues and related contaminants using nuclear technologies with the aim of increasing consumer safety and competitiveness of Mongolia's animal products for export.

The UN also provided technical assistance to the GoM on monitoring of the Infant and Young Child Food law enforced in 2017. The UN provided technical support for development of the national protocol on integrated management of acute malnutrition (IMAM) and capacity building at national level, which resulted in better management of Severe Acute Malnutrition (SAM). Acute malnutrition management reached 19,300 children aged 0-2 years old and 5,600 pregnant and lactating women.

c. Outcome 3

OUTCOME AREA 3: Fostering Voice and Strengthening Accountability

OUTCOME STATEMENT 3: By 2021, governing institutions are more responsive and accountable to people, while ensuring effective participation of young persons and realization of the rights of all, especially the poor and marginalized

Finding: For Outcome 3, the UN support resulted in improved normative protection mechanisms and services in the area of GBV/DV and VAC. The UN also supported crucial reforms to promote human rights and good governance. The evidence generation was one of the main focuses of interventions in 2017/2018. The UN played a crucial role in providing the technical guidance and assuring the quality of the processes and outputs of the Social Indicator Sample Survey (SISS) 2018/Multiple Indicator Cluster Survey (MICS) 6 that was completed by NSO. SISS serves as major source of SDGs baselines. In total it derives 178 development indicators out of which 31 are SDGs indicators that can be disaggregated at regional level, location, household wealth status, education, gender, disability status and many other background characteristics enabling thorough disparities analyses. Technical and financial support was provided for implementation of Mongolia's 2012 Anti-trafficking Law. Youth networks have been cultivated in 35 Youth Development Centres (YDCs) established nationwide, and the youth empowerment efforts centred at the community level with the distribution of a toolkit on rights, responsibilities, and representation. The UN also supported the establishment of the Decent Work for Youth Network of government and non-government organizations, to promote labour rights among young men and women. The UN strategically engaged youth in development and humanitarian interventions in the country, especially in the context of the COVID-19 pandemic and in other important issues, such as clean air initiatives, WASH in schools, and menstrual health and hygiene. However, the increased representation of women in decision-making and effective participation of youth were not observed in the course of implementation of this Outcome. Life expectancy of men on average to be 10 years shorter than of women and increasing rate of violence against elderly men may need to be addressed in the future.

In terms of the achievement of the six indicators of Outcome 3, the targets for three indicators have already been achieved. For one indicator (VAWC), information on progress is not available. For another indicator, progress is on track. [See Annex 10: UNDAF Results Framework, Current Progress of the Indicators.](#)

The work under Outcome 3 contributes to improving the capacity of governing institutions, including legal frameworks, to ensure that the country's development is inclusive and sustainable, and reflects the needs and protects the rights of all, including the young and the vulnerable.

During the period 2017-2020, 8 UN agencies collectively mobilized \$25.0 million and collaborated with 26 implementing partners and delivered around \$19.0 million to achieve this outcome, and to contribute to the fulfilment of 5 SDGs relating to good health and well-being, gender equality, decent work, sustainable cities and peace.

Output 3.1: Normative protection mechanisms are improved by revising laws in line with international standards while establishing or enhancing monitoring systems – to ensure human rights, especially of the poor and marginalized with attention to gender-based violence.

As of 2020, 90% of the CEDAW recommendations and 86.1% of the UPR recommendations have been accepted by the Government of Mongolia, and are currently being implemented primarily under the Law on Promotion of Gender Equality and the Law to Combat Domestic Violence (LCDV). The UN has also been supporting the Government of Mongolia in improving the legal framework to protect and uphold human rights, including the right to freedom from violence, as well as in implementing and monitoring these laws.

Most notably, survivor protection and perpetrator accountability mechanisms for cases of gender-based violence (GBV) and violence against children (VAC) as well as human trafficking have been established under law, and these mechanisms are continuously improved in line with international standards and good practices. Aside from major laws such as the LCDV and Child Protection Laws, the UN also provided technical and financial support to develop standard operating procedures, guidelines, and codes to guide the laws' implementation across sectors. With these legal frameworks in place coupled with extensive advocacy work by the UN and civil society organizations, government commitment toward GBV prevention and response improved as evidenced by the significant increase in state and local budget spending on GBV issues totalling to MNT 6.2 billion from 2017 to 2020. This was further supported by the UN through capacity building and sensitization interventions, including the establishment of a GBV Training Hall at the National Center for Gender Equality (NCGE) and the Training and Research Center of the Family, Child and Youth Development Agency, as well as the extensive training of duty-bearers on the identification of and service provision to victims of trafficking. As a result of all these efforts, in 2020 alone, a total of 3,799 survivors of GBV received care at One Stop Service Centers (OSSCs) and shelters across the county, of which 2,992 survivors sought help at UN-supported OSSCs or shelters, while 9,192 child protection cases were handled by multidisciplinary teams and social workers.

These services continued to be provided in a safe manner even amidst the COVID-19 pandemic with technical and financial support from the UN, as well as through the UN's successful advocacy of categorizing staff of these centers as essential workers to allow them to continue working during lockdowns. Additionally, the UN also provided assistance in the repatriation of 7 Mongolian women and in repatriating 3 foreign women who are victims of human trafficking, including reintegration support upon their return. However, the impacts of these initiatives to the prevalence of all forms of GBV cannot yet be measured as a second National GBV Survey will not be conducted within the UNDAF reporting period.

The UN also supported crucial reforms to promote human rights, such as the protection of the rights of workers with revision of labour law and ratification of the ILO Convention for Safety and Health in

Construction (No.167) through strengthening of social dialogue among the Government, employers and workers and support to transition of informal workers to formality. Additionally, the UN provided

technical and financial assistance to promote good governance, transparency and accountability within the GoM, particularly through the Law on Administrative & Territorial Units and their Governance as well as through civil service reform that seeks to improve the efficiency and quality of the government recruitment process. To complement these legislative reforms, the UN also assisted the GoM in monitoring and evaluating the implementation of these key laws through the conduct of standalone assessments and by supporting the establishment of mechanisms and procedures for regular monitoring. The results of these efforts were used to improve the efficiency and effectiveness of these laws that protect and uphold human rights in the country.

Output 3.2: Representation of women and young people is increased – up to 34 years – in decision-making, such as Parliament, Ministries, state secretariats, local government and local representations.

Youth networks have been cultivated in 35 Youth Development Centers (YDCs) established nationwide. The UN's partnership with the Government has yielded in doubling the number of Government-funded Youth Development Centers from 2016 to 2018. Aside from providing young people a safe environment to socialize and engage with others these YDCs also provide a venue for young people to acquire life and job skills, seek various counselling services, and participate in decision-making processes on issues that affect them. Of these 35 YDCs, the UN supported the establishment of 19, and advocated for local government support for their continued operation. As a result, in 2020 YDCs serviced a total of 84,601 adolescents and young people. The youth empowerment efforts centered in YDCs were also complemented at the community level with the localization (in language and context) and distribution of the international "Empowerment for children, youth, and families: 3-R trainers' kit on rights, responsibilities, and representation" toolkit. This toolkit teaches duty-bearers not only to encourage the empowerment of children and youth in their families and communities, but also teaches them how to mitigate the risks of child labour and trafficking of children and young people for labour or sexual exploitation. The UN supported the establishment of the Decent Work for Youth Network of government and non-government organizations, to promote labour rights among young men and women. Through the Activated 2030 initiative Youth Enterprising Initiative, the UN implemented campaigns in UB city, Zavkhan and Orkhon aimags to engage to build their entrepreneurship capacities to meet the SDGs.

Output 3.3: Youth networks and organizations are strengthened and effectively participating in expressing their voices as equal partners.

Finally, the Mongolian youth are extensively and strategically engaged by the UN in development and humanitarian interventions in the country, especially in the context of the COVID-19 pandemic. The UN worked with 117 young volunteers (of which 60 were girls) to raise awareness about COVID-19 prevention, as well as to conduct rapid assessments related to the pandemic. The results of the volunteers' research were taken into consideration in the development of prevention measures and protocols developed by the UN with the Ministry of Health. Additionally, youth groups, such as the Scouts Association of Mongolia, were also engaged by the UN to expand youth engagement in other important issues, such as clean air initiatives, WASH in schools, and menstrual health and hygiene. These activities included a total of 774 young volunteers (of which 538 were girls) to reach 22,925 people through direct interventions and social media.

Annex 9: List of joint UN programmes and projects

Outcome 1

	Programme/project name	Agencies
	SECiM - Support to employment creation in Mongolia	UNIDO and FAO
	UNDP - Socio-Economic Impact assessment	UNDP, IOM and FAO
	UN Joint Programme - Integrated approach to SDG Financing in Mongolia	UNDP and UNICEF
	UN Joint - SDG-Aligned Budgeting to Transform Employment Mongolia	UNDP, FAO, and ILO
	UN-REDD Mongolia National Programme*	UNDP, UNEP, and FAO
	PAGE (Partnership for Action on Green Economy) *	UNDP and UNIDO
	GEF Gold Mongolia: Contribution Toward the Elimination of Mercury in the Artisanal and Small-Scale Gold Mining Sector: From Miners to Refiners	UNEP and UNIDO
	UNEP Finance Initiative: Aligning private finance with sustainable development	UNDP and UNEP
	Rapid humanitarian response and provide life-saving assistance*	UNDP and FAO

Outcome 2

	Programme/project name	Agencies
1.	WASH services and interventions	UN Habitat and UNICEF
2.	Mongolia's HIV concept note to be implemented in 2018-2020*	UNAIDS and WHO
3.	UNICEF: MPTF Education, supporting e-learning for pre-primary and secondary education in partnership with UNESCO and UNFPA during COVID-19	UNFPA, UNICEF, and UNESCO
4.	UNJP: Extending Social Protection with Enhanced Shock Responsiveness	UNFPA, UNICEF, FAO, and ILO

Outcome 3

No joint programme and project

Note: * indicates completed programmes and projects.

Annex 10: UNDAF M&E Framework -- Current Progress of the Indicators

(Source for the current progress of the indicators is UN Country Results Report Mongolia 2017-2020 unless stated otherwise)

#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
Outcome 1					
1	1.1.1 Reduction of GHG emission from BAU scenario	GHG emission, 26,806 tons eq CO2	from BAU scenario by 4%, from 33,212 thousand tones eq CO2 to 31,884 thousand tones eq CO2 (2020)	11.3% reduction	Target achieved
2	1.1.2 Increase in share of renewable in the national energy mix	7%	20%	4% (2019) ²⁰	Regress
3	1.1.3 Forestland, mln ha (or percentage of Forest land in total area, %)	forest coverage 11mln ha equal to 8% of the land surface	13.2 mln ha equaling to 8.5 % of the land surface (2020)	7.8%	Regress
4	1.1.4 Special protection area as proportion of total area	17.4%	18%	20.6	Target achieved
5	1.2 Inclusive and sustainable industrialization for economic diversification - Share of manufacturing value added (MVA) in GDP	5% (2014)	SDG target 9.2 ²¹	9.2% ²²	On track
6	1.3 Disaster impact - disaster economic loss	Economic loss from natural hazards 21,961.5 mln tog	19,765.35 mln tog	108.2 billion tog	Regress

²⁰ <http://sdg.gov.mn/Goal/?id=7>

²¹ To double the share

²² <http://sdg.gov.mn/Goal/?id=9>

#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
7	1.4.1 Proportion of people living below poverty line (urban/rural, children)	National average 21.6%; Urban 18.8%; Rural 26%; Children 28.9% (2014), Working poor 20.29% (2013)	National average 18.0%	28.4% (2018) 27.2% (urban) ²³ 30.8% (rural) ²⁴ 38% (children under 5) ²⁵	Regress
8	1.4.2 Unemployment rate (disaggregated by sex)	National 7.5 Female 6.7	6% (2020)	7.0% (national) ²⁶ 7.3% (male) ²⁷ 6.7% (female) ²⁸	On track
Outcome 2					
9	2.1.1 Percentage of population using improved water sources	National 64% Urban 73.5% (2013) Rural 58.7% (2013) Q1 41.2% (2013) Q5 99.8% (2013) Urban A 95.7 (2013) Urban B 65.4 (2013)	National at least 80% Urban – 99% Rural – 80%	94% (national)	National target achieved
10	2.1.2 Percentage of population using improved sanitation facilities	60% (2013) Urban A 92.6% (2013)	At least 70%; Target figures for selected	62% (national)	On track

²³ www.1212.mn

²⁴ www.1212.mn

²⁵ NSO and WB, Mongolia Poverty Update 2018

²⁶ <http://sdg.gov.mn/Goal/?id=8>

²⁷ <http://sdg.gov.mn/Goal/?id=8>

²⁸ <http://sdg.gov.mn/Goal/?id=8>

#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
		Urban B 59.1% (2013)	areas Urban A– 99% Urban B – 80%		
11	2.2.1.1 Social health insurance coverage (disaggregated by geographical area, socio-economic quintiles and content)	TBD (Baseline to be set using 2015 data)	Universal coverage of social health insurance by 2021	91%	No baseline to compare
12	2.2.1.2 Benefit incidence analysis (disaggregated by gender, urban/rural, geographical area and socio-economic quintiles)	TBD (to be set through a designated study conducted in 2015 using 2012 data)	50% reduction in the difference between urban/rural; highest and lowest SE quintiles	...	No baseline and progress information unavailable
13	2.2.2.1 Percentage of women who underwent antenatal check-ups at least 6 times during pregnancy	83.8% (2014)	Above 90%	85.1% ²⁹	On track
14	2.2.2.2 Incidence rate of syphilis among youth from 15-24 years of age per 10 000	60.4 per 10,000 (2014)	30 per 10,000	60 per 10,000 (2017) ³⁰	Stagnating
15	2.2.2.3 Percentage of population above 40 years of age screened for hypertension and diabetes	Hypertension 41.6% (2014) Diabetes mellitus 38% (2014)	79.5% 77.5%	71.7% 71.9%	On track
16	2.2.2.4 Adolescent birth rate (15-19 years old) per 1000	40.4 (2014)	36	27.6 ³¹	Target achieved
17	2.2.3.1 Number of new and/ or revised	0 new and/or revised	5 new and/or revised	Laws on health, health	Target achieved

²⁹ www.1212.mn

³⁰ National Center for Communicable Diseases (2017), [HIV and syphilis surveillance survey report](#)

³¹ www.1212.mn

	#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
		national health policies, strategies and plans revised during UNDAF period	policies, strategies and plans in 2016	national health policies, strategies and plans during 2017-2021	insurance, medical services and drug regulation ratified.	
18	2.2.3.2	Number of aimags and districts endorsed and implemented Sub-national Health System Strengthening Strategies	1 aimag and 1 district in 2015	7 aimags and 3 districts	21 aimags and Ulaanbaatar endorsed and implementing	Target achieved
19	2.2.4.1	Disease specific standardized mortality rate (disaggregated by urban/rural, gender, geographical area)	TDB (to be set through a designated study based on 2015 data)	Estimated difference reduced by 15% between highest and lowest values	Cardiovascular disease: 16.2 per 10,000 ³² Cancer: 13.2 per 10,000 ³³ Diabetes: 0.8 per 10,000 ³⁴ Chronic respiratory disease: 0.9 per 10,000 ³⁵	No baseline to compare
20	2.2.4.2	Probability of dying between 15 and 60 years (disaggregated by gender)	Male/female 300/132 (2011-2015)	Male/female 285/125 (2016-2020)	285/121 (2019) ³⁶	Target achieved
21	2.3.1	Primary and secondary education net enrollment rate	96.2% (2013) 85.4% (2013)	100% 95%	96% (2018) ³⁷ 71%	Stagnating Regress

³² <http://sdg.gov.mn/Goal/?id=3>

³³ <http://sdg.gov.mn/Goal/?id=3>

³⁴ <http://sdg.gov.mn/Goal/?id=3>

³⁵ <http://sdg.gov.mn/Goal/?id=3>

³⁶ <https://data.worldbank.org/indicator/SP.DYN.AMRT.FE?locations=MN>

³⁷ <https://data.unicef.org/topic/education/primary-education/>

	#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
		of children from the poorest quintile				
22	2.3.2	Enrollment of children with disabilities in general education schools	44.4% (2010)	70%	72%	Target achieved
23	2.3.3	Percentage of children under 5 years of age from the poorest quintile who are developmentally in track in health, learning and psychosocial well-being	77% (2013)	79%	86%	Target achieved
24	2.3.4	Percentage of children aged 36-39 months who are attending an early childhood education programme from the poorest quintile	35% (2013)	45%	34%	Regress
25	2.3.5	Learning achievement for 4th and 8th graders in mathematics and science	39.6% (4th grade) (2015) 25.8% (8th grade) (2015)	50% (4th grade) 45% (8th grade)	...	Progress information unavailable ³⁸
26	2.4.1	Percentage of economically active population contributing to the social insurance system	84.4% (2014)	89%	77.5% (2019) ³⁹	Regress
27	2.4.2	Public social protection	3.4% (2014)	4.4%	6.5 (2020) ⁴⁰	Target achieved

³⁸ No TIMSS data for Mongolia since 2012 in the Education Statistics database which is accessible at <https://databank.worldbank.org/source/education-statistics-%5E-all-indicators>

³⁹ https://1212.mn/BookLibraryDownload.ashx?url=Social_Protection_intro_2019.pdf&ln=Mn

⁴⁰ Calculated based data of www.1212.mn. It includes only social insurance fund expenditure. If social welfare fund expenditure included, the share will be 10.8.

	#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
		expenditures as percentage of GDP				
28	2.5.1	Prevalence of stunting among children under 5 years old	10.8% (2013)	9%	9.4% (2018) ⁴¹	On track
29	2.5.2	Prevalence of overweight students aged 13-17 years old	11.5% (2013)	9%	10.5% (2018) ⁴²	On track
Outcome 3						
30	3.1.1	Proportion of implemented recommendations from UPR, CEDAW and other HR instruments relating to the protection/ promotion of human rights and basic freedoms for all	UPR: 150/164 accepted CEDAW: 55 recommendations	UPR: at least 85% of accepted recommendations implemented CEDAW: at least 85% recommendations implemented	UPR: 86% CEDAW: 90%	Targets achieved
31	3.1.2	Specific comprehensive policy measures and legislation are adopted and effectively implemented against discrimination of all kinds, especially women, children, youth, persons with disabilities, LGBTI and others	The DVL revision is under consideration by the Parliament The youth policy is under formulation The new child protection law is under review by Parliament LPPD is under review by Parliament	The revised DVL, youth policy and the child protection law, and LPPD containing strong anti-discrimination provisions are approved and implemented	The revised DVL approved in 2016 and came into force in 2017. The Youth Development National Program approved in 2019. The Law on Youth	Target achieved

⁴¹ <https://data.unicef.org/topic/nutrition/malnutrition/>

⁴² <https://data.unicef.org/topic/nutrition/malnutrition/>

#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
				Development Support approved in 2017 and came into force in 2018. The Child Protection Law approved in 2016. The Law on Child Rights approved in 2016. The Law on Rights of Person with disabilities approved in 2016.	
32	3.1.3 Prevalence rate of Violence Against Women and Girls (VAWG)	TBD (the VAWG is scheduled to be conducted in 2016 by NRSO)	30% reduction form the 2016 level	Lifetime Physical and/or Sexual Intimate Partner Violence: 31.2 % (2017) ⁴³ Physical and/or Sexual Intimate Partner Violence in the last 12 months: 12.7 % (2017) ⁴⁴	Baseline was determined in 2017 and information on progress is not available

⁴³ National Statistics Office and the UN Population Fund (UNFPA). 2018. Breaking the Silence for Equality: 2017 National Study on Gender-based Violence in Mongolia. Ulaanbaatar, Mongolia: National Statistics Office and UNFPA.

⁴⁴ National Statistics Office and the UN Population Fund (UNFPA). 2018. Breaking the Silence for Equality: 2017 National Study on Gender-based Violence in Mongolia. Ulaanbaatar, Mongolia: National Statistics Office and UNFPA.

	#	Indicators	Baselines (2015 unless otherwise indicated)	Targets (2021 unless otherwise indicated)	Current Progress as the end of 2020	Conclusion
					Lifetime Non-Partner Sexual Violence: 14 % (2017) ⁴⁵	
33	3.2.1	Proportion of seats held by women in national and local parliament and government (SDG 5.5.1)	14.5% of MPs 27.3% of local citizens representatives 10.1% of ministers 26.6% of state secretaries 0% of local governors	30% of MPs 30% of local citizens representatives 40% of ministers 40% of state secretaries 30% of local governors	17% of MPs 28% of local citizens representatives 12.5% of ministers (2018) ⁴⁶ 7.7% of state secretaries (2018) ⁴⁷ 0% of local governors (2018) ⁴⁸	On track except state secretaries and local governors
34	3.3.1	Young people turnout in parliamentary elections	0.205 (2013)	20% increase	62% of 18-25 aged youth (2020) ⁴⁹	Target achieved
35	3.3.2	Civil participation	0.219 (2013) ⁵⁰	20% increase	0.758 (2020) ⁵¹	Target achieved

⁴⁵ National Statistics Office and the UN Population Fund (UNFPA). 2018. Breaking the Silence for Equality: 2017 National Study on Gender-based Violence in Mongolia. Ulaanbaatar, Mongolia: National Statistics Office and UNFPA.

⁴⁶ Calculated based on data of www.1212.mn

⁴⁷ Calculated based on data of www.1212.mn

⁴⁸ Calculated based on data of www.1212.mn

⁴⁹ www.gec.gov.mn

⁵⁰ According to the Global Youth Development Report 2020, Youth Development Index score was 0.756 in 2013.

⁵¹ Global Youth Development Report 2020 available at https://thecommonwealth.org/sites/default/files/inline/5023_V3_Book_lores_smaller.pdf

Annex 11: Evaluation design matrix

This Evaluation Design Matrix will be an important tool to guide the evaluation. It is derived from the criteria and list of questions and will assist the evaluation team, the Evaluation Steering Committee, the Consultative Group and the UNCT to understand the main evaluative arguments. The matrix shows the evaluation criteria and questions, the data collection methods, the sources of information, and the indicators and means of verification.

Evaluation questions	Data collection methods	Sources of information	Indicators, means of verification
A. Relevance and adaptability: Is the UNDAF doing the right things?			
1. To what extent has the UN system supported the achievement of national development priorities , goals, and targets, in alignment with relevant national plans and frameworks, such as the long-term development policy Vision-2050, the General Guideline for the Development of Mongolia 2021-2025, and the Government Action Plan 2020-2024 with its implementation plan?	Desk review	UNDAF document and progress reports 2017-2020	Identification of national priorities and expected results in the UNDAF
2. To what extent has the UN system addressed key issues and development challenges identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals and the country's international human rights commitments?	Questionnaire for Outcome Groups	Resident Coordinator's Annual Reports covering the period 2017-2020	Understanding of theory of change for how UN plans to make a contribution
	Meetings with the Outcome Groups	UNDAF Joint Work Plans 2017-2020	Identification of potential or actual complementarities or divergences between the UNDAF Results Framework and Vision 2030 and/or 2050
3. To what extent has the UN system remained responsive to emerging and unforeseen needs of the country and the people? To what extent has the UN system collectively prioritized activities based on the needs	Questionnaire for Thematic Groups	Steering Committee minutes	UNDAF address normative standards and recommendations of international treaties and other commitments
	Meetings or interviews of key stakeholders (Government and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)	Agency evaluations and MTR reports	Programme has been informed by gender analysis. Identification of gender relevant contributions and mainstreaming in design, planning, implementation and monitoring
	Stakeholder workshop	Replies to Questionnaire from Outcome Groups Minutes from meetings with the Outcome Groups	Common understanding of stakeholders on

<p>(demand side, i.e. COVID-19 pandemic) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?</p>		<p>Replies to Questionnaire from Thematic Groups</p> <p>Notes from meetings or interviews of key stakeholders (Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)</p> <p>Minutes from Stakeholder workshop</p>	<p>links between the UNDAF and national development agenda</p> <p>Stakeholder perceptions on the degree of alignment of interventions and resources with the UNDAF delivery targets</p> <p>Stakeholders identify convergence with specific international human rights commitments</p>
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Effectiveness: Is the UNDAF achieving its objectives?

<p>4. What is the UN's plausible contribution to UNDAF outcomes (changes observed at national level, including changes in relevant statistical indicators)? Can you validate the suitability of indicators and other verification tools used to measure progress towards results?</p> <p>5. Please describe what outputs have been achieved for each UNDAF outcome? Where are the gaps, with respect to what was expected? Were the outputs sufficient for the achievement of the Outcomes?</p> <p>6. Can you highlight the role of the UN in the development of the national COVID-19 recovery strategy, and in other activities?</p>	<p>Desk review</p> <p>Questionnaire for Outcome Groups</p> <p>Meetings with the Outcome Groups</p> <p>Questionnaire for Thematic Groups</p> <p>Meetings or interviews of key stakeholders (Government Stakeholders and</p>	<p>UNDAF document and progress reports 2017-2020</p> <p>Joint Annual Review Meetings Reports, 2017-2020</p> <p>Resident Coordinator's Annual Reports covering the period 2017-2020</p> <p>UNDAF Joint Work Plans 2017-2020</p> <p>Steering Committee minutes</p>	<p>Review of outputs against original workplans</p> <p>Outcome Groups provide a clear overview of causal links between outputs/interventions and outcomes</p> <p>Positive trends in output/outcome indicators of the Results Framework</p> <p>Evidence of specific UNDAF results and strategies related to data collection and analysis</p> <p>Evidence that capacity assessments and understanding of context and constraints of</p>
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<p>7. How could the UNCT's contribution to results and effectiveness be improved in the next UNSDCF?</p>	<p>Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)</p> <p>Stakeholder workshop</p>	<p>Agency evaluations and MTR reports</p> <p>Gender scorecard report</p> <p>Replies to Questionnaire from Outcome Groups</p> <p>Minutes from meetings with the Outcome Groups</p> <p>Replies to Questionnaire from Thematic Groups</p> <p>Notes from meetings or interviews of key stakeholders (Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)</p> <p>Minutes from Stakeholder workshop</p>	<p>partners informs interventions</p> <p>Existence of capacity development plans; delivery and making use of national capacity</p> <p>Stakeholder perceptions about the level of engagement and success in national capacity development under the UNDAF</p> <p>External and internal stakeholders provide examples of UN contributions towards results; stories for how systems or approaches have changed or been influenced by programme</p> <p>Positive stakeholder perceptions about the role and credibility of the UN as a partner for the government and other actors</p> <p>Positive stakeholder perception on the effectiveness and efficiency of the overall management arrangements for UNDAF progress monitoring, learning, and reporting</p> <p>Stakeholder perceptions about how well the UN's comparative advantages were considered and positioned during the selection of UNDAF priorities, results, and strategies</p>
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B. Sustainability and orientation towards impact: Will the benefits last? What difference does the UNDAF make?

8. To what extent has the UN system support extended in such a way to build national and local capacities and ensure long-term gains?	Desk review	UNDAF document and progress reports 2017-2020	Evidence of changes in laws, policies, regulations, and plans that can sustain UNDAF results and strategies
9. Has the UNDAF's work brought about sustainable changes that will last beyond UNCT's intervention (for example, changes in the legal framework, policies, institutions, social and economic structure)? Has the UNCT's work been systemic, scaled up or replicated to ensure its effects are not limited in scope, but nation- or society-wide?	Questionnaire for Outcome Groups	Joint Annual Review Meetings Reports, 2017-2020	Evidence of allocation of national budgets and/or other partner resources towards UNDAF results
10. Was the UNDAF oriented towards having a real impact on people ? What difference did the UNDAF make towards protecting the rights of people and their living environment?	Meetings with the Outcome Groups	Resident Coordinator's Annual Reports covering the period 2017-2020	Adoption of good practices; scaling up of pilot initiatives
	Questionnaire for Thematic Groups	UNDAF Joint Work Plans 2017-2020	Stakeholders provide examples about how results are being sustained
	Meetings or interviews of key stakeholders (Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)	Steering Committee minutes	Triangulation of perceptions on national ownership and sustainability of UNDAF results
	Stakeholder workshop	Agency evaluations and MTR reports	
		Gender scorecard report	
		Replies to Questionnaire from Outcome Groups	
		Minutes from meetings with the Outcome Groups	
		Replies to Questionnaire from Thematic Groups	
		Notes from meetings or interviews of key stakeholders	

		(Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)	
		Minutes from Stakeholder workshop	

C. Coherence and Coordination: How well does the UNDAF fit?

11. To what extent has the UNDAF served as an effective and strategic tool for the collective interventions of the UN system? To what extent has the UNDAF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?	Desk review Questionnaire for Outcome Groups Meetings with the Outcome Groups	UNDAF document and progress reports 2017-2020 Resident Coordinator's Annual Reports covering the period 2017-2020 UNDAF Joint Work Plans 2017-2020	Identification of key links between specific interventions and ways of working together/partnerships leading to results Clear examples of way agencies work together with Government and other stakeholders
12. How well are the UN agencies working together towards the expected results? To what extent were internal synergies between agencies sought/materialized? What was the UNDAF value added and/or missed opportunities, as a coordination mechanism?	Questionnaire for Thematic Groups Meetings or interviews of key stakeholders (Government and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)	Steering Committee minutes Agency evaluations and MTR reports	Triangulation of perceptions about the benefits of the UNDAF and a 'one programme' approach for greater coherence and collaboration by UN agencies and GoM partners
13. To what extent has the UNDAF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?	Replies to Questionnaire from Outcome Groups	Minutes from meetings with the Outcome Groups	Perceptions of effectiveness and efficiency of joint programming processes by UN and partners (planning, implementation including information and monitoring/reporting)
14. How has the UNDAF facilitated the coherence of UN's intervention with its	Stakeholder workshop		Evidence of lessons and good practices

<p>partners, such as the Government, civil society organizations, Academia, development partners, private sector, etc.? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?</p> <p>15. What are the lessons learned and key conclusions you draw from the implementation of the UNDAF? What will be the comparative advantages of the UN in the country, in the next programme cycle?</p>		<p>Replies to Questionnaire from Thematic Groups</p> <p>Notes from meetings or interviews of key stakeholders (Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)</p> <p>Minutes from Stakeholder workshop</p>	<p>considered/incorporated by the UNCT and Joint Steering Committee (JSC)</p> <p>Evidence that the UNCT and JSC were open and responsive to requests to adapt overall UNDAF design</p> <p>Evidence of new partnerships or alliances related to UNDAF programming and advocacy</p> <p>Assessment of assumptions and risks in the programme design and how these were used for programme design and adjustments</p> <p>Triangulation of perceptions about the identification and use of complementarities and level of collaboration between UN agencies and implementing partners</p> <p>Expected and actual performance in resource mobilization</p> <p>Review of UNDAF/outcome budgets and sources</p> <p>Perceptions about the pooled funding instruments as a vehicle for additional resource mobilization</p>
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D. Efficiency: How well are resources being used?

16. Has the UNDAF reduced transaction costs for partners through greater UN coherence and discipline?	Desk review	Resident Coordinator's Annual Reports covering the period 2017-2020	Evidence of reduced transaction costs
17. What are the challenges and opportunities of the current management structure and decision-making processes (Steering Committee, Outcome Groups, other groups)? How efficient is the current monitoring mechanism?	Questionnaire for Outcome Groups, OMT and UNCG	Agency evaluations and MTR reports	Perception of reduced transaction costs (including time and actual cost saved) among UN staff, OMT and UNCG
18. To what extent has the UNDAF been supported by an integrated funding framework and by adequate funding instruments to ensure the scale of impact necessary for attaining the 2030 Agenda? What were the funding status and gaps? Have pooled funding instruments (i.e. SDG Acceleration Fund, Global SDG Fund) helped respond to UNDAF priorities?	Meetings with the Outcome Groups,	Replies to Questionnaire from Outcome Groups	

E. Crosscutting principles: Have we left no one behind?

19. Has the UNDAF properly mainstreamed gender equality and women's empowerment (GEWE) ? Were outcomes, outputs and indicators gender-sensitive? Were gender-disaggregated targets set and achieved by the UNDAF? How was GEWE integrated into UNDAF implementation, monitoring and reporting?	Desk review	UNDAF document and progress reports 2017-2020	Review of how the Results Framework addresses HRBA and GE principles, vulnerable groups in general
	Questionnaire for Outcome Groups	Joint Annual Review Meetings Reports, 2017-2020	UNDAF strategies, results and indicators have been informed by gender analysis and some understanding of how women and men experience problems differently
	Meetings with the Outcome Groups	Resident Coordinator's Annual Reports covering the period	

<p>20. Has the UNDAF properly addressed human-rights issues and the Human Rights-Based Approach (HRBA)? How was HRBA integrated into UNDAF design, implementation, monitoring and reporting?</p> <p>21. How have those often left behind benefitted from the UNDAF (including vulnerable groups, marginalized women and children, persons with disabilities, minority groups, elderly, refugees/ asylum seekers, migrants, low income families, LGBTI community, etc.)</p> <p>22. To what extent has the UN system support designed and delivered in due consideration to environmental implications?</p> <p>23. How was disability inclusion integrated into UNDAF design, implementation, monitoring and reporting?</p>	<p>Questionnaire for Thematic Groups</p> <p>Meetings or interviews of key stakeholders (Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)</p> <p>Stakeholder workshop</p>	<p>2017-2020</p> <p>UNDAF Joint Work Plans 2017-2020</p> <p>Steering Committee minutes</p> <p>Agency evaluations and MTR reports</p> <p>Replies to Questionnaire from Outcome Groups</p> <p>Minutes from meetings with the Outcome Groups</p> <p>Replies to Questionnaire from Thematic Groups</p> <p>Notes from meetings or interviews of key stakeholders (Government Stakeholders and Parliament, Heads of UN Agencies, Development Partners, Private Sector, Academia and CSOs)</p> <p>Minutes from Stakeholder workshop</p>	<p>Extent to which gender related issues are reported/gender disaggregated indicators included in Results Framework</p> <p>Major UNDAF indicators are disaggregated by gender</p> <p>UNDAF strategies, results and indicators are informed by key operational HR principles</p> <p>Stakeholders at both the strategic and programmatic levels can offer examples, stories for how HRBA was applied during the programming process</p> <p>Evidence that programme efforts were successfully targeted, delivered to vulnerable groups, including change in disaggregated indicators</p>
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Annex 12: UNDAF Evaluation and Theory of Change

Technical Meeting Agenda Evaluation of the UNDAF (2017-2022)

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Evaluation Introduction and Reconstructed Theory of Change Technical Meeting 8 September 2021, 16:00 – 17.15 am

In order to launch the evaluation and address the issue of the Theory of Change, the Evaluation Team suggests the organization of an UNDAF Evaluation and Theory of Change Technical Meeting. This follows discussions with the Evaluation Advisor in the United Nations Development Coordination Office (UNDCO), the RC Office, and the Evaluation Team.

The participants will be the UN Resident Coordination Office, the UN Co-chairs of the Outcome Groups and the M&E focal points of three Outcome Groups.

Objectives:

- 1) To present the objectives of UNDAF Evaluation and agree on why the TOC can support the evaluation;
- 2) To agree on the current/reconstructed Theory of Change main features;
- 3) To present the evaluation next steps.

Draft agenda

1. Welcome (5')

UN Resident Coordinator

2. Presentation of the UNDAF evaluation (5')

Ms. Altansuvd Tumursukh, Evaluation Manager

- The Purpose of the meeting and what is expected from the technical meeting
- Where does the current / Reconstructed Theory of Change fits in the evaluation

3. Presentation of the current / reconstructed Theory of Change (10')

Mr. Christian Privat, International Consultant

- Presentation of 3 documents prepared by the Evaluation Team:

(1) Reconstructed Theory of Change – Graphic representation by Outcomes

(2) Reconstructed Theory of Change – Narrative

(3) Analysis of the Theory of Change / Results Chain

4. Discussion on / completion of the 3 documents provided by the Evaluation Team (40')

5. Presentation of the evaluation next steps (10')

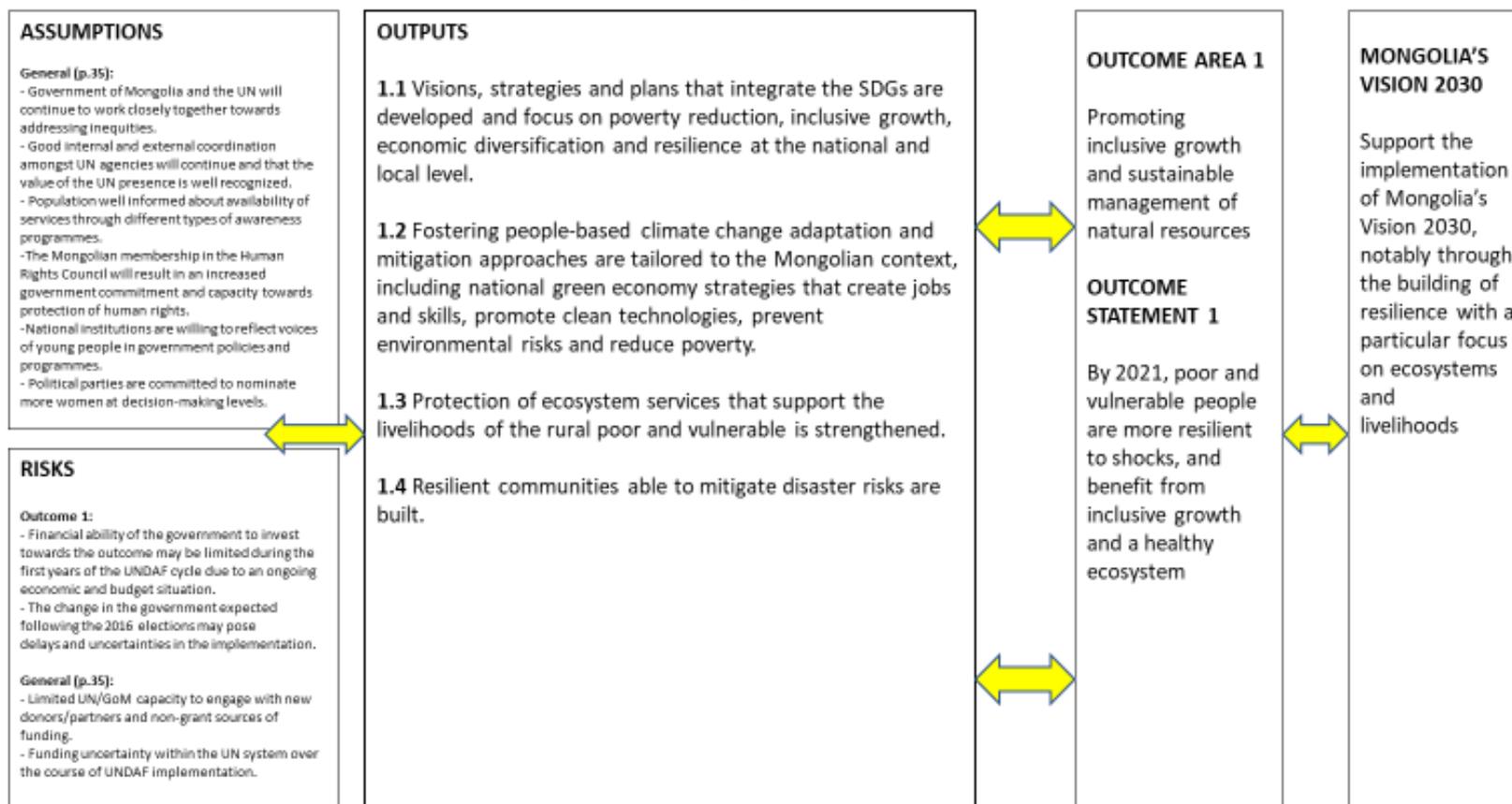
Mr. Battulga Sergelen, National Consultant

6. Closure (5')

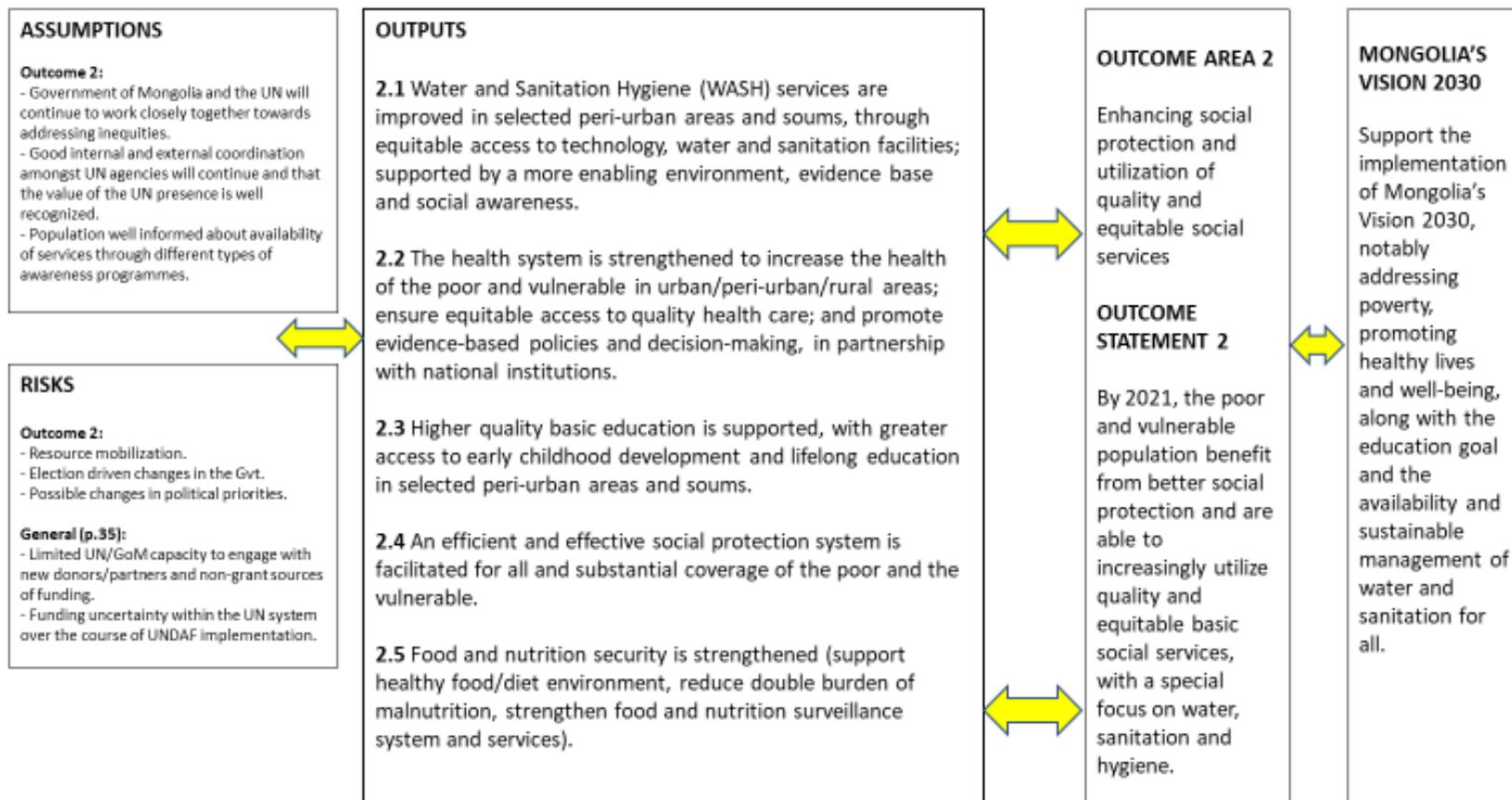
UN Resident Coordinator

Mongolia UNDAF Evaluation - Theory of Change
Prepared by the Evaluation team for the Technical Meeting and the Inception Report
Reconstructed Theory of Change, UNDAF 2017-2022 – Graphic representation by Outcomes

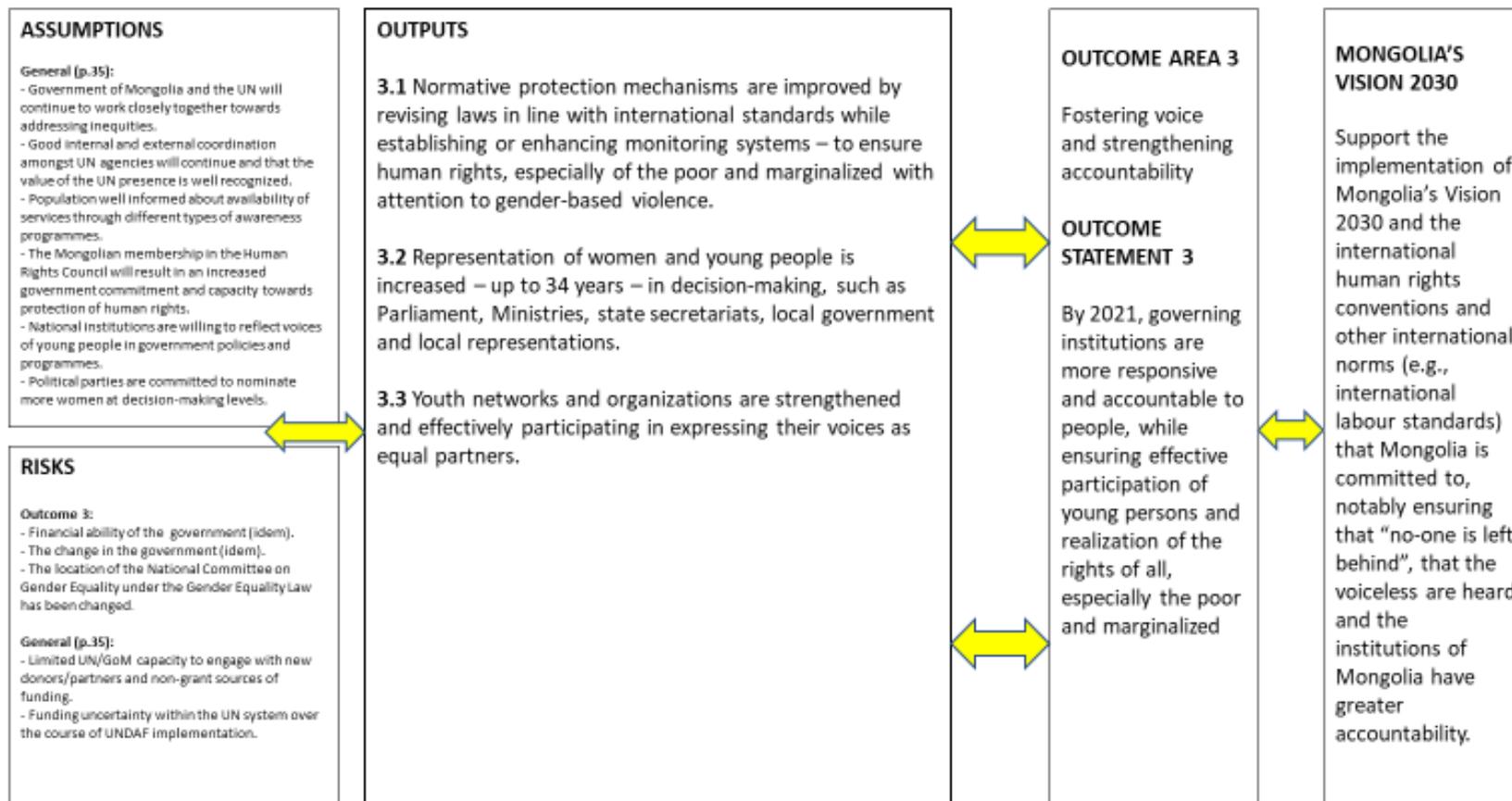
Reconstructed Theory of Change, UNDAF 2017-2021 - Outcome 1



Reconstructed Theory of Change, UNDAF 2017-2021 - Outcome 2



Reconstructed Theory of Change, UNDAF 2017-2021 - Outcome 3



Reconstructed Theory of Change, UNDAF 2017-2022 – Narrative

This reconstructed Theory of Change (TOC) suggested by the evaluation team for the UNDAF Mongolia (2017-2022) lists and summarizes how and why the desired changes could have been expected to take place in the country, if a Theory of Change had been explicitly formulated in 2016 when the UNDAF Mongolia was designed.

During the implementation of the UNDAF, the Theory of Change could have also been adapted, drawing on continuous monitoring and evaluation, and lessons learned during implementation, as well as changes in the situation and updates to the Common Country Analysis.

The narrative Theory of Change of the UNDAF 2017-2022 can be reconstructed as follows, and it should be read together with the TOC graphic representation:

IF:

The UNDAF promotes Inclusive Growth and Sustainable Management of Natural Resources, by:

1. developing visions, strategies and plans that integrate the SDGs and focusing on poverty reduction, inclusive growth, economic diversification and resilience at the national and local level;
2. fostering people-based climate change adaptation and mitigation approaches are tailored to the Mongolian context, including national green economy strategies that create jobs and skills, promote clean technologies, prevent environmental risks and reduce poverty;
3. strengthening the protection of ecosystem services that support the livelihoods of the rural poor and vulnerable;
4. building resilient communities that are able to mitigate disaster risks.

The UNDAF enhances Social Protection and Utilization of Quality and Equitable Social Services, by:

1. improving Water and Sanitation Hygiene (WASH) services in selected peri-urban areas and soums, through equitable access to technology, water and sanitation facilities, supported by a more enabling environment, evidence base and social awareness;
2. strengthening the health system to increase the health of the poor and vulnerable in urban/peri-urban/rural areas; ensuring equitable access to quality health care; and promoting evidence-based policies and decision-making, in partnership with national institutions;
3. supporting higher quality basic education, with greater access to early childhood development and lifelong education in selected peri-urban areas and soums;
4. facilitating an efficient and effective social protection system for all, and a substantial coverage of the poor and the vulnerable;
5. strengthening food and nutrition security (supporting healthy food/diet environment, reducing double burden of malnutrition, and strengthening food and nutrition surveillance system and services).

The UNDAF fosters Voice and Strengthens Accountability, by:

1. improving normative protection mechanisms by revising laws in line with international standards, while establishing or enhancing monitoring systems – to ensure human rights, especially of the poor and marginalized with attention to gender-based violence;
2. increasing representation of women and young people (up to 34 years) in decision-making, such as Parliament, Ministries, state secretariats, local government and local representations;
3. strengthening youth networks and organizations through an effective participation in expressing their voices as equal partners.

THEN:

By 2021, in Mongolia poor and vulnerable people will be more resilient to shocks, and benefit from inclusive growth and a healthy ecosystem. In addition, they will benefit from better social protection and are able to increasingly utilize quality and equitable basic social services, with a special focus on water, sanitation and hygiene. At the same time, governing institutions will be more responsive and accountable to people, while ensuring effective participation of young persons and realization of the rights of all, especially the poor and marginalized.

BECAUSE:

- ❖ **Promoting inclusive growth and sustainable management of natural resources** will: (i) build resilience of the poor and vulnerable people to mitigate shocks with a particular focus on ecosystems and livelihoods; enable communities and individuals to better deal with environmental and economic hardships through being equipped with new, relevant and diverse sets of skills, capacities and capabilities; improve wellbeing of people and ensure sustainable development by efficiently using natural resources; revitalize economic growth to further reduce poverty; and diversify and broaden largely mining and agriculture-based economy to make growth more equitable and sustainable.
- ❖ **Enhancing social protection and utilization of quality and equitable social services** with a special focus on water, sanitation and hygiene, will address the lack of universal access to social services including water, sanitation and hygiene (WASH), health and education as important obstacles for the full realization of the SDGs, particularly that 'no one will be left behind'. The quality of secondary and tertiary education as well as technical and vocational education and training will be improved to address disconnect between education and labour market demands. Moreover, this will enhance social protection system and floor for all which continues to be vulnerable to economic cycles and public finance constraints, jeopardizing continuity, accessibility and quality of social protection programmes and social services. Sustained improvement of food and nutrition security will in turn tackle a double burden of malnutrition, i.e., stunting and micronutrient deficiencies, and support healthy food/diet environment. Altogether, this will address poverty, promote healthy lives and well-being along with the education goal and the availability and sustainable management of water and sanitation for all.
- ❖ **Fostering voice and strengthening accountability** will ensure that all the people of Mongolia benefit from sustainable development and that the poor and marginalized are heard and reached first. This in turn will facilitate the informed participation of the poor and marginalized in the Sustainable Development agenda while building greater trust in government institutions. At the same time, it will enable democratic institutions to deliver services with mutual accountability and greater transparency, leading to a more inclusive society where human rights are promoted, protected and realized especially in the areas of civil and political rights, elimination of discrimination against women and economic, social and cultural rights. In addition, government institutions will better implement the international human rights conventions and other international norms (e.g. international labour standards) that Mongolia is committed to, notably ensuring that "no-one is left behind", that the voiceless are heard, and the institutions of Mongolia have greater accountability.

Analysis of the Theory of Change / Results Chain – UNDAF Mongolia 2017-2022

This table provides an analysis of the soundness of UNDAF’s result chain (contributive links between UNDAF Outputs, UNDAF Outcomes and Vision 2030 pillars), based on the assumption from the UNDAF document that:

1. The UNDAF was aligned to the **Mongolia 2030 Vision**.
2. The three Outcomes serve as a **mutual accountability framework** between the Government and UN system agencies.

Mongolia Sustainable Development Vision 2030	UNDAF Outcomes	UNDAF Document Outputs	Evaluation Team			
	In this column, from the UNDAF’s results framework, link UNDAF Outcomes with the specific Vision 2030 goals they are contributing to	In this column, link each UNDAF Outputs with the Outcomes they are contributing to	Following the analysis, the evaluation team will confirm or propose a better alignment between Vision 2030, Outcomes and Outputs NB: This analysis should not take too much time. A meeting with the Results Groups could help.	Theoretical analysis of the evaluation team to establish contributive links (A)	Question(s) to the Results Groups for the ToC analysis (B) . NB: These questions to the Results Groups will inform the evaluation team in making conclusions on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team on the alignment between Outputs and Outcomes and between Outputs Outcomes and Vision 2030 (A) + (B)
<p>Goal #2.1. Sustainable Economic Development and</p> <p>Goal #2.3. Environmental Sustainability</p>	<p>OUTCOME AREA 1 Promoting inclusive growth and sustainable management of natural resources</p> <p>OUTCOME STATEMENT 1 By 2021, poor and vulnerable people are more resilient to shocks, and benefit from inclusive growth and a healthy</p>	<p>Output 1: Visions, strategies and plans that integrate the SDGs are developed and focus on poverty reduction, inclusive growth, economic diversification, and resilience at the national and local level.</p> <p>Output 2: Fostering people-based climate change adaptation and mitigation approaches are tailored to the Mongolian context, including national green economy strategies that create jobs and skills, promote clean technologies, prevent environmental risks and reduce poverty.</p> <p>Output 3: Protection of ecosystem services</p>	<p>There are contributive links:</p> <ul style="list-style-type: none"> - between Outcome 1 and Vision 2030, and - between Output 1 and Outcome 1 - between Output 2 and Outcome 1 - between Output 3 and Outcome 1 - between Output 4 and Outcome 1. 	<p>During the implementation, were there any shifts to Output 1, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No.</p> <p>During the implementation, were there any shifts to Output 2, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No.</p>	<p>The evaluation team concludes that there has been a good alignment in the UNDAF between Outputs and Outcomes and between Outputs Outcomes and Vision 2030.</p> <p>During the implementation, there were some shifts for some</p>	

	ecosystem	that support the livelihoods of the rural poor and vulnerable is strengthened. Output 4: Resilient communities able to mitigate disaster risks are built.		During the implementation, were there any shifts to Output 3, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No. During the implementation, were there any shifts to Output 4, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No.	outputs, which translated into some changes in activities or fundraising, due to the emerging issues of the COVID 19 pandemic, however, this did not lead to a revision or to a new formulation of the Outputs.
Goal #2.2. Sustainable Social Development	OUTCOME AREA 2 Enhancing social protection and utilization of quality and equitable social services OUTCOME STATEMENT 2 By 2021, the poor and vulnerable population benefit from better social protection and are able to increasingly utilize quality and equitable basic social services, with a special focus on water, sanitation and hygiene.	Output 1: Water and Sanitation Hygiene (WASH) services are improved in selected peri-urban areas and soums, through equitable access to technology, water, and sanitation facilities; supported by a more enabling environment, evidence base and social awareness. Output 2: The health system is strengthened to increase the health of the poor and vulnerable in urban/peri-urban/rural areas; ensure equitable access to quality health care; and promote evidence-based policies and decision-making, in partnership with national institutions. Output 3: Higher quality basic education is supported, with greater access to early childhood development and lifelong	There are contributive links: - between Outcome 2 and Vision 2030, and - between Output 1 and Outcome 2 - between Output 2 and Outcome 2 - between Output 3 and Outcome 2 - between Output 4 and Outcome 2 - between Output 5 and Outcome 2	During the implementation, were there any shifts to Output 1, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No. During the implementation, were there any shifts to Output 2, in terms of revision of formulation, change of activities due to emerging issues or other reasons? Significant challenges created by the COVID-19 pandemic led to reprogramming of activities for some part of the funding and/or to raising additional funding.	

		<p>education in selected peri-urban areas and soums.</p> <p>Output 4: An efficient and effective social protection system is facilitated for all and substantial coverage of the poor and the vulnerable.</p> <p>Output 5: Food and nutrition security is strengthened (support healthy food/diet environment, reduce double burden of malnutrition, strengthen food and nutrition surveillance system and services).</p>		<p>During the implementation, were there any shifts to Output 3, in terms of revision of formulation, change of activities due to emerging issues or other reasons? School closures during COVID-19 pandemic have presented new challenges, such as, need for a quality online education program, including health education and education for children with disabilities, which were addressed by partners to some extent.</p> <p>During the implementation, were there any shifts to Output 4, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No.</p> <p>During the implementation, were there any shifts to Output 5, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No.</p>	
<p>Goal #2.4. Governance for Sustainable Development</p>	<p>OUTCOME AREA 3 Fostering voice and strengthening accountability</p>	<p>Output 1: Normative protection mechanisms are improved by revising laws in line with international standards while establishing or enhancing monitoring</p>	<p>There are contributive links: - between Outcome 3</p>	<p>During the implementation, were there any shifts to Output 1, in terms of revision of formulation, change of</p>	

	<p>OUTCOME STATEMENT 3 By 2021, governing institutions are more responsive and accountable to people, while ensuring effective participation of young persons and realization of the rights of all, especially the poor and marginalized</p>	<p>systems – to ensure human rights, especially of the poor and marginalized with attention to gender-based violence.</p> <p>Output 2: Representation of women and young people is increased – up to 34 years – in decision-making, such as Parliament, Ministries, state secretariats, local government, and local representations.</p> <p>Output 3: Youth networks and organizations are strengthened and effectively participating in expressing their voices as equal partners.</p>	<p>and Vision 2030, and</p> <ul style="list-style-type: none"> - between Output 1 and Outcome 3 - between Output 2 and Outcome 3 - between Output 3 and Outcome 3. 	<p>activities due to emerging issues or other reasons? During COVID-19 pandemic, it was important to ensure continuation of the services that are offered by One-Stop-Service-Centers (OSSC) to the survivors/victims of domestic/gender-based violence. The OSSCs have been included in the list of businesses to be operational during lockdown During the implementation, were there any shifts to Output 2, in terms of revision of formulation, change of activities due to emerging issues or other reasons? No. During the implementation, were there any shifts to Output 3, in terms of revision of formulation, change of activities due to emerging issues or other reasons? Social media/online platform have been used more than ever for information sharing during the lockdowns.</p>	
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Annex 13: List of interviewees and questionnaires respondents

#	Name of Organization	Participants	# of the Participants	Date	Status
UN Agencies					
1	UNRCO	UNRC, Mr. Tapan Mishra Consultant for the New Cooperation Framework, Mr. Pradeep Sharma Data Management, RMR Officer, Ms. Altansuvd Tumursukh Partnership and Development Finance Officer, Ms. Alice Chen National HR Advisor, Mr. Altangerel Choijoo RCO Team Leader, Ms. Doljinsuren Jambal Development Coordination Officer & Economist, Ms. Nurjema Jalilova Executive Associate, Ms. Altanchimeg Zagd	8	3:30-4:30 pm, 22 Sep	Interview done
2	Outcome Group 1	Co-chair, Ms. Elaine Conkievich RCO Team Leader, Doljinsuren Jambal Executive Director of People Centered Conservation, Ms. Narangerel Yansanjav UNDP- M&E analyst, Ms. Buyandelger Ulziikhuu UNIDO- Project Coordinator, Ms. Munkhbolor Gungaa FAO- Assistant Presentative, Ms. Nyamjargal Gombo UNICEF- Local Development Specialist, Ms. Tongaat Battsengel UNICEF- Air Pollution and Environment Programme Manager Ms. Altantsetseg Sodnomtseren Development Coordination Officer & Economist, Ms. Nurjema Jalilova UNDP- Programme Officer, Ms. Barkhas Losolsuren ILO- National coordinator, Ms. Bolormaa Purevsuren IOM- Programme Assistant Ms. Byambasuren Munkhjargal	12	3-5 pm, 20 Sep	Interview done
3	Outcome Group 2	Co-chair, Ms. Speciose Hakizimana WHO- Health System Coordinator, Ms. Monica Fong UNICEF- M&E Officer, Khurelmaa Dashdorj UNICEF- Water, Sanitation and Hygiene Officer, Mr. Batnasan Nyamsuren FAO- Assistant Presentative, Ms. Nyamjargal Gombo UN HABITAT- Country Program Manager, Enkhtsetseg Shagdarsuren ILO- National coordinator, Ms. Purevsuren Bolormaa Partnership and Development Finance Officer, Ms. Alice Chen RCO Team Leader, Doljinsuren Jambal Development Coordination Officer & Economist, Ms. Nurjema Jalilova UNICEF- Nutrition Officer, Munkhjargal Luvsandamba	11	2-4 pm, 21 Sep	Interview done

4	Outcome Group 3	Co-chair, Ms. Oyunaa Lkhagvasuren UNFPA- Program Analyst, Ms. Bilguun UNFPA- Head of the Gender Programme, Ms. Oyun Banzragch UNFPA- Program Officer Ms. Kai Jimenez IOM- Counter-trafficking Specialist, Ms. Munkhchuluun Serdyanjiv ILO- National coordinator, Ms. Bolormaa Purevsuren UNDP- Programme Officer, Ms. Barkhas Losolsuren UNICEF- Adolescent and HIV/AIDS Specialist, Ms. Bolorchimeg Dagva IOM- DTM Consultant, Ms. Ganbat Gereltogtokh	9	3-5 pm, 16 Sep	Interview done
5	Meeting with Gender TG	UNFPA- Head of the Gender Programme, Ms. Oyun Banzragch UNFPA- Program Officer, Ms. Kai Jimenez UNICEF- Adolescent and HIV/AIDS Specialist, Ms. Bolorchimeg Dagva IOM- National Program Officer, Ms. Oyubileg Rentsendorj FAO- Programme Associate, Ms. Anudari Enkhtur WHO- Health System Coordinator, Ms. Monica Fong UNFPA- Assistant Residence Representative, Ms. Oyunaa Lhagvasuren IOM- Counter-trafficking Specialist, Ms. Munkhchuluun Serdyanjiv	8	2-3 pm, 22 Sep	Interview done
6	Meeting with HR TG	National HR Advisor at the RCO- Mr. Altangerel Choijoo UICEF- Child Protection Specialist- Ms. Amaraa Dorjsambuu FAO- Assistant Presentative, Ms. Nyamjargal Gombo UNDP- Project coordinator, Ms. Zoljargal Gantumur UNDP- Programme Officer, Ms. Barkhas Losolsuren UNICEF- Tserennadmid Nyamkhuu	6	5:30-6:30 pm, 20 Sep	Interview done
7	Meeting with Youth TG	Communications and Advocacy, Ms. Soyolmaa Dolgor UNICEF- Adolescent and HIV/AIDS Specialist, Ms. Bolorchimeg Dagva ILO- National coordinator, Ms. Bolormaa Purevsuren WHO- Technical Officer, Dr. Anuzaya Puverdgava WHO- Technical officer, Ms. Oyundari Batsaikhan WHO- Technical Officer, Mr. Mandakhnyam Davaadorj FAO- Communication Coordinator- Ms. Tselmeg Chuluunbaatar	7	12-1 pm, 17 Sep	Interview done
8	Meeting with OMT	Co-chair- Mr. Petar Zafirov UNFPA- Operations Analyst Ms. Tuvshinzaya Lhagvasuren FAO- Admin assistant, Ms. Narantsetseg Bandi UNDSS- Field Security Associate, Ms. Bolorchimeg Bold UNDP- Common Premises Coordinator, Ms. Munkhzul Janchiv RCO Team Leader, Ms. Doljinsuren Jambal	6	5:30-6:30 pm, 16 Sep	Interview done
9	Meeting with CG			Written	Received written

				replies	replies
10	Meeting with M&E	RCO Data Management, RMR Officer, Ms. Altansuvd Tumursukh FAO- Assistant Presentative, Ms. Nyamjargal Gombo FAO- Programme Associate, Ms. Anudari Enkhtur UNFPA- Assistant Representative, Ms. Oyunaa Lhagvasuren RCO Team Leader, Ms. Doljinsuren Jambal WHO- Technical Officer, Ms. Sodbayar Demberelsuren IOM- DTM Consultant, Ms. Gereltogtokh Ganbat ILO- National coordinator, Ms. Bolormaa Purevsuren UNDP- M&E analyst, Ms. Buyandelger Ulziikhuu UN HABITAT- Country Program Manager, Ms. Enkhtsetseg Shagdarsuren UNEP- Programme Coordinator, Ms. Kakuko Yoshido UNICEF- M&E Officer, Khurelmaa Dashdorj	12	5-6 pm, 15 Sep	Interview done
11	Head of Agency	UNDP Representative, Ms. Elaine Conkievich	1	4-5 pm, 07 Oct	Interview done
Government/Social Partners					
2	Ministry of Finance	Head of Macroeconomic Policy department, Mr. Ganbayar	1	12-1 pm, 08 Oct	Interview done
3	Ministry of Environment and Tourism	Green development policy and planning department, Ms. Uranchimeg Director of Climate change and cooperation, Mr. Enkhbat	2	2-3 pm, 24 Sep	Interview done
4	Ministry of Health	Head of the Public Health Policy Coordination Department, Ms. Enkhsaikhan	1	5-6 pm, 23 Sep	Interview done
5	Ministry of Education and Science	Head of Primary and Secondary Education Department, Mr. Nyam-Ochir		Written replies	Received written replies
6	Ministry of Labor and Social Protection	Director of Social Welfare Department, Ms. Undral Director of Family Development Policy Coordination and Implementation Department, Ms. Bayarmaa	2	2-3 pm, 29 Sep	Interview done
		Director of Social Insurance Policy Coordination and Implementation Department, Batjargal Mr. Ankhbayar	2	10-11 am, 01 Oct	Interview done
7	Ministry of Food, Agriculture and Light Industry	Head of Light Industry Department, Mr. Dondogdorj Head of Foreign Cooperation Department, Mr. Ganzorig	2	4-5 pm, 27 Sep	Interview done
8	Ministry of Foreign Affairs	Consular department, Advisor Ms. Ariun		Written replies	Received written replies

9	General Agency for Specialized Inspection	Head of the Nuclear and Radiation Safety Inspection Department, Ms. Munkhtogtokh	1	2-3 pm, 28 Sep	Interview done
10	National Emergency Management Agency	Head of Disaster Risk Management Department, Mr. Baasansuren	1	9-10 am, 24 Sep	Interview done
11	Authority for Family, Child, Youth Development	Senior Specialist of Department for Families & Children, Ms. Azjargal	1	5:30-6 pm-12pm, 24 Sep	Interview done
12	National Statistics Office	Head Mr. B. Batdavaa Ms. Doljinsuren Nyam-Ochir Ms. Myagmarkhand Erdene-Ochir Mr. Yalalt Ganbat	4	9:30-10:30 am, 23 Sep	Interview done
13	National Center for Public Health	Head of Nutrition Department, Ms. Bayasgalan	1	11:00-12:00 pm, 23 Sep	Interview done
15	National Human Rights Commission of Mongolia	Head, Ms. Hunan		Written replies	Received written replies
16	National Commission on Gender Equality	Head of the Sustainable Development Policy Department, Ms. Battsetseg		Written replies	Received written replies
17	Confederation of Trade Unions	Head of Foreign Affairs, Ms. Namuun		Written replies	Received written replies
18	Mongolian Employers' Federation	Head, Mr. Ganbaatar		Written replies	Received written replies
CSOs and Academia					
1	National University of Mongolia	Director of Population teaching and research center, Ms. Bolormaa	1	3-4 pm, 24 Sep	Interview done
2	National University of Medical Sciences	Director of Nursing School (former Director of educational policy department), Ms. Oyungoo		Written replies	Received written replies
4	Forest User Group	Head of FUG in Khuvsgul province, Ms. Purevdash		Written	Received written

				replies	replies
		Head of FUG in Khentii province, Mr. Uuganbayar		Written replies	Received written replies
5	Red Cross Society	The First Secretary, Ms. Bolormaa		Written replies	Received written replies
6	Mongolian Gender Equality Center (NGO)	Manager, Ms. Tsogzolmaa		Written replies	Received written replies
7	MONFEMNET (NGO)	Program Manager, Ms. Doljinsuren		Written replies	Received written replies
Development Partners/Donors					
1	ADB	Deputy Country Director, Declan Magee	1	4:30-5:30, 08 Oct	Interview done
3	European Union/Commission	Cooperation Team Leader, Mr. Pierre-Yves Lukas Project manager, Ms Evgenia Faraza	2	2-3 pm, 30 Sep	Interview done
4	Canada	Head of Development Cooperation, Glenn Zyzanski Development Specialist, Ms. Oyunbileg	2	2-3 pm, 06 Oct	Interview done
5	Japan Government	First Secretary, Akira Ichioka		Written replies	Received written replies
6	KOICA	Deputy Country Director, Ms. Ja-Young Lee		Written replies	Received written replies
7	USAID	Head, Steve Winkates		Written Replies	Received written replies
8	Asia Foundation	Country Manager, Mr. Mark Koenig	1	4-5 pm, 29 Sep	Interview done
9	World Vision	Director, Ms. Bolortsetseg		Written replies	Received written replies
10	Save the Children	Manager Of Child Protection And Child Rights Governance Programs, Ms. Tsolmon Enkhbat		Written replies	Received written replies
Private Sector					
1	MNCCI	Oyunzul, Head of Department		Written replies	Received written replies
2	IWFCI	President Ms. Baigali Operation Director Ms. Surentsetseg	2	11 am-12pm, 27 Sep	Interview done

3	Urnul Proetk LLC	Head Ms. Oyundari	1		Interview done
4	APU LLC	Communication Manager, Ms. Odgerel	1		Interview done
5	Oyu Tolgoi	General Manager, Communities of Oyu Tolgoi, Ms. Sugar		Written replies	Received written replies
			108 people participated in the interviews or meetings.	20 people sent their written replies.	37 interviews or meetings were organized.

UNDAF Evaluation – Results of data collection

The table below shows that the data collection was very successful, since the evaluation team organized 47 interviews or meetings or received questionnaire replies, out of 52 that were solicited. This was achieved thanks to a diligent effort from the Evaluation Team with individual contacts established with all these actors to ensure their participation. Out of 92 participants in the evaluation, the overwhelming majority were women (72) and less participants were men (24). This is due to the fact that many women work for UN agencies.

Table 1: UNDAF Evaluation – Results of data collection

#	Stakeholders	Number of interviews requested or questionnaires sent	Results		Gender *		Did not answer Stopped operating or Did not have the time
			Interviews conducted	Written replies received	Men	Women	
1	UN Agencies	11	10	1	6	42	-
2	Government and Social Partners	18	10	6	11	13	2
3	CSOs and Academia	7	1	5	1	6	1
4	Development Partners/Donors	10	4	5	6	5	1
5	Private Sector	6	3	2	-	6	1
Total		52	28	19	24	72	5
Final Total			47		96		

* This is the number of persons engaged in the interviews or providing written replies. There was often more than one person per interview.

Annex 14. Summary Performance Rating

Criteria/issue	Rating ³³	Summary comments ³⁴
A. STRATEGIC RELEVANCE	5	
A1. Alignment with SDGs and National strategic priorities	4	VI.A.1
A2. Relevance to national, regional and global priorities and beneficiary needs	5	IV.A.2 and IV.A.1
A3. Dynamic and Responsive CF	5	IV.A.2
B. COHERENCE	3	
B1. CF position, credibility and reliability	3	IV.D.1
B2. CF complementarity, harmonisation and co-Ordination	3	IV.D.1-IV.D.3
B3. Synergies and interlinkages of interventions	3	IV.D.3
B4. Forging strategic and effective partnerships	4	IV.D.1 and IV.D.4
C. EFFECTIVENESS	4	
C1.1 Delivery of CF outputs	4	IV.B.2
C1.2 Progress towards outcomes	4 ³⁵	IV.B.2 and IV.B.3
- Outcome 1	4	IV.B.2 and IV.B.3
- Outcome 2	4	IV.B.2 and IV.B.3
- Outcome 3	4	IV.B.2 and IV.B.3
C2. Adopting and promotion of resilience-building Approaches	4	IV.B.2.a
C3. CF focus on national capacity development	5	IV.C.1
C4. Targeting the most vulnerable, disadvantaged, and marginalized population	4	IV.F.3
D. EFFICIENCY	5	
D1. Integrated funding framework	3	IV.E.2
D2. Collectively prioritized activities based on the needs	5	IV.A.2
D3. Effective reallocation of resources to emerging needs and priorities	5	IV.A.2
D4. Timeliness of actions	5	IV.A.2 and IV.B.2
E. SUSTAINABILITY	3	
E1.1. Financial risks	3	IV.C.2 and IV.B.4
E1.2. Socio-political risks	3	IV.C.2 and IV.B.4
E1.3. Institutional and governance risks	2	IV.C.2 and IV.B.4
E1.4. Environmental risks	3	IV.C.2 and IV.B.4
E2. Catalysis and replication	3	IV.C.2

³³ See rating scheme at the end of the document.

³⁴ Include reference to the relevant sections in the report.

³⁵ Aggregate rating of all the outcome ratings

F. ORIENTATION TOWARDS IMPACT	4	
F.1 CF contributions to key institutional, behavioural and legislative changes	4	IV.C.2 and IV.C.3
F.2 CF contribution to advance achievement of SDG Targets	5	IV.B.3
F.3 CF contribution to advance cross-cutting concerns on gender equality	5	IV.F.1
F.4 contribution to advance cross-cutting concerns on human rights and non-discrimination, including disability inclusion	4	IV.F.2
F.5 contribution to advance cross-cutting concerns on environmental sustainability	3	IV.F.4
F. FACTORS AFFECTING PERFORMANCE	4	
F1. CF design	4	IV.D.1 and IV.D.3
F2. Quality of RCO leadership and effective oversight	4	IV.D.1 and IV.D.2
F2.1 Quality of CF implementation by UNCT	4	IV.B.2 and IV.B.3
F3. Quality of UNCT coordination and integration	3	IV.D.1-IV.D.3
F4. National ownership on the CF	3	IV.C.2 and IV.D.2 and IV.D.4
F5. CF stakeholder engagement	4	IV.D.4
F6. Communication, knowledge management and M&E	4	IV.B.6 and IV.D.2 and IV.B.1
F7. Quality of UNCT collective and joint efforts	4	IV.A.2, IV.D.3 and IV.D1
Overall rating	4	

Interpretation of ratings:

Rating	Ordinal scale	Description
Highly Satisfactory (HS)	6	"Level of achievement of outputs/outcomes clearly exceeds expectations and/or there were no short comings."
Satisfactory (S)	5	"Level of achievement of outputs/outcomes was as planned and/or there were no or minor short comings."
Moderately Satisfactory (MS)	4	"Level of achievement of outputs/outcomes likely to be as planned and/or there were moderate short comings."
Moderately Unsatisfactory (MU)	3	"Level of achievement of outputs/outcomes somewhat lower than planned and/or there were significant shortcomings."
Unsatisfactory (U)	2	"Level of achievement of outputs/outcomes substantially lower than planned and/or there were major short comings."
Highly Unsatisfactory (HU)	1	"Only a negligible level of achievement of planned outputs/outcomes and/or there were severe short comings."
Unable to Assess (UA)	0	The available information does not allow an assessment of the level of achievements.

SUSTAINABILITY

The sustainability was assessed taking into account the risks related to financial, socio-political, institutional, and environmental sustainability of outcomes. The evaluators have also taken other risks into account that affected sustainability:

Rating	Ordinal scale	Description
Likely (L)	4	<i>There is little or no risk to sustainability.</i>
Moderately Likely (ML)	3	<i>There are moderate risks to sustainability.</i>
Moderately Unlikely (MU)	2	<i>There are significant risks to sustainability.</i>
Unlikely (U)	1	<i>There are severe risks to sustainability.</i>
Unable to Assess (UA)	0	<i>Unable to assess the expected incidence and magnitude of risks to sustainability.</i>



Annex 15: Terms of Reference for the UNDAF evaluation



TERMS OF REFERNCE FOR EVALUATION OF THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF) CYCLES 2017-2022 IN MONGOLIA

MARCH 2021

TERMS OF REFERENCE
Professional Institutional Services

Assignment Title:	Evaluation of the United Nations Development Assistance Framework (UNDAF) Cycles 2017-2022 in Mongolia
Cluster/Project:	UNRCO Coordination
Assignment Location:	Ulaanbaatar with domestic travel as necessary
Assignment Duration:	July-November 2021

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INTRODUCTION

The Joint National-UN Steering Committee of the United Nations Development Assistance Framework 2017-2022 (UNDAF) (the originally UNDAF 2017-2021 was extended by one year due to COVID-19 implications), which is the joint strategic commitment of the United Nations (UN) system in Mongolia and the Government of Mongolia, is conducting the independent evaluation of the UNDAF cycle 2017-2022. The evaluation is scheduled between **April and September 2021**, and it will feed into the preparation of the Common country analysis and inform the design of the new UN Sustainable Development Cooperation Framework (UNSDCF) 2023-2027. The evaluation will be used by the

various stakeholders in the UNDAF process, including UN Country Team (UNCT), national counterparts, and donors. This Terms of Reference presents the purpose, scope, design, and plan of the evaluation, proposed approach and methodological options including the composition of the evaluation team.

THE EVALUATION CONTEXT

Country context

In May 2020, the Parliament of Mongolia adopted the Vision-2050 as Mongolia's new strategic, long-term policy document replacing the SDV-2030 and set the renewed Mongolia's strategic direction for the next 30 years. The Parliament approved the amendment of the Development Policy, Planning and Management (DPPM) law in 2020 and this new amendment is specifically ensured policy coherence, integration and institutional coordination for effective implementation of the Vision-2050. The first Mongolia's integrated mid-term development programme, the General Guidelines of Socio-Economic Development for 2021-2025 (GG), was adopted in September 2020 to prioritize the Vision-2050 goals and objectives in the next five-year period. The Parliament also adopted the Government's 4-year Action Plan 2020-2024 (GAP) which was mainly prepared based on the political manifesto of the leading political party, Mongolian People's Party, and to provide an immediate response to the COVID-19 pandemic.

The political system of Mongolia is a hybrid parliamentary-presidential system. The Mongolian People's Party (MPP) fully controls the cabinet formation and policy making, the opposition Democratic Party (DP) nominally holds the country's presidency since 2017. Women's political participation in Mongolia remains limited, despite the social progress. Currently, 13 of the 76 seats (17%) in the State Great Khural are held by women, the highest figure in its history. Corruption remains a major challenge in Mongolia's development progress. According to the 2020 Corruption Perception Index, Mongolia is ranked at 111th out of 180 countries, a comparatively low score against the Northeast Asia region. The average lifetime of the government was about 1.5 years⁵² during last two decades and government policies are often disrupted by changes in leadership and personnel reshuffles.

The high reliance of the Mongolian economy on mineral resources makes it extremely vulnerable to external shocks, such as volatility of commodity prices and business cycles of major trading partners. The global climate action and China's commitment to reduce carbon emission may cause a challenge to the economic outlook of Mongolia unless it takes drastic measures to diversify the economy. Also, the COVID-19 has demonstrated that the current development path based on a single product and single market neither sustainable⁵³ nor inclusive; and reinforced the need to diversify the Mongolian economy away from minerals to avoid excessive instability in its macroeconomic environment. According to the preliminary estimates, the economic growth contracted by 5.3 percent in 2020 compared to 2019⁵⁴ in Mongolia and the main decline in the growth was in the mining, industry, and services sectors. The unemployment rate as of the end of 2020 was 7.6 percent.

Climate change impacts and climate-related disasters, such as dzuds, exacerbate already existing environmental challenges. 2.24°C average temperature increase between 1940 and 2015, amplified dust storms, shifts in precipitation patterns, and an increase in drought conditions. Mongolia suffers

⁵² Analysis on development policy sustainability, stability, and its coherence, 2018, NDA

⁵³ Since the start of the COVID-19 pandemic, the Mongolian economy contracted by 7.3 percent in 9 months of 2020 mainly because of the suspension of coal export to China.

⁵⁴ NSO, 2021

from heavy air and water pollution in its urban areas. During the long cold season, air pollution levels in Ulaanbaatar are among the highest in the world, which is 133 times the recommended daily average concentration. Air pollution is estimated to lead to 2,240 people prematurely dying and 96.7 infants died in their first month of life in 2019 (Health Effects Institute, 2020)⁵⁵. In addition to adverse health impacts, air pollution also places a heavy burden on the economy. Air pollution is estimated to cost 2,121 million US\$ in total welfare losses (6.9 percent GDP equivalent) (World Bank, 2016)⁵⁶. Both pastureland and farmland suffer from severe land degradation. With an average overstocking of 2.3 times above the carrying capacity, nearly 65 percent of the rangelands are degraded relative to their ecological potential, and almost 7 percent suffer from desertification.

Mongolia has the second-highest coverage of social assistance for vulnerable groups in the Asia and Pacific region (ILO 2019). Its social welfare system aims to provide support to certain population groups, including the poor and vulnerable, although some programs benefit all income groups. According to the joint World Bank and NSO survey, poverty declined by 0.5 percent for every one percent growth in GDP per capita during 2016-2018. The poverty headcount ratio stands at 28.4 percent in 2018, which means that almost 905 thousand Mongolians cannot afford to buy essential goods. In addition to the poor, 14.9 percent of the population or 474.8 thousand people live between the poverty line and 1.25 times the poverty line⁵⁷. Approximately one in four children under the age of 2 simultaneously experience at least three deprivations, such as lack of nutrition, lack of access to water, and sanitation. Deprivation rates in all dimensions tend to be much higher in rural areas than in urban areas⁵⁸.

Violence against children significantly increased in 2020. Official reports of the 108 Child Helpline revealed that compared to the first quarter of 2020, physical violence against children is increased by 29 percent; child sexual abuse by 17 percent, and emotional abuse by 66 percent in the second quarter of 2020, and this has been linked to the prolonged stay of children at home due to school closures that is observed to be causing more relationship problems between parents and children. One in every two women experiences gender-based violence at least once in their lifetime, while one in every three had suffered violence in the year prior to the survey⁵⁹. Gender-based violence is visible and serious concerns during the lockdown due to the COVID-19 pandemic. Domestic violence cases increased by 30 percent in the first half of 2020 compared to the first half of 2019⁶⁰.

According to the 2018 Household Socio-Economic Survey, the unemployed and economically inactive individuals are the poorest among the working-age population. Of the working-age population (aged 15 and above), poverty headcount rate for the unemployed population is 44.9 percent. One in five working people falls into the category of working poor. Poverty is highest at 35.9 percent for a person working in the agriculture sector.

There is a huge gap between rich and poor households in access to formative pre-school education crucial for children's development, with a low enrolment rate of 48 percent for the poorest quintile, versus 69 percent for the richest quintile. The disparity in education has been particularly exacerbated

⁵⁵ Health Effects Institute (HEI), 2020. State of Global Air 2020. Special Report. Boston, MA: Health Effects Institute.

⁵⁶ World Bank, 2016. The Cost of Air Pollution: Strengthening the Economic Case for Action. URL: <http://documents1.worldbank.org/curated/en/781521473177013155/pdf/108141-REVISED-Cost-of-PollutionWebCORRECTEDfile.pdf>

⁵⁷ 2018 Poverty Update, World Bank and the National Statistics Office

⁵⁸ SPRI N-MODA Portal, (2015). *Mongolia*. [online] Available at: <http://nmoda.spriglobal.org/countries/mng?locale=en>

⁵⁹ First Gender-based violence survey, 2017

⁶⁰ <https://www.unicef.org/mongolia/press-releases/gender-based-violence>

by the COVID-19 pandemic and shifting to TV/Radio lessons and online learning. According to the MICS Plus, 44 percent of households in rural areas have no access to the Internet compare to 22 percent in urban areas. This significantly affected education attainments rates in 2020 with every fourth child in rural areas and every third child in urban areas did not watch TV/Radio lessons, and only half of the children in urban and rural areas received additional online lessons.

People with disabilities remain the most marginalized and vulnerable group of the population. Only 66.2 percent of youth with disabilities are in compulsory education. Almost half the youth with congenital disabilities have no education or are illiterate (NHDR, 2016). Access to infrastructure and special devices is also a serious problem faced by people with disabilities.

Mongolia has achieved significant progress on health indicators. The under-five mortality rate decreased from 42.4 per 1000 live births in 2000 to 16.1 in 2019. The infant mortality rate decreased from 32.8 per 1000 live births in 2000, to 13.3 in 2019. The percent of children under five-years-old underweight also decreased from 12.7 percent in 2000 to 1.8 in 2018, as well as the stunting (height for age) rates which also decreased from 24.6 percent in 2000 to 9.4 in 2018. Non-Communicable Diseases (NCD) are also the main reason for the widening gap in life expectancy between men and women and the short life expectancy of men. The life expectancy gap between men and women increased from 4.2 in 1992 to 2.3 times in 2018 to 9.7 with the age of 66.1 for men and the age of 75.8 for women. Alcohol and tobacco abuse, unbalanced diets, lack of physical activity, and obesity are the major causes of NCDs related deaths among men. Young people face reproductive health challenges. The adolescents' fertility rate is striking estimated at 31 per 1,000 births in the age group of 15-19 in 2019⁶¹ which is 4 times higher than in Europe. The rate is particularly high in Central and Eastern regions, estimated at 44 and 42 per 1,000 births, respectively. It can be attributed to the higher unmet need for family planning in this group in comparison with the national average of 63.9 percent. Almost 80 percent of young people cannot identify the HIV-related misconceptions⁶².

Important challenges remain in service delivery, particularly with regards to proper sanitation and reliable heating source for ger dwellers. In 2018, seven in ten poor people lacked access to one of the basic infrastructure services (improved drinking water, sanitation or sustainable heating source). 45.8 percent of the poor lives in Ulaanbaatar, who face multiple deprivations⁶³. The peri-urban informal settlements, or *ger* areas, home to three-fifths of Ulaanbaatar's residents (primarily internal migrants), were not served by the city's heating, water supply, and sanitation network. The poor condition of unplanned and unstructured earthen roads in *ger* areas was a major problem for residents, as many portions of the roads were impassable for vehicles, had drainage problems, posed traffic safety hazards, and were the source of a substantial amount of dust.

UNDAF

The UNDAF 2017-2022⁶⁴ was developed in alignment with the Sustainable Development Vision (SDV) -2030 of Mongolia which is the country's long-term strategic policy document. The Document was signed by 15 UN Agencies and it describes the collective response of the UN system to national development priorities. It reflects the comparative advantage of the UN by emphasizing the thematic competence of UN organizations involved, without necessarily highlighting their specific mandates.

⁶¹ Inequalities in income and expenditure risks on inequalities, National Statistics Office, 2020

⁶² *ibid*

⁶³ Poverty profile of Mongolia, 2018, NSO and WB,

<https://www.worldbank.org/en/country/mongolia/publication/mongolia-poverty-update>

⁶⁴ <https://mongolia.un.org/en/12511-united-nations-development-assistance-framework-2017-2021>

The current UNDAF was built around three strategic outcome areas, as follows: The UNDAF 2017-2022 is attached as Annex 1 for detailed information.

- (1) Promoting inclusive growth and sustainable management of natural resources;
- (2) Enhancing social protection and utilization of quality and equitable social services;
- (3) Fostering voice and strengthening accountability;

Under the current UNDAF, UN Mongolia works for the sustainable development of all people in Mongolia with a special focus on the poor and vulnerable populations within the country. During the last four years, United Nations agencies have worked both at the strategic and ground level to support Mongolia to implement the 2030 Agenda for Sustainable Development and achieve its 17 goals. The main focus of the United Nations in Mongolia was: to protect the environment, by ensuring sustainable resource management, green development and addressing issues of air pollution, and energy efficiency; and to ensure the well-being of people by tackling a number of issues related to health, education, social protection, protection of rights, promotion of gender equality, water and sanitation, food and nutrition and disaster risks whilst supporting local governance and employment generation with the focus of youth.

Under the leadership of the UN Resident Coordinator (RC), the UNCT in Mongolia is responsible for the implementation, monitoring, and reporting of the UNDAF in partnership with the Government of Mongolia and in collaboration with civil society and development partners.

THE EVALUATION PURPOSE AND SCOPE

Purpose

The independent evaluation of the UNDAF 2017-2022 serves two main purposes:

1. Support **greater accountability of the UN system** for working effectively and in alignment with UN programming principles to contribute to agreed results in the UNDAF 2017-2022. By objectively reviewing and verifying results achieved within the UNDAF and assessing the sustainability and synergies of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including UNCT, national counterparts, and donors to be accountable for fulfilling their roles and commitments.
2. Promote **greater learning from the experience of implementing the current UNDAF 2017-2022** about what works, what doesn't and why. This should include providing lessons learned on what the added value of the UN has been and could be in the future, especially considering the changing development landscape and emerging new actors and how the UN adapts to the changing environment in Mongolia. It should therefore take into consideration not only what is covered in the UNDAF, but also examine which aspects are not covered although they are relevant to the current and future context, including aspects related to the SDGs.

It will provide clear recommendations that will inform the next UNSDCF cycle, which will be designed in the third quarter of 2021. The evaluation process will provide the UNCT an opportunity to reflect on the way they have been supporting the country's development process. Recommendations should also include what can be prioritized and excluded in the new UNSDCF.

Evaluation Objectives

The evaluation assesses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors, and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability. An evaluation should provide credible, useful evidence-based information that enables the timely incorporation of its findings, recommendations, and lessons into the decision-making processes of organizations including in planning, programming, budgeting, implementation, and reporting process of the organization.

Provide actionable strategic and programmatic recommendations, in priority order, for improving the contribution of the UNCT to Mongolia's development priorities under the UNDAF 2017-2022, which can be considered for the next UNSDCF and taking into consideration the SDGs achievements at the top level (and not be a compilation of agency-specific evaluations or review exercises or comment on any agency-specific performance).

The evaluation questions will determine the objectives of the evaluation and how it should be conducted. The Evaluation Report must provide answers to the evaluation questions in its findings and ensure clarity of connection between the questions, findings, conclusions, and recommendations.

For UNDAF evaluations, the evaluation questions should assess the following dimensions under the five criteria namely relevance, effectiveness, coherence, efficiency, impact, and sustainability:

1. The relevance of the UN system support

- To what extent has the UN system supported the achievement of national development priorities, goals, and targets, in alignment with relevant national plans and frameworks such as Long-term development policy Vision-2050, General Guideline for the Development of Mongolia 2021-2025, Government Action Plan 2021-2024 and its implementation plan?
- To what extent has the UN system addressed key issues and development challenges identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals?
- To what extent has UNDAF been able to adapt to the changing development context and reflect the changes in the environment into the implementation of the UNDAF?
- To what extent has the UN system remained responsive to emerging and unforeseen needs of the country and the people? This will also include the UN's response towards COVID-19 socio-economic responses.
- To what extent has the UN system paid proper attention to emergency needs in cases of a humanitarian crisis, while giving due consideration to the inter-relationships between development and humanitarian support (development-humanitarian nexus)?

2. The effectiveness of UN System support

- To what extent has the UN system support meaningfully contributed towards the UNDAF outcome and outputs?
- To what extent have the outcomes of the UNDAF been achieved and what have been the key drivers of success and possible causes of challenges in achieving the results? Also, specifically, highlight the outcome of the COVID-19 Socio-Economic Response Plan (SERP).
- To what extent has UNDAF served as an effective and strategic tool for the collective interventions of the UN system?

3. The coherence of the UN system support

- To what extent has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?
- To what extent has the UNDAF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
- To what extent has the UNDAF supported by an integrated funding framework and by adequate funding instruments? What were the funding status and gaps?

4. The efficiency of the UN Support

- Has the UNDAF reduced transaction costs for partners through greater UN coherence and discipline?

5. Impact and sustainability of the UN Support

- To what extent has the UN system support extended in such a way to build national and local capacities and ensure long-term gains? How has the UN system, in partnership with local civil society organizations, contributed to the institutional viability and technical capacity required for these organizations to play a key role in the development partnership? How effective has the involvement of the UN system been in strengthening the partnership between government and civil society?
- To what extent has the UN system leveraged different sources of financing and investments, rather than relying mostly on donor funding for its activities, to ensure the scale of impact necessary for attaining the 2030 Agenda?
- To what extent has the UN system promoted and supported inclusive and sustainable economic growth that leaves no one behind and strengthen the ecological foundation of the economy and the society by strengthening economic and individual resilience, thus contributed to reducing vulnerability against shocks and crises? What was the real impact on people, and how many people from which target group was benefitted and how? What was the real contribution towards protecting the rights of the people and their living environment?
- To what extent has the UN system promoted or supported policies that are consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?

6. Conformity with the crosscutting principles

- To what extent has the UN system support extended in such a way to promote gender equality and create an enabling environment for people with disabilities?
- To what extent has the UN system support followed the Human Rights principles?
- To what extent has the UN system support designed and delivered in due consideration to environmental implications?

Scope

The evaluation will cover all programmes and projects implemented by UN Agencies under the UNDAF outcomes, including non-resident agencies. Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities implemented by non-resident agencies.

The UNDAF evaluation should cover all activities implemented between 1 January 2017 and 31 March 2021. It may also cover activities already implemented at the start of the current UNDAF cycle if their effects appear in a longer-term than a single UNDAF cycle.



In terms of geographical area, the current UNDAF covered all provinces to some extent. Therefore, the evaluation team will identify at least four to five provinces to be assessed based on analysis during the inception phase and it can be built on the geographical locations covered by the evaluations of UN Agencies.

The UNDAF evaluation should not conduct a full evaluative assessment of individual programmes, projects, or activities of UNCT members, but rather, build on the evidence from programme and project evaluations conducted by each agency. In addition, the UNDAF evaluation should build on the outcomes of national evaluation or review processes, including the Voluntary National Reviews, as reference points in assessing how the UN system supported the efforts Mongolia made towards achieving the SDGs in the country.

Where a paucity of data necessitates a quick assessment of a contribution, this should be carried out using appropriate evaluation methodologies that identify contributions at the outcome level and ascertain the plausibility of causal relationships between activities and outcomes.

Evaluation Period and Stakeholder Engagement

The UNDAF evaluation has a timeline of five months and it is expected to start in April 2021 and finish in September 2021. Evidence and findings of the UNDAF evaluation will embrace the views of all key stakeholders, including UN, Government, CSOs and development partners, donors, vulnerable, poor, private sector, and marginalized groups where relevant. The benefit gained by vulnerable populations from UNDAF implementation and focus on provinces lagging behind should be given attention to during the evaluation. Stakeholders analysis should be done during the inception phase with the support of the evaluation manager and the consultative group.

Adequate effort should be allocated to the evaluation to ensure timely submission of all deliverables as stipulated in the below table. All deliverables should meet UNEG evaluation quality standards and adhere to other UNEG evaluation guidance documents.

TASK	TIME ESTIMATE	RESPONSIBLE PARTY
INCEPTION, DOCUMENT REVIEW AND ANALYSIS		
Briefing the Evaluation Team by UNCT members and programme managers, agreeing or developing the theories of change.	2 weeks	Evaluation Manager, Evaluation Team
Developing and planning evaluation activities, and finalizing the inception report through consultative process	2 weeks	Evaluation Team
DATA COLLECTION		
Conduct field-based data collection	5.5 weeks	Evaluation team
Analyze the data and prepare the preliminary outline according to the UNEG Template	2 weeks	Evaluation team
REPORTING		
Prepare and submit a first draft of evaluation report	3 weeks	Evaluation team
The review by the SC, UNCT and the consultative group including the regional DCO reviews.	2.5 weeks	Evaluation Manager, UNCT, Government counterparts and Regional DCO Evaluation Advisor
The stakeholder validation workshop including the preparation	1.5 weeks	Evaluation team, Evaluation Steering Committee, Evaluation Manager
Finalization of the draft and clearance of the report	3 weeks	Evaluation team
TOTAL Duration	21.5 weeks	

THE EVALUATION METHODOLOGY

UNDAF evaluation should adhere to and implement UN Evaluation Group (UNEG) Norms and Standards (<http://www.unevaluation.org/document/detail/1914>), as well as UNEG guidance on gender equality and human rights. Each Evaluation Team member should also be provided with and sign off on the Pledge of Commitment to Ethical Conduct in Evaluation. (<http://www.unevaluation.org/document/download/3683>).

Methodologies provide what information should be collected, from which source(s) it should be collected, for what purpose it should be collected, and how the collected data will be analyzed to answer the evaluation questions. The methodology should not be confused with the data collection tools and strategy. The methodology must also indicate, in analyzing data, what benchmarks will be used in assessing each evaluation criteria or question.

The evaluation will use mixed-method analysis, employing the most appropriate qualitative and quantitative approaches, data types, and methods of data analysis. Specify that evaluation data should be disaggregated by social criteria (e.g. sex, ethnicity, age, disability, geographic location, income, or education).

The evaluation will use mixed-method analysis, employing the most appropriate qualitative and quantitative approaches, data types and methods of data analysis. Specify that evaluation data should be disaggregated by social criteria (e.g. sex, ethnicity, age, disability, geographic location, income or education).

The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used, and conclusions made carry the necessary depth including, but not limited to:

- Document review focusing on UNDAF planning documents, annual reports and past evaluation reports (UN agency country programme document evaluations along with programme and project evaluations), strategy papers, national plans, policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations and private sectors, UNCT members, implementing partners and beneficiaries. In the case of limited movements due to COVID-19, use all possible virtual tools for interviews, meetings, and communications.
- Surveys and questionnaires including participants in development programmes, UNCT members, and/ or surveys and questionnaires involving other stakeholders at the strategic and programmatic level.
- Focus group discussions involving groups and sub-groups of stakeholders and decision-makers.

A theory-of-change

The theory of change is the key reference framework for evaluators. A theory-of-change workshop during the first week of the Evaluation Team's in-country work is a great opportunity for the Evaluation Team and the UNCT members to develop a common understanding of what ought to happen to achieve the goals, what the UN's activities are expected to achieve, what interaction will be required with other actors, including government, and so on. Having a common understanding of this kind at the start of the exercise is critical to avoid disputes at a later date.

The outcome of the theory of change workshops should be used as a reference in designing the evaluation and analyzing the evidence collected. They could be annexed to the inception and final reports as appropriate.

Following the briefing by UNCT members, programme managers and theory of change workshop, the evaluation team will elaborate on how they will conduct the evaluation in the inception report.

THE EVALUATION MANAGEMENT ARRANGEMENTS

The UNDAF evaluation team will work under the supervision of a dual-tiered evaluation management structure: The Evaluation Steering Committee and Evaluation Manager. The Joint National-UN Steering Committee of UNDAF will serve as the Evaluation Steering Committee. It will be the highest decision-making organ for the UNDAF evaluation. All key deliverables need to be validated by the Evaluation Steering Committee. The Evaluation Manager will provide direct supervision to the

evaluation team. The Evaluation Manager will function as the main focal point for the contractor for coordinating and liaison the evaluation team with the different stakeholders.

The Evaluation Steering Committee

The UNDAF Joint National-UN Steering Committee will serve as the Evaluation Steering Committee. The Evaluation Steering Committee is responsible for ensuring the UNDAF evaluation is conducted in a timely manner and through a proper process, to meet quality standards and be useful to the UNCT, and stakeholders. Specifically, the Steering Committee will:

- decide on the timing of the UNDAF evaluation in consultation with government counterparts and invite the counterpart officials and other key stakeholders to form a Consultative Group;
- inform UNDCO of the launch of the evaluation, so that an Evaluation Advisor can be assigned, and inform UNEG in order to obtain necessary support;
- appoint the Evaluation Manager;
- provide sufficient resources to conduct the evaluation – adequate budget should have been allocated in advance but, if needed, adjust it based on actual estimates made by the Evaluation Manager and agree on the funding sources;
- ensure that UN Agencies and the Government counterparts' staff give the Evaluation Team their full support;
- approve the terms of reference;
- approve the Evaluation Team proposed by the Evaluation Manager and cleared by the UNEDAP Evaluation Advisors;
- ensure the Evaluation Team has access to information and stakeholders;
- comment on the draft report, using an audit trail;
- approve the inception and final report after the clearance (with external quality check) by the UNDCO Evaluation Advisor;
- prepare the Management Response, in consultation with all UNCT members;
- organize a stakeholder workshop once the final report is ready;
- transmit the report to UNDCO to be placed on global/regional platforms and to relevant offices at regional level, at the agency headquarters; and
- take measures to disseminate the evaluation report, and promote the use of evaluation findings, recommendations and lessons learned.
- Develop a management response based on the evaluation findings and recommendations and follow up on the management response

The Evaluation Manager

The Evaluation Manager is responsible for managing the entire process: ensuring that the evaluation is properly conducted, managing the validation and quality-control process, and making sure that the report fulfills the terms of reference. The Evaluation Manager will:

- conduct the preparatory work needed to define the scope and the evaluation questions by mapping activities, stakeholders and available secondary data (such as evaluation reports, results monitoring data and statistics);
- draft the terms of reference, circulate them to the Steering Committee and Consultative Group for comment and obtain approval from the Steering Committee;
- draw-up the initial budget estimate based on the number and levels of Evaluation Team members, the estimated cost of activities required and the availability of secondary data, and obtain approval from the Steering Committee;
- recruit the Evaluation Team and obtain approval of Team choices from the Steering Committee;
- provide the Evaluation Team with all the information it needs to conduct the evaluation efficiently and effectively (activity map, stakeholder map, secondary data, etc.) and arrange

briefings by UNCT members and Programme Managers on their respective programmes and activities;

- organize theory-of-change workshops with the Evaluation Team and UNCT members;
- receive and review the inception report prepared by the Evaluation Team, have it reviewed by the UNEDAP, and advise the Evaluation Team on revisions, if needed;
- facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics;
- receive the consolidated first draft of the evaluation and conduct a pro forma quality check (structure and format, compliance with the terms of reference);
- manage the validation process by circulating the draft for comment to the Steering Committee, Consultative Group and any other key stakeholders, ensuring all comments and responses are properly recorded, using an audit trail;
- send comments to the Evaluation Team for draft revision;
- send the revised draft and the audit trail to the UNEDAP for an external quality check and request that the Evaluation Team revise the report if necessary;
- prepare for and manage the stakeholder workshop;
- arrange a debriefing of individual UNCT members to obtain Evaluation Team feedback in a safe space;
- clear payment to the Evaluation Team once any outstanding issues have been addressed satisfactorily;
- complete the Evaluation Report for publication and dissemination; and
- support the dissemination activities of the Steering Committee.
- Support SC in follow up to management response

Consultative Group

The Consultative Group will support the evaluation process, ensuring, in particular, that the evaluation properly addresses the issues of importance to different ministries/agencies and other key stakeholders involved and that the evaluators gain access to relevant informants and information sources. In addition to promoting ownership of and buy-in to the evaluation results, the Consultative Group will also:

- review and comment on the terms of reference;
- facilitate the evaluation process, helping the team to identify and gain access to government and other stakeholders;
- comment on the draft report
- support the organization of the stakeholder workshop; and
- facilitate maximum in-country dissemination of the report.

UNEDAP

UNEDAP (Evaluation Advisors' Group in Asia Pacific Region) will oversee the process to ensure the independence and quality of the evaluation. UNEDAP will:

- review TOR of the evaluation for the quality check
- review the inception report and final report for the quality check
- guide and support the evaluation process

Evaluation Institution and Team Composition

This evaluation will be conducted by a professional institutional and the institution should have:

- A minimum of five years of experiences in managing evaluations, producing high-quality analytical research/assessment and providing technical advice or consulting services on issues pertaining to development;
- Back-stopping support and quality assurance systems;

- A strong record in conducting qualitative and quantitative evaluations, using UNEG norms and standards;
- Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly to UNDAF is an advantage;
- Experience in conducting evaluation of a UNDAF is considered a strong asset; and

The evaluation team represented under an institution should be composed of 3-4 evaluators. The team should have ample collective knowledge of the national context in various areas of UN work. **The team leader should be an international evaluation expert.** The evaluation team will need to show relevant subject matter experience in inclusive growth and sustainable development, sustainable management of natural resources, social development, social protection and governance, accountability and human rights.

The team should be built with due consideration to:

- cultural and language balance including a mixture of international and national team members;
- gender balance; and
- coverage of relevant subject areas of work by UNCT member agencies
- coverage of key cross-cutting agenda, including gender equality, human rights and environmental sustainability

Team members should have the following competencies:

- demonstrated analytical capacity, particularly in the case of the **team leader**, including on political economy and financing for development;
- proven experience in conducting evaluations of complex programmes, policies and themes (minimum 10 years for the **team leader**, 3-5 years for other team members);
- good understanding of the SDGs and their implications for development cooperation;
- good understanding of the role of the UN System in development cooperation in the context of the country in question;
- understanding of the UN Reform and its implementation implication at the country level;
- Extensive knowledge of, and experience in applying qualitative and quantitative evaluation methods;
- sound knowledge of the country context and an in-depth understanding of at least one area of work of UNCT members; collectively, Evaluation Team members should broadly cover all areas of UNCT activity;
- advanced University Degree (Masters or PhD) in political science, economics, public administration, development studies, law, human rights or other relevant fields;
- strong experience and knowledge in the five UN programming principles: human rights (the human rights-based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development; and
- fluency in English and Mongolian, excellent oral, written, communication and reporting skills
- an absence of conflicts of interest (never employed by UNCT members or implementing partners, nor expected to be employed in the near future, no private relationships with any UNCT members).
- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;

All the members of the evaluation team should be independent of any organizations that have been involved in designing, executing or advising any aspect of the UNDAF subject of the evaluation

THE EVALUATION DELIVERABLES AND REPORTING REQUIREMENTS

Evaluation products expected for this exercise are: 1) an inception report; 2) a PowerPoint presentation containing initial evaluation findings to facilitate validation of the preliminary findings; 3) the final report of the evaluation with up to three revisions (complete first draft be reviewed by the Consultative Group along with Evaluation Manager and DCO Evaluation Advisors; the second draft to be reviewed by the evaluation steering committee) that includes an executive summary; 4) infographics to be used for publication; and a PowerPoint presentation to be used to share findings with the stakeholders and for use in subsequent dissemination events. Outlines and descriptions of each evaluation product are meant to be indicative, and include:

- **Inception report:** The inception report will be presented at a formal meeting of the steering committee and the consultative group. The inception report will contain:
 - an assessment of the evaluability of the UNDAF, including identification of data gaps and a proposal to address any limitation identified.
 - conduct a stakeholder analysis followed by ample in-country consultations with all key stakeholders, to ensure that their views on issues that need to be considered, potential sub-questions, etc. are incorporated into the UNDAF evaluation.
 - an elaboration of the evaluation questions into methodological sub-questions (by programme or project, by data-collection method, etc.).
 - sources and methods for collecting data for each methodological sub-question; and
 - a concrete plan of evaluation activities and a timeline, possibly with a tentative list of interviews to be arranged or plans for travel to other locations (e.g. municipalities, project sites).

The inception report should use the UNEG quality checklist for completeness. Here is the link to the checklist. <http://uneval.org/document/detail/608>

- **PowerPoint presentation:** Initially prepared and used by the evaluation team in their presentation of the preliminary findings to the evaluation commission and the consultative group, a standalone PowerPoint will be submitted to the Evaluation Manager as part of the evaluation deliverables.
- **Evaluation report:** The evaluation report should be written clearly and concisely that allows readers to easily follow its logic. It should not be overly filled with factual descriptions, especially those available elsewhere. The focus of the report should be to present the findings, the conclusions and the recommendations in a logical and convincing manner. It should contain:
 - what was evaluated and why (purpose and scope);
 - how the evaluation was conducted (objectives and methodology);
 - what was found and on what evidence (findings and evidence/analysis);
 - what was concluded from the findings and in response to the main evaluation questions (conclusions);
 - what was recommended (recommendations). Recommendations should be developed for the purpose, to help the UNCT to improve its support towards the achievement of national goals and the Sustainable Development Goals. In particular, recommendations:
 - must logically follow the findings based on evidence and the conclusions drawn from them, with their rationale clearly explained;
 - must be relevant to the country context and to the improvement of the UN system support towards the achievement of national goals and the Sustainable Development Goals;
 - should be developed with the involvement of relevant stakeholders to ensure the relevance and feasibility of the actions to follow;

- Recommendations should be clear on who needs to implement them and
- must not be overly prescriptive so as to allow the UNCT to design concrete actions for implementation in the management response.
- what could be usefully learned, if any (lessons learned).

Please refer to the UNEG Quality Checklist for Evaluation Report for guidance: <http://www.unevaluation.org/document/detail/607>.

Short, summarizing reports for executive decision-makers and general readers, complemented by studies containing evidence and analysis will be submitted together with the report.

- **Data and infographics:** Data, live data tables and infographics will be submitted to the evaluation management team as part of the evaluation deliverables.

The inception and evaluation reports will be produced jointly by the members of the evaluation team and will reflect their collective understanding of the evaluation. All deliverables listed will be written in English (the Evaluation Brief, Executive Summary of the Evaluation Report, the PowerPoint presentation and infographics will need to be translated into Mongolian). If the Evaluation Manager and Consultative Group find that the reports do not meet the required standards, the evaluation team will make the edits and changes needed to bring it in line with the required standards.

REFERENCE MATERIALS

The UNDAF evaluation team will use a variety of reference materials including, but not limited to:

- UNDAF 2017-2022
- UNDAF Annual Report 2017, 2018, 2019 and 2020
- UNFPA Country Programme Document Evaluation
- UNDP Country Programme Document Evaluation
- Project and Programme Evaluation as identified by UN Agencies
- Vision 2050
- The Government General Guideline
- The Government Action Plan
- Sustainable Development Goals
- Mongolia National Voluntary Report
- UNEG Standard and Norms
- UNEG guidance on gender equality and human rights.
- UNEG ethical guidelines for evaluations
- UNEG Quality Checklist for Evaluation Report
- UNEG Quality Checklist for Inception Report
- Government counterparts' report
- UNDAF 2012-2016 Evaluation Report

SCHEDULE OF PAYMENT

The Service Provider shall be paid the consultancy fee upon completion of the following milestones:

- 30% after approval of the inception report;

- 30% after a Power Point presentation containing initial evaluation findings to facilitate validation of the preliminary findings; and
- 40% after approval of the final evaluation report that includes an executive summary, infographics to be used for publication; and a PowerPoint presentation used to share findings with the stakeholder and for use in subsequent dissemination events.

The contractor fee will be paid as a lump sum amount (all-inclusive of expenses related to the consultancy including travels to the field provinces and any tax obligations). The contract price will be fixed regardless of changes in the cost components.

ANNEX 1: UNDAF 2017-2022

The UNDAF full document is attached as a link.

<https://mongolia.un.org/sites/default/files/2019-08/unct-mn-undaf-designed.pdf>

APPROVED BY:

Battsetseg Batmunkh

Minister for Foreign Affairs of Mongolia
Co-Chair of UNDAF Steering Committee

Tapan MISHRA

UN Resident Coordinator
Co-Chair of UNDAF Steering Committee

Annex 16: Biography of consultants

Mr. Christian Privat, International Consultant

Christian Privat is an international consultant who specializes in sustainable human development. He has significant experience in conducting evaluations of development programmes for the United Nations. He focuses on the evaluation of the United Nations Development Assistance Frameworks (UNDAFs), Country programmes, Joint Programmes, Programmes and Projects, Delivering as One, and cross cutting issues, especially the Human Rights-based Approach (HRBA) and Gender Equality.

He has 24 years of experience with the UN System, in the development area (14 years in Evaluation, 10 years in other areas). He has significant experience with the UN Development System at field level, and with many UN agencies and Departments (UNDP, UNICEF, UNFPA, ILO, UNDEF, UNDESA, UNOHCHR, and UNOSSC), in addition to his frequent work with UN Country Teams.

He conducted 17 Evaluations and Mid-Term Reviews of the UNDAF, in a variety of countries and regions: Ghana, Peru (2009, 2015 and 2021), Egypt, Bangladesh, Central African Republic, Benin, Mexico, Nigeria, Tajikistan, Barbados and the Eastern Caribbean States, Montenegro, Kazakhstan, Azerbaijan (2014 and 2020), and Albania.

He also conducted 6 Mid-Term and Final Evaluations of Joint Programmes of the MDG Achievement Fund (MDG-F): four on Youth, Employment and Migration (Peru, Paraguay and Costa Rica twice), one on Culture and Development (Honduras), and one on Conflict Prevention and Peace Building (Haiti). Moreover, he has conducted the MDG-F Country Evaluation in Mauritania, which was one of the nine Focus Countries of the Fund.

He also conducted, for UNICEF, a Country Programme Evaluation in Egypt, two "Strategic Moment of Reflection" (SMR) in Ghana, Malawi and Turkey, in addition to a Mid-Term Review in Cuba. He also conducted two other Country Programme Evaluations for UNDP (Montenegro) and OHCHR (Mexico). He also prepared a (UNDAF-related) Human Rights-based Country Analysis in Ukraine and Tajikistan, as well as a Country Analysis in Kuwait.

He also undertook a study on 'Strengthening the presence, coherence and strategic positioning of the UN in Kuwait, and Delivering as One lessons learned'.

He worked with UNDESA for the QCPR (Quadrennial Comprehensive Policy Review of operational activities in the area of development) of the UN General Assembly, especially on the UNDAF and Results-Based Management studies.

He paid particular attention to Gender Equality and Women's Empowerment and Human Rights-Based Approach (HRBA), especially in all his UNDAF and Joint Programme evaluations.

He conducted these assignments in a multitude of countries and regions in the world, especially Latin and Central America, Africa, the Middle East, the CEE/CIS region and Central Asia.

Moreover, he worked as Programme Officer for UNICEF Cuba, and as a Consultant and Programme Officer for UNICEF NYHQ, in the Evaluation Office, the Programme Division, the Division of Policy and Planning, the Programme Funding Office, and the Office of the Executive Director.

Christian Privat has a Master's degree in International Administration and International Law from the University of Paris II, a Bachelor's degree (*Laurea*) in Political Science and International Relations from

the University of Florence (Italy), and a Bachelor's degree in Administration, Economic and Social Sciences from the University of Saint-Etienne (France). He also took 10 courses on Human Rights at Columbia University, at the Law School, School of International and Public Affairs (SIPA), and Center for the Study of Human Rights. Christian has additionally received training on leading participatory workshops, which he routinely incorporates into his evaluation and strategic planning work. He is a French native speaker and is fluent in English, Spanish and Italian.

Mr. Christian Privat
United Nations Consultant
Evaluation and Strategic Planning
United Nations Sustainable Development Cooperation Framework (ex-UNDAF)
Joint Programmes, Country Programmes, Human Rights, Cross-cutting issues
cprivat8@gmail.com
T: +41 22 960 5691
Geneva

Mr. Battulga Sergelen, National Consultant

Battulga Sergelen is a national consultant who specializes in sustainable development and public finance. He has significant experience in conducting evaluations of strategic level policy documents. He focuses on the evaluation of the United Nations Development Assistance Frameworks (UNDAFs), Country programmes/strategies, and Programmes and Projects.

He has 12 years of experience with the UN System in the development area and evaluation. He has significant experience with UNDP and UNICEF.

He served as a team member of the evaluations and participated in the KIIs and validation workshops, and he provided inputs to the evaluation reports of the UNDAF Mongolia 2012-2016, and UNDP Mongolia CPAP 2012-2016.

Battulga Sergelen also worked as a Staff Consultant for the Asian Development Bank Mongolia Resident Mission to support the Final Review of the Country Partnership Strategy 2012-2016. He authored several sections of the Final Report, served as a data analyst for the assignment including the portfolio performance data and progress indicators and prepared a draft poverty analysis. In 2016, he supported the in-country Evaluation Mission from the Independent Evaluation Department of the ADB to validate Mongolia Country Partnership Strategy Final Review 2012-2016.

He also conducted, for Swiss Agency for Development Cooperation Mongolia, a mid-term review of Governance and Decentralization Program II in 2016.

He paid particular attention to Poverty Reduction and achievement of MDGs/SDGs, especially in all his UNDAF and Country Programme/Strategy evaluations.

Moreover in 2018-2019, he worked as a Monitoring and Evaluation Specialist for the ADB funded project in education area.

Battulga Sergelen has a Master's degree in Development Economics and Policy from the University of Manchester (UK), a Bachelor's degree (*Science*) in Economics from the National University of Mongolia

(Mongolia). He has additionally received training on Policy Paper Writing (OSCE Academy in Kyrgyzstan), Natural Resources for Sustainable Development (Khazar University and NRGi in Azerbaijan) and Research Design (Central European University and OSI in Hungary). He is a Mongolian native speaker, proficient in English and has intermediate level of Russian.

Mr. Battulga Sergelen
Development Economist and Researcher
Public Finance, Education Policy and Financing, Sustainable Development
holbooinc@yahoo.com
T: +976 88552560
Ulaanbaatar, Mongolia

Ms. Ayush Dashdavaa, National Consultant

Ayush Dashdavaa is a national consultant who specializes in sustainable development good governance, and transparency. She has significant experience in conducting evaluations and assessments of national strategic level policy documents. She has 16 years of experience with the evaluation and assessment of national agendas, programmes and policies.

She acted as a team leader of the external mid-term evaluation of the "State Policy on Population Development (2016-2025)" with international evaluation criteria (OECD-DAC). Stakeholders were the Ministry of Labor and Social Protection, IOM, UNDP, and UNFPA.

She conducted assessment for UNESCO, Beijing of the Community Radio Development in 9 remote soums as a senior researcher. Assessment of the existing legal environment, status of community radios.

As a team leader, she conducted an external assessment of the implementation of the Right to Information in Mongolia, with the FOIANet methodology. She led a team of evaluators from 4 NGOs (DW Akademie, Free Press Unlimited).

Working with Transparency International – Mongolia, she authored the Business Integrity Country Agenda, Mongolia-2018, which is the first country assessment of business integrity. It assessed public, private and civil society sectors in terms of regulations, policies, practices, regulating agencies.

She has been a team leader an external evaluation of the Second National Health Program on "Prevention, monitoring of deceases caused by unhealthy habits" for the World Bank.

She is the author of a shadow report on behalf of the Association of Child's Rights NGOs in Mongolia on the implementation of the UN Convention on the Right of the Child. The report was the first alternative (shadow) report from Mongolia, produced by Save the Children, UK.

She was a M&E national consultant for ADB in Mongolia project: "ICT in Innovating Rural Education in Mongolia". The project covered 7 aimags and 36 soums, involved more than 500 teachers nationwide. She produced 2 final reports to ADB and Ministry of Education on direct, intermitted and broader impacts of the ICT in rural schools of Mongolia.

She paid particular attention to Gender Equality and Women's Empowerment and Human Rights-Based Approach (HRBA), especially in her national policy and programme evaluations.

Ayush Dashdavaa has a Master's degree in Education (Education Theories and E-learning Theories, Information Management, Social Media) from the University of Technology, Sydney (Australia), a Bachelor's degree in Education from the University of Humanities of Mongolia. She has additionally received training (i) on Project management, implementation, planning (Coffey Projects, New Zealand), (ii) on Risk Management (ATTF Luxembourg, Central Bank of Mongolia, Ministry of Foreign Affairs), (iii) on external evaluation principles, methodology of national programmes (World Bank, Mongolia); and (iv) on curriculum development in cultural and gender studies (Central European University, Hungary). She is a Mongolian native speaker, proficient in English and Russian.

Ms. Ayush Dashdavaa
National Consultant and Researcher
Good Governance, Public Health, Population Development Policies and other
dashdavaayush@gmail.com
T: +976 99114323
Ulaanbaatar, Mongolia
