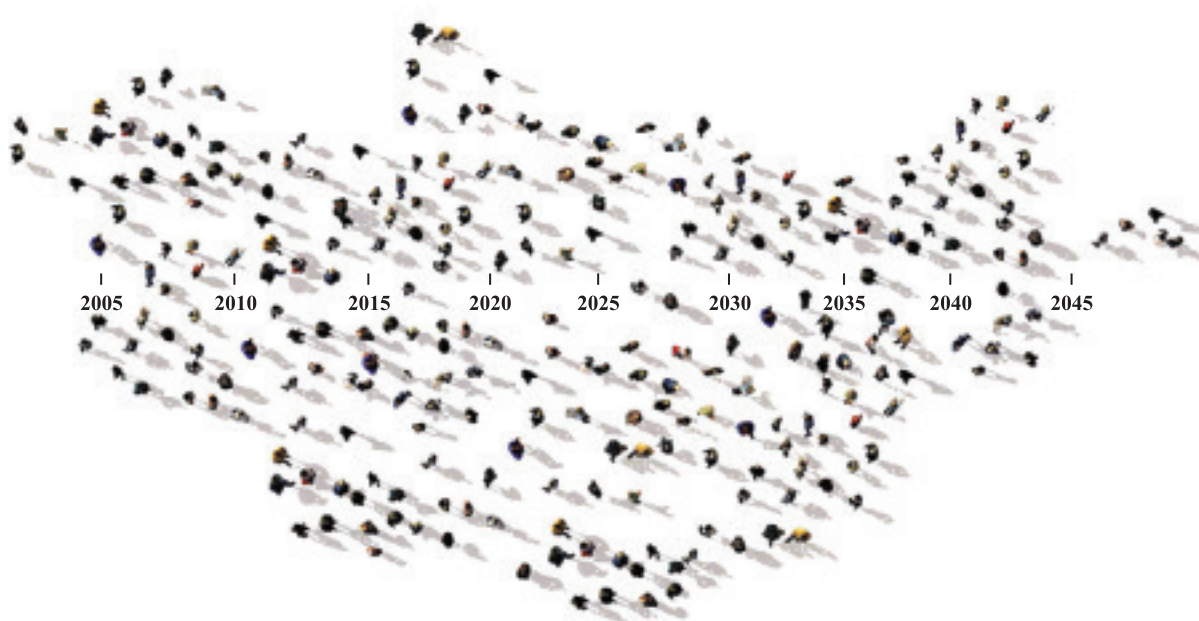


ANNUAL REPORT **2019/2020**



Independence

Quality

Impact

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IRIM'S MISSION

To be the leading center of knowledge in Mongolia on development-related issues and to provide world-class independent research outcomes.

QUALITY POLICY STATEMENT

IRIM is committed to providing independent research products and services with the highest possible level of quality; that meets international standards and customer satisfaction at all times and using continually improving processes.

SERVICES WE PROVIDE

EXPERIENCE

RESEARCH - IRIM has research experience in a wide range of sectors, where professional and scientific approaches are applied. IRIM's staff are experienced in designing and facilitating innovative and inter-disciplinary research projects, drawing on both quantitative and qualitative approaches. Data quality assurance is conducted at every stage in research projects, and the latest versions of statistical analysis software are employed.

103
projects

MONITORING AND EVALUATION - Monitoring and evaluation (M&E) projects make up around one third of IRIM's portfolio. With an emphasis on evidence, and employing internationally accepted methodologies and methods, IRIM conducts independent analysis of the implementation of the government and the international organisations' projects and programmes. IRIM initiated the Mongolian Evaluation Network; making a commitment to integrate evaluation standards in Mongolia in collaboration with other members of the Network.

70
projects

TRAINING AND WORKSHOPS - IRIM's training packages cover current research theories and methods and are enriched by the application of extensive experience in the field. IRIM provides training on various subjects, including: transparent budgeting, civic engagement, organisational capacity-building, and horizontal learning methods. IRIM employs participatory and interactive methodologies in workshops. IRIM ensures success of the workshop (from beginning to end), developing training materials, conducting participants' needs assessment, documenting all procedures of the workshops and conducting satisfaction surveys. This provides for continuous improvement of performance of workshops' organization and facilitation.

20
projects

PROJECT MANAGEMENT - IRIM does more than research alone; implementing a wide range of consultancies and advocacy projects (to influence policy-makers) which include:

- Conducting analysis of development policy documents and providing recommendations
- Conducting internal and external, environment analyses and developing capacity-building and strategic planning activities.

23
projects

MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR



Ambassador Extraordinary and
Plenipotentiary
IRIM President
Bekhbat Khasbazar

The new COVID-19 pandemic has shown us that nation states are already deeply interconnected, dependent on each other and share the finite resources of the world. This challenging time has taught us that nation states should pay greater attention to their common interests, share their knowledge and experience in overcoming challenges, encourage collaboration and partnerships, provide greater support to each other and understand that reaching global solidarity is vital. This will help nation states to overcome today's chaotic time and define tomorrow's new world. In the broad picture, as more uncertainty continues, there will be a greater threat of governance crises, widening inequality, chronic poverty and a greater risk of backsliding from our current development in the end.

In this global turbulence and uncertainty, Mongolian people should be more united, trustful and as well as government and private sectors' solid and prompt action to the situation is critical to overcoming the hard time at a lower cost. At the same time, when dealing with the coming socio-economic crises, it has become more essential than ever to protect human rights, strengthen the rule of law, and achieve inclusive growth.

In these times, IRIM, as a professional research organization, more and more realizes and reflects on our duty to society that we contribute smart, inclusive and sustainable development decisions through independent, reliable research evidence, analysis and consultancy. So, we will continue our very-own initiatives and studies in 2020 and aim to transfer the results of these studies into contributing a more tangible impact.



Executive Director
Tselmegsaikhan Lkhagva

Particularly, in 2020, first, we will release the second report of the Social Wellbeing Survey of Mongolia, which aims to improve existing economic measures of national progress through complementing more social measurements – dimensions of social cohesion and subjective well-being. We hope that this ongoing study will help improve our understanding of the factors dividing societal progress and will strengthen the evidence-base for policymaking. Second, we aim to scale-up our Digital Transparency Index in the regional level in 2020 based on successfully conducted first pilot in Mongolia and Kyrgyzstan in 2019 which aims to improve government information transparency using modern information and communication technology.

Using this opportunity, we would like to note that none of IRIM's work implemented over the past 12 years would have been possible without our clients, researchers, consultants, volunteers and partners - from every field – who aspired to bring positive changes, with a sincere belief in IRIM's vision.

As in previous years, IRIM presents this Annual report to those who are interested in Mongolia's development issues – with our best intention to give a brief insight into IRIM's projects and some key findings from operations undertaken in 2019.

Mutual understating, trust, and cooperation will make changes. May our readers' efforts in development during the next year continue Mongolia's betterment.

ABOUT US



The Independent Research Institute of Mongolia (IRIM) was established in 2008, with a staff of four people. Since then, it has expanded its operations and now has more than 25 fulltime staff, and over 300 associated (national and international) experts and researchers.

IRIM delivers research, monitoring and evaluation, and training services; working mainly with public sector clients, international organizations and donors. Through its work, IRIM strives to achieve real outcomes in solving some of the most pressing development issues.

Since its establishment, IRIM has always been committed to providing results-based and client-centred project management solutions. Additionally, IRIM has always been guided by the principles of providing evidence-based and **high quality** information, maintaining an **independent** and impartial perspective, and striving for improved **impacts** within society.

IRIM's current research and consultancy covers an increasing range of issues within governance, education, labour markets and mining; among others.

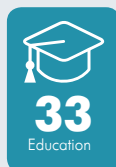
IRIM expanded its scope into the field of marketing and innovation research, and subsequently established the Marketing and Innovation Research Institute of Mongolia (MIRIM) in 2013.

IRIM IN NUMBERS



2019 April

2020 April



162,638
Respondents

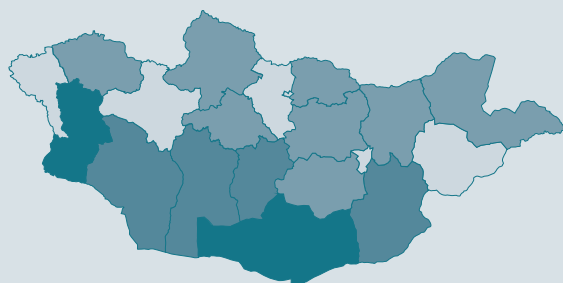


94
Clients



154
Partners

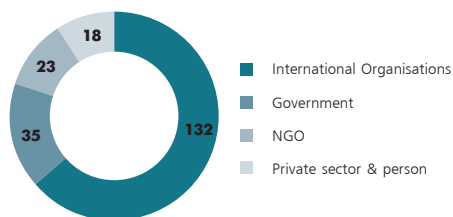
PROJECTS IMPLEMENTED AREAS



Ulaanbaatar 144
Khovd 54
Umnugobi 44
Darkhan-Uul 41
Dornogobi 37
Bayankhongor 40
Gobi-Altai 38
Uvurkhangaigai 39

Uvs 37
Selenge 38
Dornod 36
Khuvsgul 40
Khentii 34
Arkhangai 34
Tuv 31
Dundgovi 31

Zavkhan 32
Sukhbaatar 30
Orkhon 30
Bayan-Ulgii 29
Gobisumber 24
Bulgan 20
Erliy city in China 1
Total 883



IRIM membership



As a member of the International Sociological Association (ISA), IRIM affirms its commitment to the 'Code of Ethics', approved by the ISA's Executive Committee.



IRIM became a member of the African Evaluation Association (AfREA) in August 2016. Since 2017, IRIM has started working as an AfREA board member.



IRIM initiated the Mongolian Evaluation Network; that integrates government and non-government organizations' representatives, international experts and consultants. In collaboration with other members, IRIM is committed to practicing international evaluation standards in Mongolia.



In 2016, IRIM initiated the 'Subjective well-being study' for the first time in Mongolia. In October 2017, IRIM became a member of 'East and East Asian Social Well-being Research Consortium'.



IRIM became a freelance member of the National Committee on Gender Equality, in 2017. Representing CSOs and the private sector, IRIM is making efforts to ensure gender equality in social science sectors and mainstream gender equality in government policies.



In 2010, IRIM became an Executive Committee member of the 'Partnership for Social Accountability, Mongolia' and a member of the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP).



IRIM became a member of the Central Asian Countries' The Innovation for Change Initiative in 2017. Since September 2018, IRIM has been working as a board member of the network.

Partner organisations



IRIM HIGHLIGHTS; 2019

IRIM published and disseminated the summary report of the Social Well-being survey of Mongolia.

1



IRIM presented the "Beyond Measurement and Interpretation: Stories of Social Well-Being Studies Impact" at the 'Porto Alegre Forum 2020' organized by the International Association of Sociology.

3



IRIM participated in the training of the Innovation for Change Initiative, involving seven countries from Central Asian, held in Almaty, Kazakhstan.

IRIM celebrated the 11th Anniversary of its establishment. An anniversary conference was held under the theme "Independence-Quality-Impact". Also, as part of a tradition, IRIM organized a basketball competition and donated all proceeds to the child protection project-entitled 'Magic World 2'.



IRIM participated in the 39th annual conference of the International Association for Impact Assessment held in Brisbane, Australia and presented the topic: Putting the 'social' back into science: Quality social impact assessment.

5



6

Australian volunteer Michael Batchelor started at IRIM as a project manager. In addition, IRIM hosted and collaborated with Alex Williams, an intern from Russia and Brittany Bondi, a researcher from the Fulbright Scholarship program in the USA.

IRIM updated its Child Protection Policy in accordance with international standards. IRIM piloted and organized a training workshop on the 'Digital Transparency Index for Government Organizations' in Bishkek, Kyrgyzstan.

7



IRIM launched the 'Digital Transparency Index for Government Organizations' and presented the findings of the transparency of government agencies in Mongolia and Kyrgyzstan. The event had over 30 representatives of international and government organizations from seven Central Asian countries.

8

IRIM's Board Member, Ms Dolgion Aldar, was accepted into the Reagen-Fascell Democracy Fellowship International Program and is conducting her research in Washington DC, USA. IRIM implemented its 'Research Student Program 2019' with the purpose of supporting university students studying in various sectors who are interested in improving their knowledge and skills for professional academic research. This year, 12 students graduated successfully.

9



cIRIM attended the 2019 Annual Meetings of the IMF and World Bank in Washington DC and the Sixth Conference of International Consortium for Social Well-Being Studies was held in Taipei city, Taiwan.

10

IRIM participated in the Regional Meeting of the Global Initiative Network 'Innovation for Change Central Asia Hub' in Bangkok, Thailand.

11



IRIM organized its Annual Reception, aimed at providing stakeholders with a platform to engage in dialogue and share their opinions on particular issues and subjects. This year, IRIM organized the reception under the topic: 'The Digital Transparency Index for Government Organizations'.

12

HIGHLIGHTING WORKS, 2019

IRIM developed manuals on "Research Methodology" and "MS Excel Program Guide" for administrative officials.

1



Within the scope of the project titled "Action Plan of the State Policy on Health" (2020-2026), IRIM organized a workshop for the Technical Working Group to discuss a draft Action Plan.

2



IRIM conducted the 'Socio-economic baseline study in Locally Protected Area, forest-steppe area of Bulgan soum of Arkhangai aimag'.

3



IRIM has started implementing a new project: "Creating Results-Based Monitoring-Evaluation and Risk-Based Internal Audit System in the Sector of Labor and Social Protection".

4



With the approval of the International Association for Impact Assessment, the translation of the 'Social Impact Assessment Guide' has begun.

5



IRIM developed the 'Digital Transparency Index for Government Organizations' by improving the methodology of our 'Monitoring of Transparency in Websites of State Agencies' project that has been implemented since 2008.

6



IRIM conducted the 'Assessment of the Local Development Fund's Performance' in Mongolia's western provinces

7



IRIM organized a training workshop for representatives from seven Central Asian countries on how to use the 'Digital Transparency Index' methodology and how to collect data to assess government organizations.

8



IRIM conducted a survey for the 'Support for Inclusive education' project involving 9555 children from 5296 households.

9



IRIM conducted the Review of National Evaluation Systems and Capacities for Evaluating Progress towards the SDGs-Country Case Study.

10



IRIM presented the findings of the Gender Assessment of Public Service Accessibility of Under-Represented Groups in Ulaanbaatar to the relevant civil servants of the municipality

11



IRIM completed the final report of the 'Citizen satisfaction survey on Public Policy and Services' in 9 districts and 21 provinces of Mongolia

12



HIGHLIGHTS OF 2019

IRIM ORGANIZED AND HOSTED ITS ANNUAL RECEPTION 2019



Since 2015, IRIM has hosted an annual reception named after its president and ambassador, Dr Bekhbat Khasbazar. The reception is organized under a different theme each year; chosen to broaden understanding and increase stakeholder participation.

The 2019 Annual Reception was organized under the theme: 'Digital Transparency Index for Government Organizations'. As governance is one of the main focus areas, IRIM is committed

to improving the appropriate mechanisms, legislation and controls for the government's activities, and for the integrity, transparency and accountability of public services. In this regard, based on previous experience conducting monitoring surveys on the transparency of websites of agencies of the Mongolian government, IRIM developed the Digital Transparency Index (DTI) as a standardized method for comparing digital transparency on an international scale. During the 2019 reception, the index results were introduced to partners and guests. The audience included: international partners, embassy representatives, sector experts and government officials.

It is hoped that the index has become a catalyst for discussions and recommendations for improvement in the digital accessibility and accuracy of government operations and services.

STARTED IMPLEMENTING COMPARATIVE QUALITATIVE RESEARCH PROJECT IN ASIA AND SUCCESSFULLY PARTICIPATED IN THE SIXTH CONFERENCE OF THE INTERNATIONAL CONSORTIUM FOR SOCIAL WELL-BEING STUDIES



As a member of the International Consortium for Social Well-Being Studies (ICSWBS), our organization is actively engaged in research and academic works regarding social well-being. Some highlights of the social wellbeing research and academic work conducted in 2019 include:

- Comparative Qualitative Research Project on Happiness in Eight Asian Countries

An international comparative qualitative research project has started to be implemented with researchers from eight Asian countries including Mongolia, Thailand, Indonesia, Philippines, Vietnam, Japan, South Korea and Taiwan. The data collection for this project was started in Ulaanbaatar in September 2019 and is currently being implemented in seven other Asian countries at the same time. Please see the 'Projects in progress' section for further information.

- The Sixth Conference of International Consortium for Social Well-Being Studies titled "Comparative Well-being in East and Southeast Asian Societies"

Project managers Tuvshintugs Dekhchinjav and Dashzeveg Lkhagvanorov participated in the conference from October 17-18, 2019 and presented the topic "Well-being of Single Parents in Mongolia".

Researchers and social scientists from eight Asian countries attended the conference and presented their research findings on the social well-being of their respective countries. The presentations addressed important research issues of East and Southeast Asian societies using innovative, modern approaches and social research methodologies. We found this conference to be a great opportunity for our young researchers to develop their professional skills.

As an active member representing Mongolia, IRIM will remain committed to further contributions to the academic exchange on social well-being and we are pleased to let you know that we are happy to cooperate with relevant stakeholders in this regard.

IRIM ATTENDED THE 39TH ANNUAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION FOR IMPACT ASSESSMENT



The International Association for Impact Assessment (IAIA) was organised in 1980 to bring together researchers, practitioners, and users of types of impact assessment from all over the world. In April 2019, Brisbane, Australia's new world city, hosted IAIA's 39th Annual Conference. A total of 885 scholars and impact assessment practitioners from 77 countries gathered at the conference, 481 presentations were given at 125 branch meetings, and 41 posters were presented.

This year's conference is entitled "Further Development of Impact Assessment: Evolutionary or Revolutionary." Conference participants discussed and sought to answer the question of whether traditional theories and paradigms should be fundamentally changed, or pursued through further refinement of existing practices.

IRIM's board member Ms. Tselmegsaikhan attended the conference and presented her paper during the session called "Putting the 'social' back into science: Quality social impact assessment".

IRIM LAUNCHES THE DIGITAL TRANSPARENCY INDEX FOR GOVERNMENT ORGANIZATIONS IN BISHKEK, KYRGYZSTAN



IRIM developed the 'Digital Transparency Index for Government Organizations' by improving the methodology of our 'Monitoring of Transparency in Websites of State Agencies' project that has been initiated and implemented since 2008. Activities to test and improve the index and international launch were organized to July and August in Bishkek, Kyrgyzstan.

The unique aspect of this index is that besides assessing the transparency of disclosed information, it also assesses governance, legal and policy frameworks and the activeness of civil society, which are important factors for improving government digital transparency. Also, it assesses the capacity, resources and mechanisms used for the transparency of government organizations. During the launch event of the index in August,



where participants were introduced to the findings of the transparency of government agencies in Mongolia and Kyrgyzstan. The event had over 30 representatives of international and government organizations from seven Central Asian countries, and expressed plans to establish a strategic partnership to improve government transparency in Central Asia.

IRIM PARTICIPATED IN THE IMF-WORLD BANK ANNUAL MEETINGS



In October 2019, Dolgion Aldar (IRIM Board Member, Consultant) attended the IMF-World Bank Annual Meetings in Washington DC. The Annual Meetings bring together decision makers and stakeholders including the ministers of finance, parliamentarians and representatives from civil society organizations to discuss and recommend solutions to global issues such as the world economic outlook, poverty reduction and aid effectiveness.

Whilst attending the Civil Society Policy Forum during the Annual Meetings, she shared IRIM's Social Well-

being Survey results and contributed to policy development across the issues of social protection, debt sustainability, gender equality and civil society engagement with fellow civil society partners and representatives of the IMF/World Bank.

DIGITAL TRANSPARENCY INDEX FOR GOVERNMENT ORGANIZATIONS



DIGITAL TRANSPARENCY INDEX 2019

FOR GOVERNMENT ORGANIZATIONS

CLIENT'S NAME

Independent Research Institute of Mongolia (IRIM)

PROJECT OBJECTIVES

IRIM has been conducting the 'Monitoring Transparency in Websites of Government Organizations' external assessment since 2010. This assessment evaluates government websites based on the 'Law on right to Information and Transparency' categories of (i) operations (ii) human resources (iii) budget and (iv) procurement. This monitoring also assesses whether the information is reliable, updated, accessible, and usable. The assessment aimed to rank the agencies by the transparency of information and each indicator.



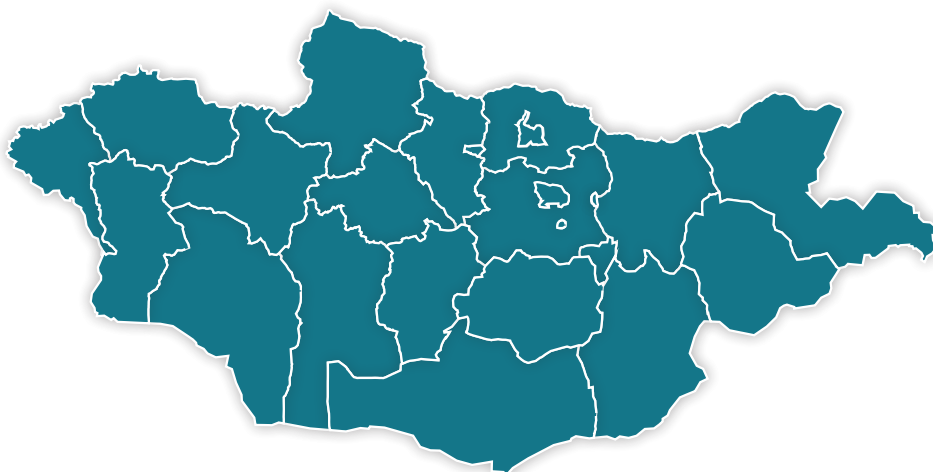
2019

October 3

2019

November 14

GEOGRAPHICAL SCOPE



The monitoring was used to evaluate 72 official websites of government agencies in Ulaanbaatar city and the 21 provinces within the following categories:

- Ministries – 12;
- Implementing agencies – 17;
- Regulatory agencies – 8;
- Local government agencies – 19;
- Administrative divisions and district agencies – 7;
- Parliamentary agencies – 9;

BACKGROUND

In 2019, with the aim to make an internationally adaptable assessment, IRIM developed the 'Digital Transparency Index' (DTI) for government organizations. Within this initiative, the first pilot was successfully conducted in Mongolia and Kyrgyzstan. Using the developed index, this report assessed the digital transparency of government organizations of Mongolia.

The DTI is an index that assesses the digital transparency status of participating countries or organizations and compares them quantitatively in order to reveal the strengths and weaknesses of their digital information dissemination. The DTI rates countries or organizations relative to one another, but it is not an absolute measurement of transparency of those bodies. The index rates should be used to reveal the relative strengths and weaknesses of each country's or organization's digital information dissemination compared to other countries and/or organizations.

The index seeks to facilitate and inform discussions of government bodies or organizational units on

issues related to digital information dissemination and the critical role of digital information disclosure in the development of a culture of transparency. It can be used by policymakers, government officials, academics, civil society organizations, private sector representatives, and others working in the areas of public administration, e-government, and ICT.

To measure transparency, the index consists of the following three domains:

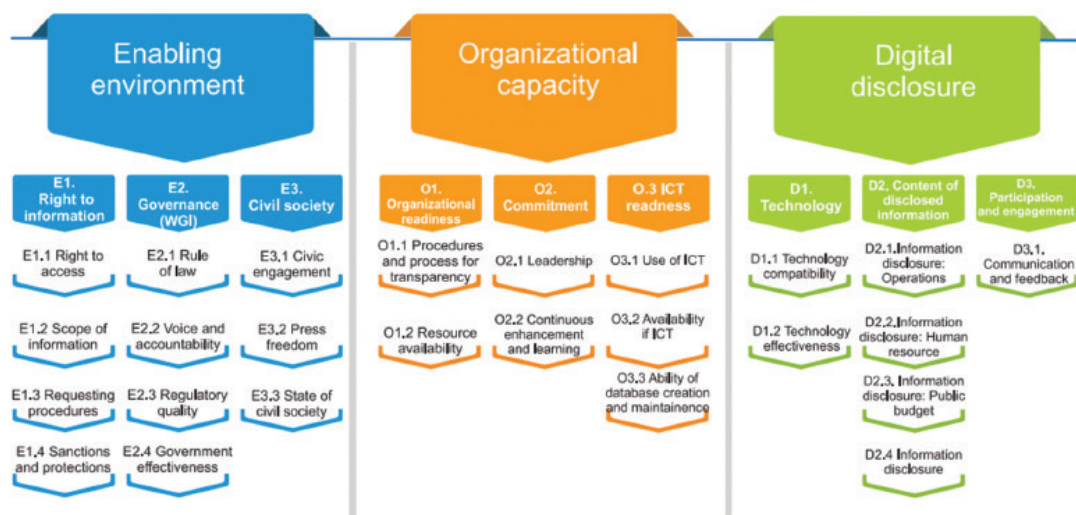
- Enabling environment
- Organizational capacity
- Digital disclosure

The three domains consist of several sub-domains and indicators that further assess digital transparency levels.

PROJECT DESIGN

Given the nature of the domain and its underlying indicators, this domain assesses the digital transparency at the national level with some additional focus on sector-specific characteristics.

DIGITAL TRANSPARENCY INDEX



The **Enabling Environment** domain looks into the general policy environment within the country. This domain examines the extent to which the governance environment promotes and ensures transparency in government organizations. In some cases, the general policy and governance environment can be a challenge to transparency. Moreover, this domain uncovers the overall demand for transparency by focusing on the level of development of civil society and citizen participation.

The **Organizational Capacity** domain focuses on the ability of organizations to maintain transparency. Organizations that do not fully comply with the transparency criteria often do not have a clear process of disclosure and communication. Therefore, this domain examines whether the organization has (i) a procedure for disclosing operational information, (ii) the availability of human resources to disclose information, (iii) the ability to create and maintain an open database, and (iv) the ability to use digital tools to clearly disclose and communicate

information.

The **Digital Disclosure** domain focuses on the conventional aspect of transparency – volume and extent of the disclosed information through digital tools and channels. In assessing the Digital Disclosure domain, the extent of the disclosed information is evaluated based on whether its content meets the regulations of the Law on Right to Information and Transparency.

FINDINGS

The index results were summarized for the 72 official government organizations of Mongolia. A total of 12 ministries, 17 implementing organizations, 9 regulatory organizations, 19 local government organizations, 7 administrative divisions and districts, and 9 parliamentary organizations are included. The consolidated score of the DTI is **0.612 at the national level**, indicating that digital transparency in Mongolian government organizations is generally moderate.

No	Organization type	Composite index score	Enabling Environment	Organizational Capacity	Digital Disclosure
1	Administrative divisions and districts	0.630	0.657	0.681	0.551
2	Ministries	0.627		0.692	0.532
3	Parliamentary organizations	0.626		0.745	0.474
4	Local government organizations	0.618		0.661	0.529
5	Implementing organizations	0.599		0.622	0.521
6	Regulatory organizations	0.579		0.582	0.496
Average score:		0.612	0.657	0.661	0.518

This section will further describe organization's index scores. Having the highest score in the **Digital Disclosure** sub-domain, the Administrative divisions and districts was the leading organization type. Within this organization type, the Chingeltei district had the highest score, with 0.681 points. For example, the website of Chingeltei district had the most open information about (i) activities, (ii) human resources, (iii) budget, and (iv) procurement of goods, works, and services funded by state and local government funds.

With low scores specifically in the **Organizational Capacity** and **Digital Disclosure** domains, regulatory organizations had the lowest composite index score of any organization type. For example, the digital transparency index score of the Authority for Fair Competition and Consumer Protection earned a score of only 0.426.

In terms of domains, parliamentary organizations scored highly in **Organizational Capacity**, and administrative divisions and districts scored highest in **Digital Disclosure**.

Of the 72 organizations evaluated through the DTI, the local governments of Dundgovi and Uvurkhangai provinces, as well as the Ministry of Food, Agriculture, and Light Industry, ranked the highest in digital transparency, with relative scores of 0.774, 0.769, and 0.753 points.

CONCLUSION

Enabling environment

The results for the Enabling Environment domain were developed through an analysis of legal documents and the results of other international open databases. While the relevant

legal documents focusing on enabling and improving Mongolian government organizations' digital transparency exist, the policy environment and implementation strategies are inadequate. Similarly, enforcement is low.

Organizational Capacity

The results of the Organizational Capacity domain were evaluated based on information collected from the organization officials in charge of information disclosure and/or the relevant website.

Every organization had a specified person(s) in charge of their websites. However, all organizations scored low for indicators such as Resource Availability and Leadership, indicating a need to continuously improve the skills, capacity, and operations of the officials in charge of information disclosure and websites. These results further verify our findings of the relevant officials' low involvement in ICT and digital transparency training.

Digital Disclosure

All of the government organizations evaluated had an active, official website. These websites were accessible through every mainstream browser (internet explorer, firefox, chrome). Also, the website of the Government of Mongolia (zasag.mn) contained all the names of government organization names and links to the organizations' websites, thus making them easily accessible for any user.

Most websites had a user-friendly menu structure with clear categories that made finding information relatively easy. However, the content of these menus was often insufficient, with some not updated or even empty. Overall, information was often inadequately or never updated.

THE SOCIAL WELL-BEING SURVEY OF MONGOLIA



CLIENT'S NAME

Independent Research Institute of Mongolia (IRIM); International Consortium for Social Well-being Studies

PROJECT OBJECTIVES

With an overarching goal to periodically and regularly administer general social surveys to large sample sizes in order to enable comparisons across different nations and over time, this project was annually initiated and implemented to address the lack of studies that try to describe Mongolian society as a whole. This year, we organized a qualitative study to investigate the features and diversity of the drivers of happiness in eight different countries in Asia, including Mongolia, Thailand, Indonesia, the Philippines, Vietnam, Japan, South Korea, and Taiwan.



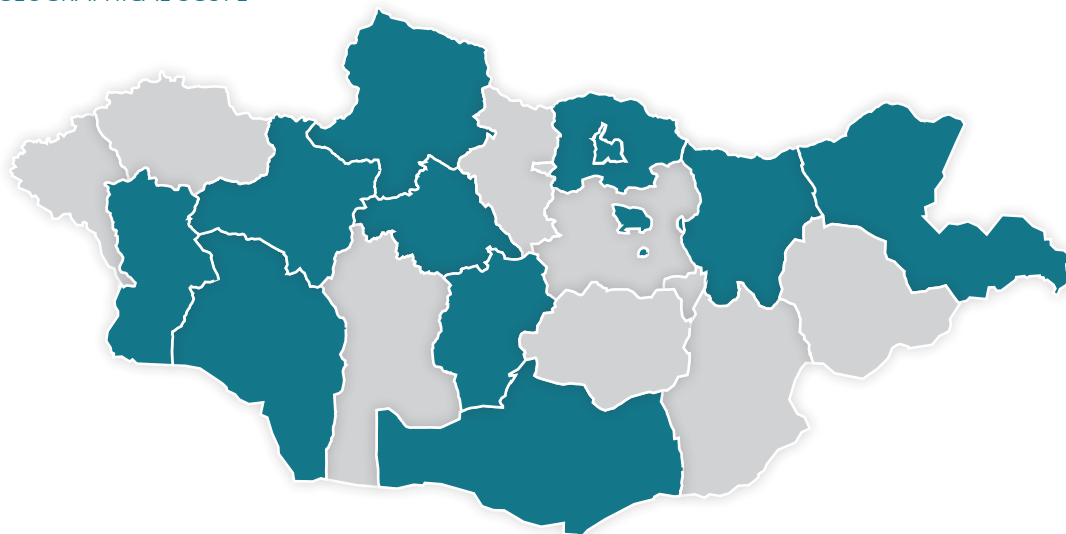
2019

June

2022

March

GEOGRAPHICAL SCOPE



Data collection was conducted in 12 aimags (Arkhangai, Darkhan-Uul, Dornod, Govi-Altai, Khentii, Khovd, Khuvsgul, Orkhon, Umnugovi, Uvurkhangai, Selenge and Zavkhan) and Ulaanbaatar.

BACKGROUND

IRIM became a member of the International Consortium for Social Well-being Studies in 2016 and, since then, has been cooperating with the consortium member researchers and social scientists by conducting social research, organizing academic works, and participating in and presenting at major international conferences once or twice annually. In 2019, IRIM began conducting qualitative research under an international joint project with researchers from seven other Asian countries. This large-scale project seeks to collect regionally comparable data to support the development of social policies that promote individual happiness in Asian countries.

mainly relied on qualitative life story research methods. Respondents were previous participants of the Social Well-being Survey of Mongolia, and the main selection criteria were age, gender, happiness level, marital status, and number of children.

In September 2019, data collection in Ulaanbaatar was organized collaboratively with the principal investigators of this joint research project, Professor Masayuki Kanai of Senshu University and Professor Jun Kobayashi of Seikei University. The rural data collection is expected to take place in August 2020.

PROJECT DESIGN

The project covered a total of 24 participants from both Ulaanbaatar and rural areas and

FINDINGS AND FUTURE DIRECTIONS

This project is currently being implemented and the main findings will be finalized in December 2020. Thus, we are unable to provide results at the time.

IMPLEMENTED PROJECTS

CREATING A RESULT-BASED MONITORING AND EVALUATION AND RISK-BASED INTERNAL AUDITING SYSTEM IN THE LABOR AND SOCIAL PROTECTION SECTOR



ХӨДӨЛМӨР,
НИЙГМИЙН ХАМГААЛЛЫН ЯАМ



ASIAN DEVELOPMENT BANK



CLIENT'S NAME

The Ministry of Labor and Social Protection; Asian Development Bank

PROJECT OBJECTIVES

The main purpose of the project was to develop a reliable methodology for strengthening result-based monitoring and evaluation and risk-based internal auditing (MEIA) system in the Labor and Social Protection Sector. The scope of the MEIA system was as follows:



2019

April

2020

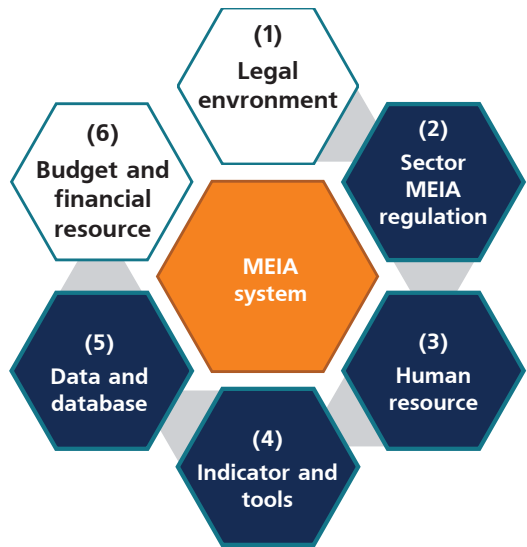
April

GEOGRAPHICAL SCOPE



Ulaanbaatar and Khentii province

Figure 1. Main components of the MEIA system



BACKGROUND

The Law on Development Policy and Planning was adopted in 2016, and the Law of Civil Service was updated in 2019. Regulations for implementing these laws were developed soon after. As a result, significant changes have been made to the legal environment for monitoring, evaluation, and internal audits. In line with the reform, the MLSP expressed a need to conduct monitoring and evaluation on the sectoral policy documents and their implementation. With the additional intention to evaluate whether the policy documents improved risk prevention efficiency and internal audit use and coherence in the management system, this project was implemented.

PROJECT DESIGN

The project was implemented in four basic phases. These include:

Inception phase- Negotiated with partners and stakeholders on the scope, goals, and objectives

of the project, and established a project implementation plan based on the results of desk reviews on the current context and legal environment of monitoring-evaluation and internal audit of the labor and social protection sector.

Developing proposal on improving MEIA system phase- Assessed capacity level of staff in the labor and social protection sector to implement result-based monitoring-evaluation and risk-based internal auditing and conducted desk reviews on successful international practices.

Developing capacity building modules and guidelines phase- Based on the suggestions and feedback for improvement, a training module and curriculum were developed and tested to help trainers strengthen the capacity of MEIA human resources.

Final phase- A total of nine deliverables were

developed and delivered to the client. In addition, a workshop for relevant ministries, government agencies, international and donor organizations, and other stakeholders will be organized in order to disseminate good practices and to facilitate open discussion and collaboration.

FINDINGS

Methodology on implementing MEIA- A methodology plan has been developed to evaluate the effectiveness and implementation of the policy documents, as well as to assess the Ministry of Labor and Social Protection's activities and integration. The methodology was one of the main products of the project, and it featured integration of MEIA planning, implementation, reporting, and coherence with other policy documents and regulations.

Table 1. Comparison of previous and developed methodology

Contents	Previous methodology	Developed methodology
Scope	Consists of 6 chapters and 8 annexes and covered 3 agencies	Consists of 13 chapters and 7 annexes and covered 4 agencies and local level organizations. Their regulations are included.
Method	ME and IA is separately stated	It was designed to have consistency and coherence of ME and IA by including implementation, planning, budgeting and reporting phases.
Methodology	Indicators are not compatible; statistics and database are not clearly defined.	Includes indicators which qualifies "SMART" criteria, Sustainable Development Goals and Mongolia's Sustainable Development Vision 2030 coherent risk identification methodologies, gender indicators, 'Business Intelligence' information system-related statistics, training and recommendations.
Reporting	ME report	Civil servant reporting, policy document reporting, unit performance report, organizational performance report, and internal audit report are stated separately.

MEIA indicators and tools

The indicators used for evaluating the MLSP operations were improved by adopting the "SMART" criteria:

- Specific
 - Achievable
 - Time-bound
- Measurable
Relevant

All the relative policy documents were reviewed, and a total of 206 indicators referring to the MLSP were listed. Those indicators were condensed into 135 indicators as follows:

Table 2. Overall review of proposed indicators

Sectors	First defined	Held over	Improved	Displaced	Developed	Total proposed
Labor	90	25	4	61	3	32
Social welfare	36	27	8	1	0	34
Social insurance	28	26	0	2	0	26
Population development	52	28	15	9	0	43
Total	206	106	27	73	3	135

MEIA system data base and prototype

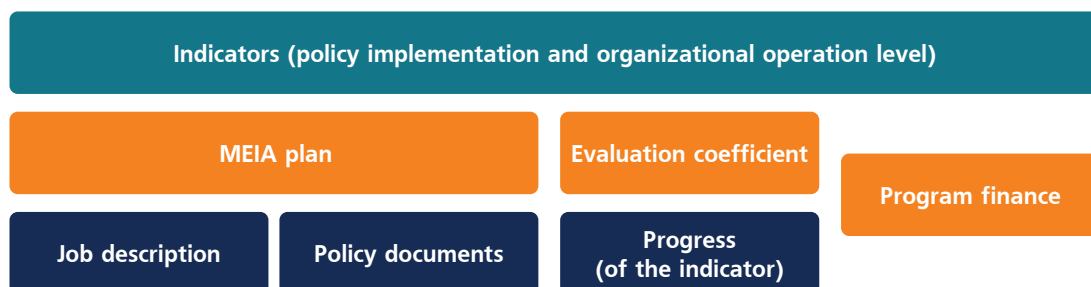
An information system prototype for conducting MEIA within the labor and social protection sector was developed as part of this project. The system prototype was developed using the “Microsoft Access” program and consists of the following components:

1. Databases containing all the relevant information and data
2. Analysis query of available data

3. Reports with analysis results
4. Forms of databases, reports, analysis tools, and guidelines

The database that forms the basis of this information system consists of the main parts outlined in Figure 3. Additional databases may be created and connected when developing the prototype.

Figure 3. Databases



Once the basic components of the MEIA information system are compiled and linked, the information system can be used to conduct MEIA and to determine the information needed for sectoral planning and implementation. The system can also develop data in various types and formats.

Capacity development training manuals and modules for organizing MEIA

The “Training Module for Building Capacity for MEIA in the Labor and Social Protection Sector” was developed along with a trainer’s manual in order to provide sector specialists and administrators with integrated understanding and knowledge on each component of the MEIA system. The trainer’s manual contains a knowledge assessment test, a practice guide, and presentation materials for each module.

Table 3. Structure of training modules

#	Title
Module 1	General concepts, legal environment, and framework of monitoring-evaluation
Module 2	Process of MLSP on implementing monitoring-evaluation and internal audit
Module 3	New methodology for conducting results-based monitoring-evaluation on the implementation of policy documents and activities of organizations in the labor and social protection sector
Module 4	Methodology for determining indicators
Module 5	MEIA information system
Module 6	Defining indicators for monitoring and evaluation of the policy implementation and activities of the Employment and Labor Relations sector
Module 7	Defining indicators for monitoring and evaluation of the policy implementation and activities of the Social Welfare sector
Module 8	Defining indicators for monitoring and evaluation of the policy implementation and activities of the Social Insurance sector
Module 9	Defining indicators for monitoring and evaluation of the policy implementation and activities of the Population Development sector
Module 10	Indicators of organization performance

Future directions

Full two-day workshops and a one-day training was organized in Ulaanbaatar and Khentii province, respectively, in order to introduce the MEIA methodology, database, capacity building training module, and trainer's manual. By inviting representatives from MLSP and its implementing agencies, these workshops and trainings aimed to facilitate discussion and receive feedback.

The main deliverables of this project can be used by different ministries other than the MLSP. In this regard, we are currently working to collaboratively organize a national-level workshop to disseminate the project results and the results that were effective with the MLSP.

MIDLINE EVALUATION OF THE URBAN GOVERNANCE PROJECT (UGP)



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



CLIENT'S NAME

The Asia Foundation (TAF) and Swiss Agency for Development and Cooperation (SDC)

PROJECT OBJECTIVES

The midline evaluation aimed to measure possible outcomes of UGP interventions that would contribute to improving participatory decision-making in local governance; enhance the delivery of public services; and assist in building the capacity of public servants.



2019

November

2020

March

GEOGRAPHICAL SCOPE

42 khoroos in nine districts of Ulaanbaatar City

BACKGROUND

The UGP, implemented by TAF in close collaboration with the Municipality of Ulaanbaatar (MUB), focuses on civic engagement and decentralization policy support. The project aims to respond to priorities voiced by citizens, by integrating their choices in the delivery of local public services and investments in ger areas, alongside strengthening the capacity of the MUB officials to implement the program. The UGP is part of the SDC, Governance and Decentralization Program (GDP) II. Throughout the project, TAF ensures that it is achieving its stated outcomes as it coordinates with relevant GDP II projects and works towards institutionalization and scale-up of the achieved results.

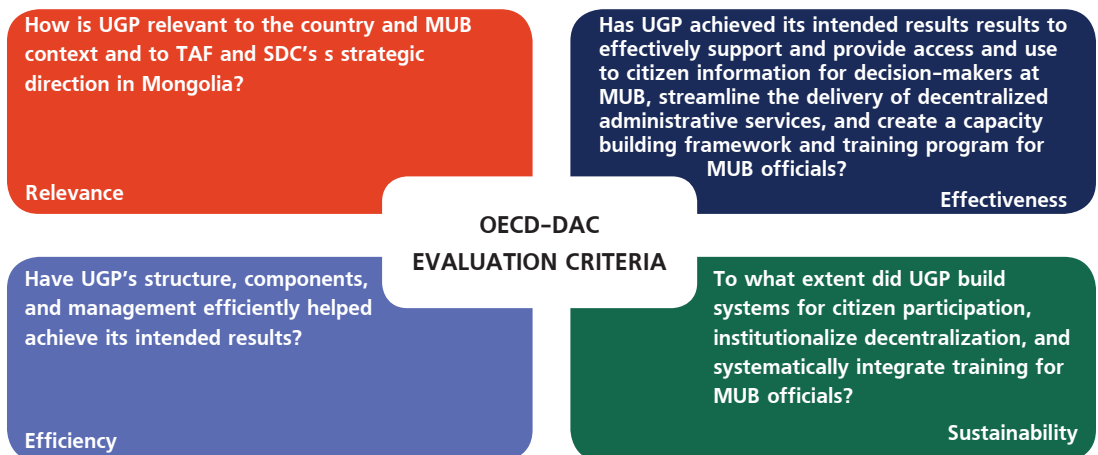
The midline evaluation of the UGP is an independent, mixed-methods evaluation conducted by the IRIM team in collaboration with an Evaluation Advisor. It serves as a follow-up to the baseline study of 2015 and further takes into consideration findings from

the 'Citizen Input Survey on the Decentralization of Services', administered in 2017.

PROJECT DESIGN

The evaluation framework was developed based on the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC)¹'s four criteria. In doing so, this evaluation seeks to answer the question, "Has TAF's Urban Governance Project been relevant, effective, efficient, and sustainable for TAF and the MUB in enhancing citizen participation for demand-driven inclusive policies, decentralizing delivery of administrative services to a local level (such as the khoroos), and strengthening institutional capacity for MUB public servants by establishing a capacity-building framework and training program?".

Figure 1. OECD-DAC Criteria, Evaluation General Questions



¹ OECD-DAC is the Organization for Economic Co-operation and Development's Development Assistance Committee: <https://www.oecd.org/dac/evaluation/49756382.pdf>

FINDINGS

Overall, the majority of indicators used to measure UGP performance showed positive results, with 32 of 36 indicators evaluated as “achieved” and four indicators evaluated as “achieved, but need improvement”. The main results for each criteria are summarized below:

1. Relevance: The UGP was highly relevant to the MUB’s policy and planning in urban governance sector, as well as to MUB’s action socio-economic development plans’ contexts. Also, the UGP is well aligned with other SDC’s projects, as well as with SDC’s and TAF’s strategic objectives.

2. Effectiveness: UGP’s effectiveness is detailed under each outcome listed below:

- **Outcome 1:** Under this outcome, the UGP helped increase citizen participation in decision making process by developing and introducing a mobile application that allows citizens to vote electronically for LDF investments, regardless of citizen’s location, age, and gender. Also, by developing a map of previous projects funded by Local Development Fund and another map showing the density of vulnerable communities, the project increased information sources for decision-makers. These maps are publicly available at manaikhoroo.mn.
- **Outcome 2:** The UGP helped citizens easily access public services by decentralizing 4 administration services at the khoroo level and by reducing costs and time in availing these services. These initiatives effectively contributed to the implementation of the City’s policy on

decentralization.

- **Outcome 3:** Within this outcome’s implementation, the UGP developed a training framework based on the needs of public officials and helped incorporate it within MUB’s Human Resource Policy. A Training Center was established at MUB to aid in the implementation of the abovementioned training framework. All these efforts are considered valuable contributions to the empowerment of civil servants.

3. Efficiency: The UGP team is efficiently collaborating with all three levels of government organizations. Within the project implementation process, the UGP faced less bureaucratic issues while working with districts and khoros, particularly due to close cooperation with MUB.

4. Sustainability: Based on the abovementioned results, we can conclude that UGP helped generate a sustainable, long-term attitudinal shift towards decentralization readiness. Additionally, UGP helped build an enable environment to successfully operate the MUB training center that aims to further implement UGP’s Capacity Development Framework. Promoting citizen participation in decision making processes is vital in sustaining the current success and results of UGP. Additionally, more attention should be paid to introducing alternative participation methods for vulnerable communities (those living below the poverty line, the elderly, disabled etc) who often have limited opportunities to vote electronically.

CITIZEN'S SATISFACTION SURVEY ON PUBLIC POLICY AND SERVICE



CLIENT'S NAME

Cabinet Secretariat of Government of Mongolia

PROJECT OBJECTIVES

The main purpose of the survey was to identify and analyze citizens' perspectives on and satisfaction with the quality, accessibility, and non-bureaucratic process of public policies and services. The findings and recommendations were used to evaluate current policies, develop further policy documents, and improve the performance of the government organizations.



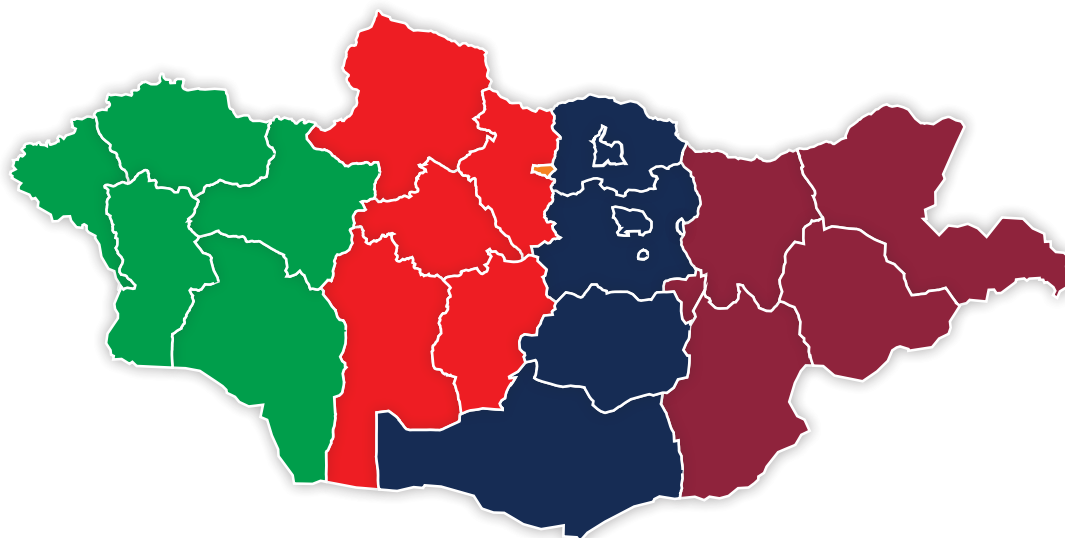
2019

October

2020

February

GEOGRAPHICAL SCOPE



Ulaanbaatar city and 21 provinces

BACKGROUND

In the recent years, the Government of Mongolia (GoM) has been taking certain measures to evaluate and improve the quality and accessibility of public policies and services by incorporating the concerns raised by citizens during the evaluation. For instance:

- In 2017, GoM approved a 'General Regulation for Monitoring and Evaluating the Implementation of Policy Documents and the Performance of Administrative Bodies'.
- In 2017, the GoM approved the 'General Guideline on Customer's Evaluation'
- In 2019, the National Statistics Office approved the 'Sampling Methodology for Citizens' Satisfaction Survey on Public Policy and Services'.

Based on these guidelines and legal documents, GoM conducted the 'Citizens' Satisfaction Survey on Public Policy and Services' across the country in 2019. **Commissioned by GoM**, national

independent research organizations collaborated to collect and analyse the data.

PROJECT DESIGN

The survey was conducted in 291 soums and 545 baghs from 21 provinces and Ulaanbaatar. A total of 13,860 citizens were surveyed: 1,680 from Ulaanbaatar and 580 from each province. Approximately one-third of the respondents were from rural areas.

Two main criteria were used when selecting the citizens to be surveyed. These include:

1. Citizen of Mongolia aged above 18
2. Received a public service from a government agency over the last year

The data were collected using two types of research methods. These include:

- Quantitative method (questionnaire provided by the client)
- Qualitative method (Guideline on Focus

group discussion developed by the IRIM team)

FINDINGS AND FUTURE DIRECTIONS

On the survey, citizens were asked to rate their satisfaction with public services on a scale of 1-5 (1-very bad; 5-very good). The national average was 3.2, slightly higher than the middle value (3.0).

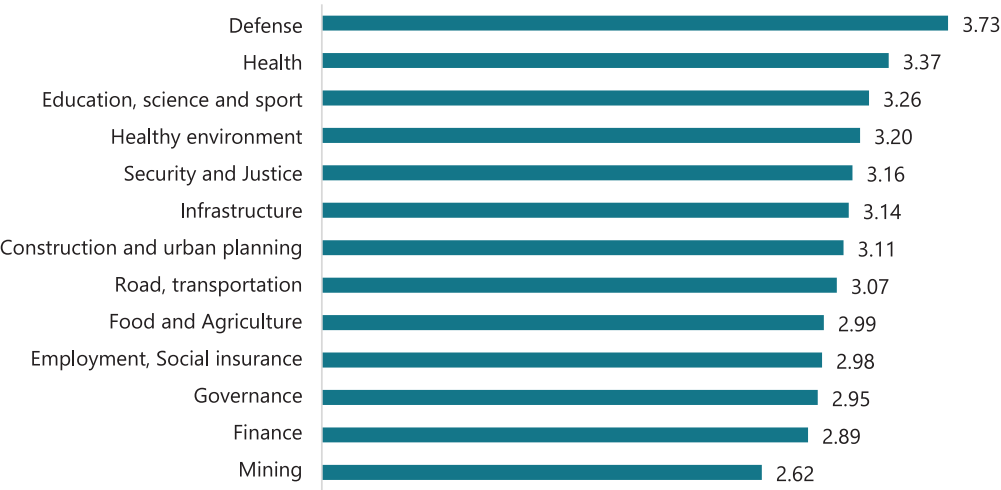
Most provinces’ averages were close to the national average (3.2). Selenge province yielded the highest satisfaction (3.4), and both Uvs

aimag and Ulaanbaatar had the lowest (2.9).

As shown in the picture above, the three western provinces were most dissatisfied with, while satisfaction in the central region provinces was higher than the national average.

Participants were more satisfied with the quality and availability of public services compared to the other indicators.

By sectors, 11 of the 13 sectors were most satisfied. Citizens were most satisfied with the defense sector and least satisfied with the mining sector, due to its poor rehabilitation performance.



Participants expressed that the most effective measures conducted by the GoM over the last year were those against the air pollution. Participants nationwide, and not only in Ulaanbaatar, considered this effective. Citizens from large provinces (Darkhan, Erdenet, and Selenge provinces) explicitly expressed their need to use the patent fuel that is effective against air pollution.

Citizens were also satisfied with government action on infrastructure, such as road and bridge repair, construction of buildings, and landscaping of streets.

While no significant differences in responses were present between respondents of differing ages

or genders, there were significant differences based on participant’s residential area (urban or rural):

- Compared to rural area respondents, Ulaanbaatar respondents were more dissatisfied with all sectors, with the exception of mining, employment, and social insurance
- Ulaanbaatar respondents were most dissatisfied with access to and quality of public services. Specifically, satisfaction with the availability and capacity of public services was lower in urban areas compared to rural areas.

STUDYING THE LIFESTYLE AND CULTURE OF MONGOLIANS I-III



CLIENT'S NAME

Kobe University, Japan

PROJECT OBJECTIVES

The main purpose of the project is to collect essential quantitative data for the research project "Studying the Lifestyle and Culture of Mongolians" initiated by the research team of Kobe University.

PROJECT DATES



2018

April to
June

Pilot survey data collection

2019

January to
February

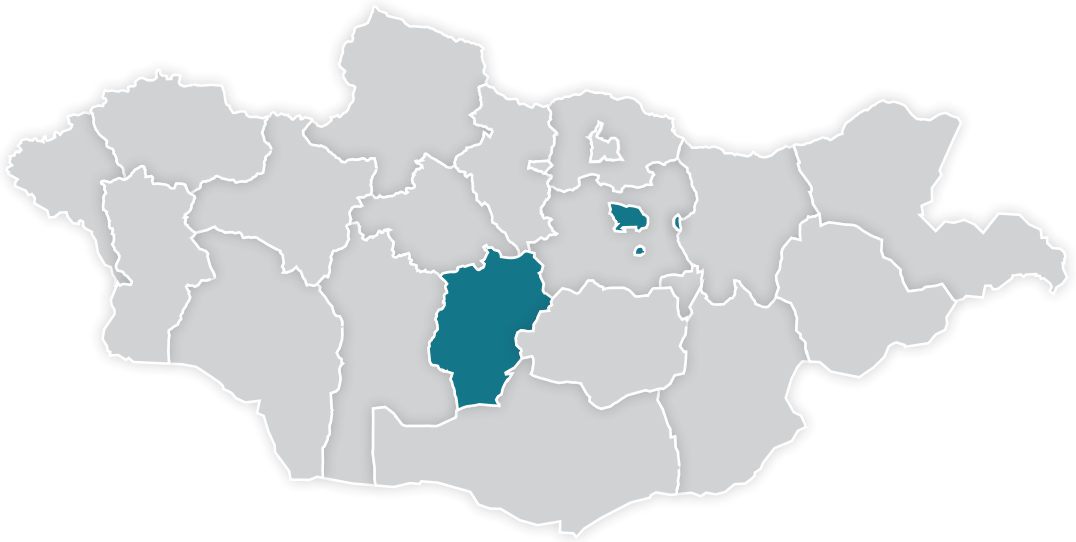
Baseline data collection

2020

July to
September

Comparative research data collection

GEOGRAPHICAL SCOPE



Sukhbaatar, Songinokhairkhan, and Chingeltei districts of Ulaanbaatar and Khujirt soum of Uvurkhangai province

BACKGROUND

The research team at Kobe University first approached IRIM in 2018 to ask for professional support in collecting quantitative data for their on-going reach project titled “Studying the Lifestyle and Culture of Mongolians”. This year is the third year of data collection.

The first round of data collection was conducted to test the project’s research methodology and tools in 2018. Another data collection was organized in 2019 to collect baseline research data. In addition, each of the surveyed households were registered in a digitalized map and information database. Information in the digitalized map and database was verified using associated records provided by the Municipality of Ulaanbaatar. Comparative data is planned to be collected in July 2020, which will enable comparison on baseline data

to assess the changes in lifestyle and culture of previous survey respondents in 2019.

PROJECT DESIGN

We used quantitative questionnaires and participation-based game methods to gather baseline research data in 2019. Research tools were provided by the client, and the project team is responsible for translating, pre-testing, and revising the tools. A total of 302 and 668 household heads participated in the survey in 2018 and 2019 respectively, and it is planned that 868 respondents will participate in the 2020 data collection. The survey collects information on the household members, infrastructure and living environment, political participation, and social relations of the respondent.

Table 1. Sampling size by year and target area

Year	City/province	District/soum	Khoroo/bagh		Total	
Pilot Survey in 2018	Ulaanbaatar	Sukhbaatar district	Khoroo 11	Apartment residents	302	
			Khoroo 12	Ger district residents		
		Songinokhairkhan district	Khoroo 19	Apartment residents		
			Khoroo 7	Ger district residents		
	Uvurkhangai province	Khujirt soum	Bagh 5	Soum center residents		
			Bagh 2	Rural area residents		
Baseline Research in 2019	Ulaanbaatar	Sukhbaatar district	Khoroo 18	Residents who live in “Ger District- Infrastructure Center” service area	668	
		Chingeltei district	Khoroo 7			
Comparative Research in 2020	Ulaanbaatar	Sukhbaatar district	Khoroo 18	Residents who did and didn’t receive service from the “Ger District-Infrastructure Center”	868	
			Khoroo 20	Residents who live in the area with no infrastructure planning at the moment		
		Chingeltei district	Khoroo 7	Residents who did and didn’t receive service from the “Ger District-Infrastructure Center”		

FINDINGS AND FUTURE DIRECTIONS

Within this project, IRIM is responsible for collecting quantitative data from citizens, monitoring the quality of the collected information, creating a unified database, and developing technical

reports on the data collection process. IRIM is not entitled to author the results of the research or publicize it.

GRADUATE EMPLOYMENT TRACKING SURVEY



ХӨДӨЛМӨР,
НИЙГМИЙН ХАМГААЛЛЫН
СУДАЛГААНЫ ИНСТИТУТ



CLIENT'S NAME

National employment service; research and information center

PROJECT OBJECTIVES

The survey aims to characterize graduate employment, specifically by identifying the form and time of hiring used by recruitment agencies, the degree to which graduates' skills match their job, the challenges they face in the workplace, and reasons for unemployment. Moreover, the goal of the survey is to provide quantitative data to sector policy developers, university decision makers, TVET institutions, and researchers.

The research objectives included the following:

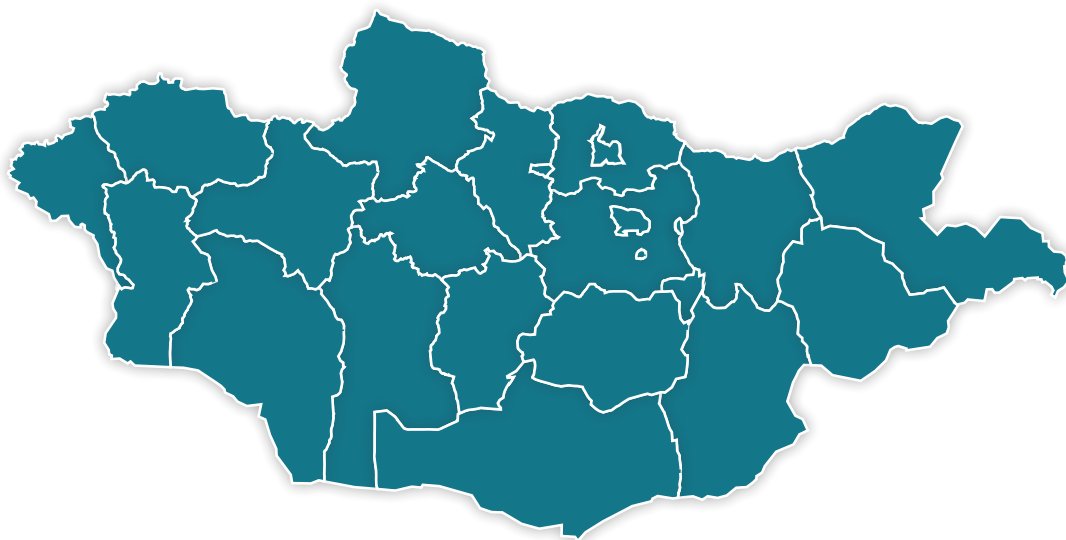
- The client developed and provided recommendations on improving the tools and then finalized the tools.
- Survey tools were pre-tested in the targeted two areas.
- Enough researchers were mobilized to interview over 5000 graduates.
- A nationwide survey plan was developed, and a high-quality survey was conducted within the contracted period.
- The quality of the data was monitored both internally and by the client. Revisions were made immediately.
- A unified, high-quality database was developed, and data entry and clearance was conducted in a short amount of time.
- Hard copies of the data were archived and delivered according to the client's archiving standard.
- Research findings, contact addresses, and records of the visits were delivered to the client.
- An inception report, progress report, and several technical reports on data collection and data entry were provided to the client.



2019 July

2019 December

GEOGRAPHICAL SCOPE



21 provinces, as selected by the client in Mongolia

BACKGROUND

In order to capture nationwide data, this project utilizes a survey with a large sample size. This is the third survey covering graduates of universities, technical and vocational schools, and Training (TVET) institutions who finished school in the academic year 2015-2016.

Studying the labor market supply at a professional level is crucial for policymaking. Specifically, it is vital to monitor changes through quantitative and qualitative research and communicate results to policymakers and consumers. The following needs to be addressed in order to monitor the changes in graduates' labor market:

- (i) causes of unemployment
- (ii) compliance with the educational qualifications, and the availability of job opportunities available in the labor market

- (iii) complexity of graduates' employment and their prospects

PROJECT DESIGN

Additionally, within the scope of the project, sample participants will be tracked additional for four consecutive years. Questionnaire Studies: The purpose of the survey is to examine graduates' employment, qualifications, job satisfaction, and skills.

FINDINGS AND FUTURE DIRECTIONS

IRIM Research Institute has provided advisory support only at the data collection stage and is not involved in the results and report development phase for this project.

SURVEY ON 'SUPPORT FOR INCLUSIVE EDUCATION' PROJECT



БОЛОВСРОЛ,
СОЁЛ, ШИНЖЛЭХ УХААН,
СПОРТЫН ЯАМ



ASIAN DEVELOPMENT BANK



CLIENT'S NAME

Asian Development Bank (ADB) and Ministry of Education, Culture, Science, and Sport (MECSS)

FUNDED BY

The Japan Fund for Poverty Reduction (JFPR) under ADB technical assistance 9216-MON 'Sustaining Access and Quality of Education During Economic Difficulties'

PROJECT OBJECTIVES

The main objectives of the survey were to (i) screen children with functional difficulties who are at high risk of having disabilities, (ii) identify their educational special needs, and (iii) develop recommendations to improve the inclusivity of the local environment based on their special needs.



2019

February

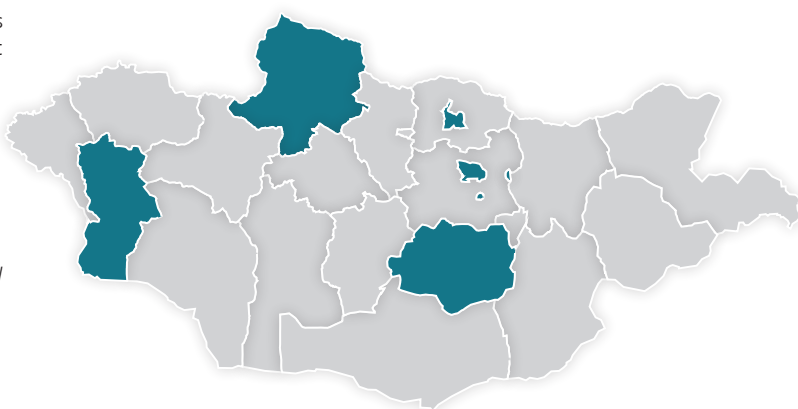
2019

October

GEOGRAPHICAL SCOPE

Quantitative data collection was conducted within the 9 smallest administrative units (khoroo, baghs) where the ADB project's target kindergartens and schools are located. They included:

1. *Darkhan soum of Darkhan-Uul province;*
2. *Jargalant soum of Khovd province;*
3. *Mandalgobi soum of Dundgobi province;*
4. *Tsagaannuur soum of Khuvsgul province; and*
5. *Songinokhairkhan district of Ulaanbaatar city.*



In addition, representatives from eight soums of Bayan-Ulgii, Bayankhongor, Orkhon, Selenge, Dornogobi, and Dornod provinces were interviewed in order to include the perspectives of minorities and those in remote areas of the country, ensuring research inclusiveness.

BACKGROUND

Mongolia's 2016 Law on the Rights of Persons with Disabilities (PWD) addresses the right to education and specifies the duty of schools to adapt to the needs of CWD, of parents to enroll their children in school, and of social workers to provide information and support¹. However, boys and girls with disabilities remain excluded from quality mainstream education, and low educational attainment is a major source of vulnerability. Overall, one out of every five Mongolian PWD have not completed any level of education, compared to fewer than 4% of the rest of the population².

The government's National Program for the Rights, Participation and Development of Persons with Disabilities 2018-2020 specifies that a survey on children with disabilities and their education

will be the basis for further improving the legal and policy framework for education for children with disabilities and ensuring access to education at all levels. Under the guidance of the National program, IRIM conducted this survey, commissioned by the ADB and MECSS, under the 'Sustaining Access and Quality of Education During Economic Difficulties' project.

STUDY DESIGN

The research team employed international methodologies, tailored to Mongolian context, to screen children's functional difficulties and to measure the inclusivity of the school environment. When measuring socio-economic indicators of target households, the team used a methodology consistent with that of the Multiple Cluster Survey (MICS) of NSO, allowing for direct comparisons between the demographic results of the target households and MICS's 2018 data. The following table shows the summary of the methodologies employed in each research phase.

¹ Article 4.1.1 of the 2016 Law of Mongolia on the Rights of PWD defines PWD as those who have long-term physical, mental, intellectual, or sensory impairments, which, in interaction with various barriers, may hinder their full and

² ADB. 2019a. Integrating Persons with Disabilities into Mongolia's Society. Observations & Suggestions 2019-02. Manila.

Table 1. Research phases, methodologies used

Nº	Research stages	Activities conducted	Methods
1	Inception phase	<ul style="list-style-type: none"> Analyzed the research methods used in measuring inclusivity of learning environments Conducted a desk review on CWD's learning environments Developed research methodologies and tested, revised and finalized them 	Desk review
2	The first data collection: Quantitative	Conducted a "screening analysis" on children aged between 2 and 17 in the target soums and khoros to identify CWFDs.	Washington Group, Child Functioning Modules for children aged between 2-5, and children aged between 6-17
3	The second data collection: Qualitative and quantitative	Collected qualitative and quantitative data from parents with children who have functional difficulties to assess their current learning environment and identify their needs.	Seven tools, which include both qualitative and quantitative ones developed based on the Index of Inclusion, created by Mel Ainskow and Tony Booth
4	Data cleaning and data analysis phase	Conducted three-phased data quality assurance on the data collected from the two data collection phases. This included data integrating, cleaning, and, quality monitoring	Descriptive statistical analysis, Comparative analysis
5	Report development phase	Developed a report following the data analysis Disseminated the results and findings to stakeholders	

For the sampling design, due to a lack of accessibility of resources in the inception phase, a targeted sampling method was employed. Thus, the results of this survey are area-specific: findings do not represent national patterns and should not be interpreted as such.

FINDINGS AND CONCLUSION

Of the 9,555 children aged 2-17 in the 5,296 households screened, we found that 9.1 percent had some functional difficulties. The most identified functioning difficulties within each age group are detailed below:

- children in the 2-5 age group had more functional difficulty in controlling behavior, communicating, learning and playing; and
- children in the 6-17 age group had more depression and anxiety.

As children's age increases, seeing, walking, anxiety, and depression often increase, indicating that it is necessary to provide support, appropriate policies, and services for CWFDs. Therefore, these

children need additional support and assistance from parents and educational organizations for effective participation in social life and schooling.

In order to assess the difficulties and educational needs of children who have been identified with functional difficulties, the indicators of the Index of Inclusion were calculated in accordance with four general indicators regarding the inclusivity of school (i) policy, (ii) practice, (iii) culture, and (iv) physical environment. Additional analyses were conducted to test changes in responses based on socio-economic factors. The results of the study showed that all indicators were at inadequate levels, and it could be assumed that the implementation of Inclusive education in target areas is in early stages of development. Moreover, the special educational needs of CWFDs studying in regular schools and kindergartens were not being met or equally recognized in the school environment. Specifically, teaching materials and lessons are not specialized, modified, or adapted to the needs of CWFDs.

For more detailed information please see the full report on our website.

MONITORING AND EVALUATION OF "SUSTAINABLE EMPLOYMENT FOR YOUTH PROGRAM – 2019"



CLIENT'S NAME

Zorig Foundation

PROJECT OBJECTIVES

The main goal of the project was to conduct monitoring on the inception, mid, and final phases and conduct evaluation after completion of the "Sustainable Employment for Youth Program" initiated by the Zorig Foundation. The project also sought to provide recommendations for improvement. In addition, the project adopted the following objectives:

- Measure the changes in the knowledge and skills of program participants;
- Assess additional training needs (exclusive of those already planned) of program participants;
- Determine whether the program met the needs and expectations of the participants; and
- Evaluate the impact of the trainings organized within the scope of the program.



2019

January

2019

October

GEOGRAPHICAL SCOPE

Ulaanbaatar

BACKGROUND

Youth are considered the backbone of any nation as their role in society is hugely impactful. Youth in Mongolia account for 63.77% of the country's total population of over 3 million people. 34.6% of youth are young people aged between 15-34 and account for 50% of the total working age population. However, employment trends in Mongolia reveal that youth unemployment is almost 50% higher than the national unemployment average. In 2017, a total of 29,164 young people graduated higher educational institutions, universities, colleges, and technical and vocational trainings. Of this number, 70.2% of them are employed, 12.1% are unemployed, and 18% of them are economically inactive.

The results of the "Survey on Youth Unemployment and Economic Inactiveness" conducted by the Research Institute of Labor and Social Protection in 2017 shows that lack of employment experience (26.2%), family issues (20.0%), and lack of knowledge and skills (19.5%) are the most common obstacles for young people when looking for jobs. Employers have also expressed that the most common challenges they faced when hiring/recruiting new graduates or job seekers were job seekers' lack of experience (22.2%), not wanting to work steadily (18.2%), and undervaluing working conditions and salaries (17.1%).

Such statistics and results of additional employment research and surveys indicate that the ones who need the most employment support are the youth. In order to reduce the challenges faced by young people transitioning from student life to the workforce, prepare them for employment, and link them with employers, the Zorig Foundation (ZF) has initiated this program. Based on the success rate of the first cycle, the ZF has a vision for the long-term growth of the SEYP. In order to measure the success rate of the program implementation, IRIM

conducted monitoring and evaluation (M&E) on the first cycle of the program and provided recommendations for further improvement.

PROJECT DESIGN

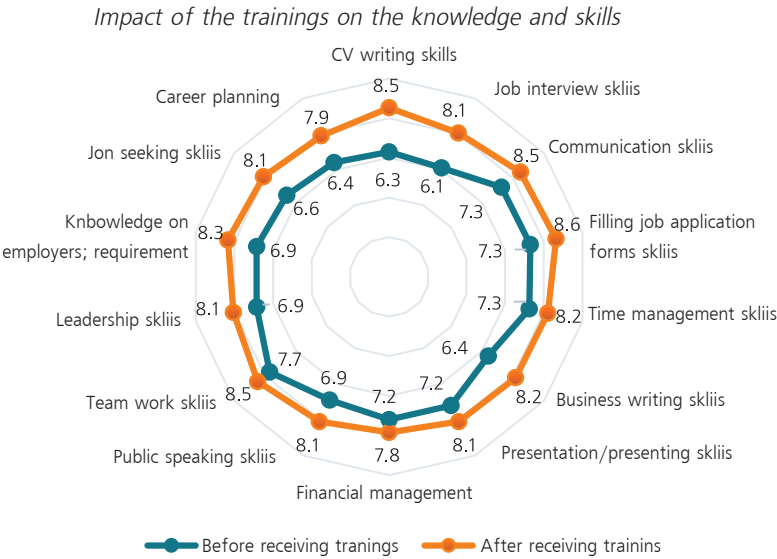
Both quantitative and qualitative methodologies were adopted in the monitoring and evaluation of the program, seven different of tools were developed, and data collection was organized in each phase of the project.

FINDINGS

Some of the key outcomes of the program evaluation include:

- The initiation of SEYP by Zorig Foundation has met the needs of young people with university education transiting from student life to the workforce, and the program is rather innovative. The results of the M&E on the SEYP shows that the program implementers succeeded in 10 of their 12 target goals that they set before implementing the program.
- Program participants were satisfied with the program, as they received efficient trainings and counseling. These resources had a noticeably positive impact on their knowledge and skills for employment. As a result of the program, 68.4% of participants were engaged in full-time employment within 3 months, and this number increased to 78.9% by the end of the program. During the program, multiple trainings were provided in order to improve participants' workplace skills. Changes in the knowledge and skills of participants before and after the trainings are shown in Figure 1.

Figure 1. Impact of the trainings on the knowledge and skills, assessed by the program participants



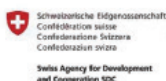
- Program implementers successfully linked organizations to the program participants. Out of 17 organizations that the program reached out to during this cycle, 76.4% (13) of them expressed interest in cooperating with Zorig foundation on further SEYPs.

CONCLUSIONS AND FUTURE DIRECTIONS

Organization for the second cycle of Sustainable Employment for Youth Program began on October 14, 2019. Upon reflection of the evaluation

outcomes, the program implementers will carry out the M&E on the second cycle of the program by themselves. Tools that were developed during IRIM's evaluation period can be utilized for the next M&E. In addition, the project team has provided instruction for the program implementers on revising and developing M&E tools, collecting and integrating data, and processing research data. The IRIM team would like to wish good luck to the program implementers of Zorig Foundation and future program participants.

GENDER ASSESSMENT OF PUBLIC SERVICE ACCESSIBILITY FOR UNDER-REPRESENTED GROUPS IN ULAANBAATAR



GENDER ASSESSMENT OF PUBLIC SERVICE ACCESSIBILITY FOR UNDER-REPRESENTED GROUPS IN ULAANBAATAR



CLIENT'S NAME

The Asia Foundation (TAF) and Swiss Agency for Development and Cooperation (SDC)

PROJECT OBJECTIVES

The aims of this study were to (i) identify barriers to and current levels of accessibility of the vulnerable groups in Ulaanbaatar's ger areas in accessing specific public administrative services; (ii) carry out an in-depth analysis of the factors affecting accessibility; (iii) assess the gender-responsiveness of those services; and (iv) provide recommendations to the Municipality of Ulaanbaatar(MUB) on reflecting gender-responsive and equity-focused principles in its future design of public administrative services.

As such, the key research questions of the study were the following:

1. What are the barriers in the availability of and accessibility to public administrative services?
2. Are the public administrative services' design and delivery (implementation) gender-responsive?
3. Which demand-side factors affect these barriers?
4. Which supply-side factors affect these barriers?
5. What should be done to reduce and mitigate these barriers?



2019

January

2019

June

GEOGRAPHICAL SCOPE

11 khoroos of 7 districts in Ulaanbaatar city

BACKGROUND

The Asia Foundation, in collaboration with the Municipality of Ulaanbaatar, is implementing the Urban Governance Project, funded by the Swiss Agency for Development and Cooperation. The main phase of the UGP implemented between 2015-2019, which aims to strengthen the municipality's administrative building capacity to plan and deliver public services that meet the needs of citizens, with a particular focus on those in ger areas. In doing so, the project broadly intends to integrate principles of reducing poverty and ensuring gender in project implementation.

Quality public services and targeted interventions designed for different vulnerable groups would be important to help overcome urban poverty and inequality in Ulaanbaatar's ger areas. 'Quality' public services means that they are available, accessible, affordable, accountable, and gender responsive from the initial stages of planning throughout implementation and monitoring (ActionAid 2018). In Ulaanbaatar, when applying for targeted interventions and social services, vulnerable groups have to visit their local khoroos as the first-step in the administrative procedures. As such, khoroos play a central role in ensuring access of public services to citizens, as they provide information about services to citizens and administer the first-step for obtaining specific services, such as proof of residency (World Bank 2017).

However, much uncertainty still exists about the barriers vulnerable groups living in ger areas face in accessing services- specifically public administrative services- and whether these barriers are gendered. Furthermore, very little is known about how these barriers are affected by different socio-economic factors of the citizens (demand-side) or by the factors of quality of design and delivery of services (supply-side) and how these factors interact. There has been no comprehensive gender-responsiveness assessment of the public administrative services

delivery at the local level in Ulaanbaatar.

To fill this gap and to assist the Municipality of Ulaanbaatar (MUB) in designing effective strategies to reduce barriers in accessibility of public services, the Urban Governance Project (UGP) of The Asia Foundation and the Swiss Agency for Development and Cooperation commissioned the Independent Research Institute of Mongolia (IRIM) to conduct this gender assessment of public services accessibility among vulnerable groups in Ulaanbaatar. This report is unique in providing empirical data on vulnerable groups' experiences and barriers in accessing sub-national (khoroo-level) public administrative services. It also helps to identify both the citizens' (demand) side and the public services delivery (supply) side factors.

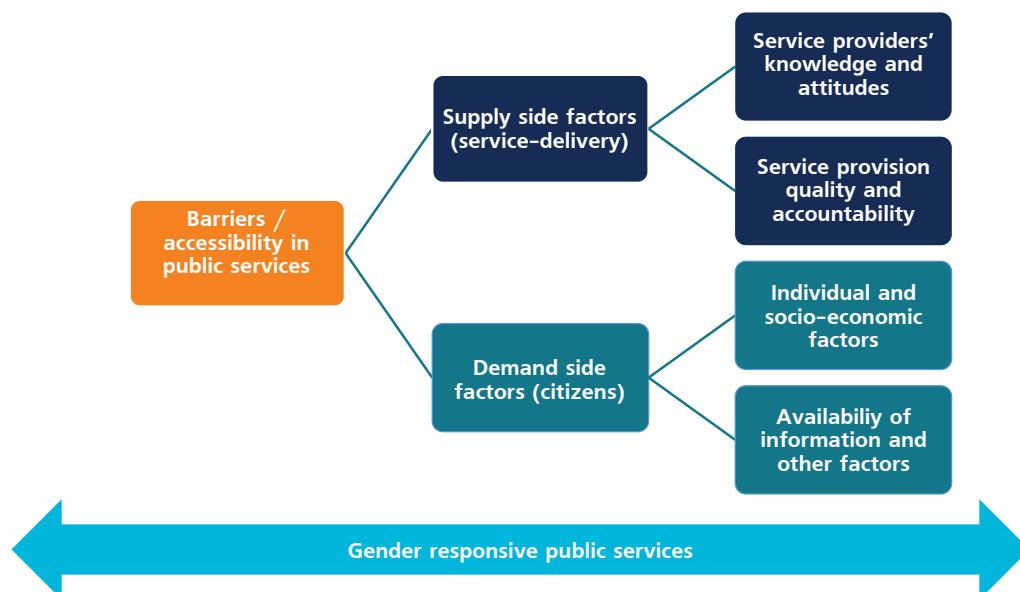
PROJECT DESIGN

The study uses an analytical framework comprised of six assessment criteria based on the Gender Responsive Public Services (GRPS) framework (ActionAid 2018) and the Equity-Focused and Gender-Responsive Evaluation framework (UN-Women 2016). These criteria include the following:

- Availability;
- Social accessibility (knowledge);
- Social accessibility (attitudes);
- Physical accessibility;
- Accountability; and
- Gender-Responsive Budgeting.

Specific rule sets were developed using: normative statements (representing sub-criteria), multiple-choice questions, knowledge tests, and interview data collected from the service providers. The following figure shows how the factors influencing public services accessibility and barriers faced by vulnerable groups were analyzed.

Figure 1 Summary of the study analytical framework



The study used a mixed-methods approach. The primary data used for this study included the following:

- An individual survey (questionnaire) on accessibility of public administrative services and their gender responsiveness. A total of 385 respondents from 11 khoroods in seven districts of Ulaanbaatar's ger areas were included in the survey.
- Semi-structured interviews (SSIs) were conducted with 20 service providers (at khoroo, district and city level) and knowledge tests were conducted with 74 service providers to assess their awareness and attitudes towards gender and other equity principles.
- The field researchers completed observation checklists at 15 public service buildings (at the khoroo, district and city level). The observation checklist included questions assessing external and internal physical accessibility of public services based on the basic legal requirements of public offices accessibility as well as assessing the presence/absence of khoroo staff.

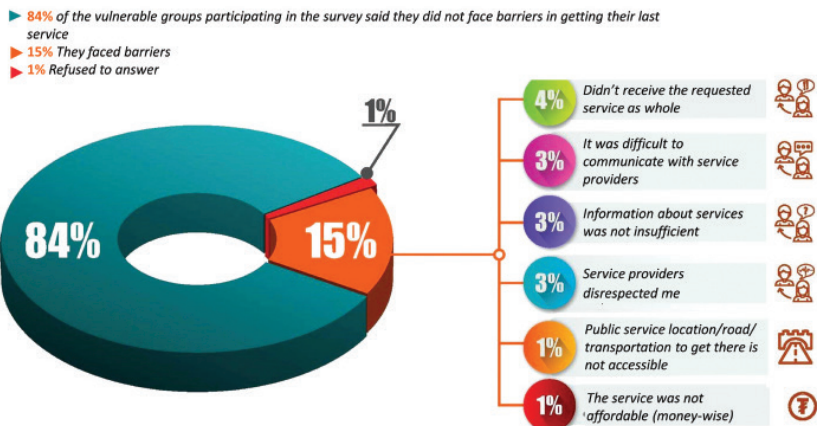
- The research team also reviewed municipal- and khoroo-level documents such as reports of relevant legal and policy documents, annual reports, and action plans.

The study used descriptive statistics and factor analysis. Potential gender differences (or parities) and the ways they intersect with other social markers (e.g. class measured through respondents' income, ethnicity, sexuality, etc.) were analyzed using multi-variate analysis.

FINDINGS

When asked directly if they faced barriers, 85% of the vulnerable groups participating in the survey said they did not face any barriers in receiving their last service, whilst 15% indicated they faced barriers. Of those who had faced barriers, nearly one-third stated that they could not receive the requested service. Other barriers included difficulty in communicating with service providers, insufficient information about services, disrespectful communication by service providers, and inaccessibility of public services in terms of location, transportation, and/or cost.

Barriers faced in receiving services



The overall study results show that gender-responsiveness of the public administrative was lowest in terms of the governance and or the design of service delivery. Of the six criteria, three were assessed as being at the Basic level, one criteria was assessed as being at the Moderate level and two other were identified to be at the Robust level.

- The criterion of availability were assessed as Robust. The criteria covered whether public services were quantitatively and economically available to vulnerable groups and whether information about services was available to vulnerable groups. Most groups, except youths and people with disabilities, assessed the service fee relatively affordable. Social accessibility with regards to knowledge of both public service providers and the citizens was assessed as Basic level. The test results obtained from service providers showed the service providers' knowledge of vulnerable groups' needs and demands were low for both khoroos and district OSS staff, especially with regards to the needs of people with disabilities and people in the LGBT community. Furthermore, interviews with service providers indicated that training was insufficient in terms

of frequency and in terms of tailoring to the needs of service providers. From the citizens' side, around half of the respondents reported they do not know about their rights and entitlements in regards to receiving services.

- Social accessibility in terms of attitudes and communications of the khoroos', district one-stop-shops', and integrated service centers' staff were assessed as Robust. The majority of respondents (75%) reported no significant discrimination in service delivery, whereas 25% indicated they felt discrimination. Most of those who felt discriminated were women, youth, and/or single heads of households. They particularly felt the basis for discrimination was due to the way they dressed (outfits), their age, and their physical appearance. Furthermore, interviews with LGBT people showed there was significant discrimination among service providers towards LGBT people.
- Physical accessibility was assessed as moderate, based on the questionnaire and observation checklist results. People with disabilities and elderly assessed physical accessibility as the lowest scoring indicator and indicated that it needs to

be significantly improved. Of the 15 observation sites at khorroos and district OSSs, five met up to 60% of the total basic requirements related to physical accessibility; eight met 60-70%, while only two met above 80%. Specifically, the most relevant indicators for vulnerable groups had the lowest level of adherence. Indicators on 'guide and tactile paving for vision-impaired people', 'barrel information or information that has a large font for visually impaired people' and 'ramp has a handle for leaning and pulling' scored lowest in accessibility.

- The criteria assessed as lowest, or, in other words at the basic level, were related to the design of public administrative services; namely accountability (Chapter 5.5) and budgeting. The gender-responsive budgeting (GRB) criteria had the lowest adherence to the GRPS framework. All points in the cycles of budgeting (i.e. planning, allocating, spending, and reporting) were unsatisfactory, and the use of gender indicators and sex-disaggregated data were low at both national and sub-national levels.

TRAINING OF MONITORING AND EVALUATION ON THE ACTIVITIES OF THE STATE ADMINISTRATIVE ORGANIZATION



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



CLIENT'S NAME

The Asia Foundation (TAF) and Swiss Agency for Development and Cooperation (SDC)

PROJECT OBJECTIVES

The purpose of the project was to provide a comprehensive set of knowledge and improve skills on theory, methodology, and international experience in conducting monitoring and evaluation on the activities of State Administrative Organizations.



2019

June

2019

September

GEOGRAPHICAL SCOPE

Ulaanbaatar

BACKGROUND:

The Asia Foundation, in collaboration with the Municipality of Ulaanbaatar, is implementing the Urban Governance Project, funded by the Swiss Agency for Development and Cooperation) in order to improve access of Ulaanbaatar ger area residents to basic social services. The UGP project is aimed to reach three main outcomes which are (i) to support the citizens to reflect their suggestions and feedbacks to the MUB's decision, (ii) improve public services and, (iii) build capacity of MUB and its administrative organizations' staffs.

Under the outcome three, capacity building activities that are aimed to improve skills and knowledge to provide the necessary professional services are being conducted for local government officials in the capital, district and sub-district levels. In this framework, IRIM have organized training on "Monitoring and evaluation on the activities of the State Administrative Organization " for the Capital Archives Agency (CAA) and its affiliated organizations.

In addition to that, "State inspection for organization of public authority, archives and official documentation" was to be held after the training. Thus, the training components were tied up with the state inspection.

PROJECT DESIGN

Needs assessment survey was conducted before organizing the training. In accordance with the results and requirements of the client, eight types of training presentations were developed within the scope of five main components. Both theoretical and participatory approach were adapted during the training and the participants were divided into the following teams for group assignment and discussed the results.

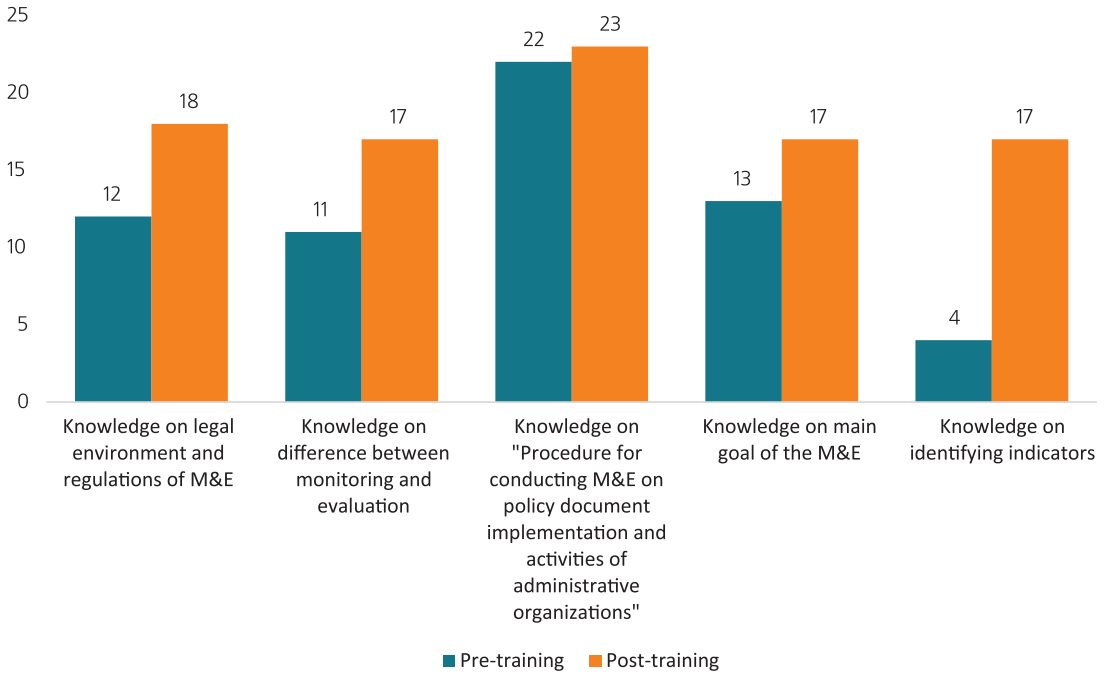
- Team assignment 1. Semi-annual planning and reporting of performance plan of civil servants
- Team assignment 2. Develop a new performance plan of the civil servants
- Team assignment 3. Unit-level performance planning and reporting
- Team assignment 4. Organization level performance planning and reporting
- Team assignment 5. Goal for improving municipality document resolution

During the team assignments, participants were active and mentioned the assignment provided effective results.

FINDINGS

Total of 31 public servants successfully participated in the training. 13 of them were from the City Archive Agency and 18 were from archive departments of districts. Based on the pre-training assessment and post training assessment results, participants increased their M&E knowledge by average of 93%. For example , based on the post training assessment number of individuals who answered all five components questions correctly increased and component on identifying M&E indicators had the highest percentage of correct answers. In addition, , number of individuals who gained knowledge about "Difference between monitoring and evaluation" component increased significantly. . Participants had good knowledge of the "Procedure for conducting M&E on policy document implementation and activities of administrative organizations" before the training and they exchanged their knowledge on how to implement the procedure (See Figure 1).

Figure 2. The results of knowledge assessment test in the pre and post training /by the number of people who have given the correct answer/



CONCLUSIONS AND FURTHER DIRECTIONS

We asked the participants to recommend what needs to be done first to improve M&E capacity and skills of professionals in Municipality of Ulaanbaatar it is important to continue the capacity building and to implement workplace coaching program for M&E professionals.

For instance, one third (30%) of the participants have stated that M&E training should be conducted regularly in order to improve knowledge and skills of relevant specialist and

administrators. In addition, 12% of them have stated that number of M&E specialists should be increased and stabilized and 8% stated that public administration organization should develop more realistic plan in their activities. Few numbers of participant have specified that the indicators should be identified accurately, trainings should be organized on a regular basis and administrative level staffs should provide feedback in M&E activities.

EMPOWERED CSOs FOR IMPROVED GOVERNMENT DIGITAL TRANSPARENCY



CLIENT'S NAME

In-house project; funded by Innovation for Change, Counterpart project

PROJECT OBJECTIVES

The objective of the project is to develop an assessment tool for CSOs to use to monitor government digital transparency and to make for the government. The project has three main program activities:

1. To develop a tool for assessing government digital transparency and promotion of the right to information that is necessary for Central Asian regions to adapt to their regional needs.
2. To train a local CSO in Kyrgyzstan to undertake a government digital transparency assessment. The CSO will act as trainers and experts in the Central Asian region. The assessment training will be held in Kyrgyzstan and the assessment will be held of Kyrgyz and Mongolian government agencies.
3. To enable networking in order to promote future collaborative initiatives and knowledge sharing beyond grant activities in the region. The project team organized an event with representatives of Central Asian region countries to introduce the methodology and findings of the assessment.



2019

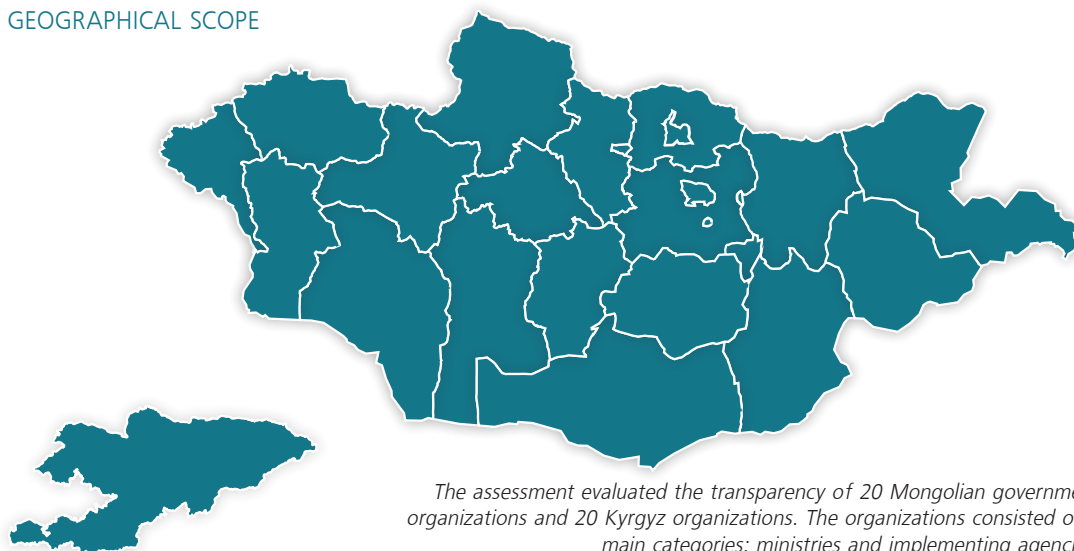
April

2019

August

The project was carried out from 15 April 2019 to 23 August 2019.

GEOGRAPHICAL SCOPE



The assessment evaluated the transparency of 20 Mongolian government organizations and 20 Kyrgyz organizations. The organizations consisted of 2 main categories: ministries and implementing agencies.

BACKGROUND

With IRIM's experience in conducting the 'Monitoring transparency of state agency websites' survey to evaluate the transparency levels of the government organizations, the goal of this project was to re-invent the assessment tool with successful international practices while at the same time being applicable to local and regional government agencies. IRIM's role in this project is to share their experience in monitoring government digital transparency in the Central Asian region.

For this project, IRIM developed the Digital Transparency Index (DTI) for government organizations by improving upon the methodology of 'Monitoring of Transparency of Websites in State Agencies' project that has been initiated and implemented since 2008. Activities to test and improve the index were organized from July to August 2019 in Bishkek, Kyrgyzstan.

The DTI assesses the online transparency of disclosed information, governance, legal and policy frameworks, and civil society activeness, all of which are important factors in improving

government digital transparency. Also, the index assesses government organizations' capacity, resources, and mechanisms used for transparency.

IRIM organized a training workshop for the Internet Society Kyrgyz Chapter, our partner organization in Kyrgyzstan. In July, the research team of our partner organization was successfully trained on how to use the methodology and how to collect data to assess government organizations.

In addition, IRIM organized the launch event of the index in August, where participants were introduced to the findings of the transparency of government organizations in Mongolia and Kyrgyzstan. The event had representatives from international and government organizations from seven Central Asia countries.

FINDINGS AND CONCLUSION

During the launch event, most participants expressed an interest in promoting government transparency in their country through this

methodology of assessing digital transparency. They further indicated that this methodology is adequate to be adapted to their country's context.

Consequently, the participants agreed to establish a

strategic partnership for improving transparency in Central Asia.

The pilot assessment conducted in Kyrgyzstan and Mongolia had the following results:

MONGOLIA0.621/1																	
Enabling environment					Organizational capacity					Digital disclosure							
0.657					0.586					0.52							
Right to information	0.274	Governance	0.172	Civil society	0.210	Organizational readiness	0.235	Commitment	0.188	ICT readiness	0.281	Technology	0.093	Content of disclosed information	0.402	Participation and engagement	0.032
Right to access	0.00	Rule of law	0.463	Civic engagement	0.573	Procedures and process for transparency	0.870	Leadership	0.568	Use of ICT	0.788	Technology compatibility	0.717	Information disclosure: Operations	0.725	Communication and feedback	0.483
Scope of information	0.91	Voice and accountability	0.640	Press freedom	0.721	Resource availability	0.006	Continuous enhancement and learning	0.444	Availability of ICT	0.933	Technology effectiveness	0.561	Information disclosure: Human resources	0.964		
Requesting procedures	0.750	Regulatory quality	0.495	State of civil society	0.530					Ability of database creation and maintenance	0.805			Information disclosure: Budget	0.489		
Sensations and protections	0.625	Government effectiveness	0.473											Information disclosure: Procurement	0.323		
														Open data	0.367		

Mongolian government organizations' digital transparency was assessed as moderate. Mongolia's composite score of the DTI is 0.621 out of 1, which is classified in the moderate range. As shown in the figure above, Mongolia scored 0.657 out of 1 for Enabling environment, 0.686 for Organizational capacity, and 0.520 for Digital disclosure.

The index shows that the legal environment for right to information within the country (Enabling environment) and the ability of organizations to maintain transparency (Organizational capacity) received satisfactory scores, while the volume and extent of disclosed information through digital channels (Digital disclosure) received a moderate score.

KYRGYZSTAN0.506/1																	
Enabling environment					Organizational capacity					Digital disclosure							
0.59					0.512					0.315							
Right to information	0.264	Governance	0.135	Civil society	0.193	Organizational readiness	0.219	Commitment	0.158	ICT readiness	0.234	Technology	0.090	Content of disclosed information	0.198	Participation and engagement	0.027
Right to access	0.00	Rule of law	0.319	Civic engagement	0.526	Procedures and process for transparency	0.675	Leadership	0.614	Use of ICT	0.682	Technology compatibility	0.758	Information disclosure: Operations	0.718	Communication and feedback	0.420
Scope of information	0.00	Voice and accountability	0.458	Press freedom	0.715	Resource availability	0.642	Continuous enhancement and learning	0.348	Availability of ICT	0.725	Technology effectiveness	0.594	Information disclosure: Human resources	0.193		
Requesting procedures	0.908	Regulatory quality	0.442	State of civil society	0.530					Ability of database creation and maintenance	0.700			Information disclosure: Budget	0.061		
Sensations and protections	0.380	Government effectiveness	0.376											Information disclosure: Procurement	0.655		
														Open data	0.467		

Kyrgyz government organizations' digital transparency was assessed as moderate. Kyrgyzstan's composite score of the DTI is 0.506 of 1 point, which is classified in the moderate range. As shown in the figure above, Kyrgyzstan scored 0.590 out of 1 for Enabling environment, 0.612 for Organizational capacity, and 0.315 for Digital disclosure.

The index shows that Enabling environment and Organizational capacity received moderate scores, while Digital disclosure achieved a poor score.

The results of this assessment highlight the need for government organizations to continue to improve their websites.

EVALUATION OF THE INCLUSIVE BASIC EDUCATION COMPONENT OF PROGRAMMES 2012–2016 AND 2017–2021



CLIENT'S NAME

The United Nations Children's Fund Mongolia

PROJECT OBJECTIVES

The purpose of this formative evaluation is to review the results achieved by the Inclusive Basic Education component of Education Program over the last and current country program between 2012 and 2018. Specific objectives include:

- a. To examine UNICEF Mongolia's engagement in policy level activities for improving a policy environment for supporting inclusive education and make suggestions and recommendations for UNICEF Mongolia's further engagement as well as policy level changes to be undertaken by the Government;
- b. To analyze UNICEF Mongolia's technical assistance and support to review and improvement of pre-service and in-service teacher training curricula and teacher training institutes' liaison with regular general education schools for supporting special education within inclusive education settings and make suggestions and recommendations for UNICEF Mongolia's further engagement as well as further areas of improvement to be undertaken by the Mongolian State University of Education and the Institute of Teachers' Professional Development;
- c. To assess UNICEF Mongolia's inclusive basic education interventions implemented in its geographical focus areas and make suggestions and recommendations for improving the existing models and scaling them up in other schools and provinces;
- d. To formulate specific recommendations for improving inclusive education features in programming across UNICEF Mongolia's program sectors and improving linkages of continuity of inclusive education intervention between early childhood education/ early childhood development and basic education components;
- e. To assess the complementarity of UNICEF's interventions to the overall Mongolia's agenda for universal education.



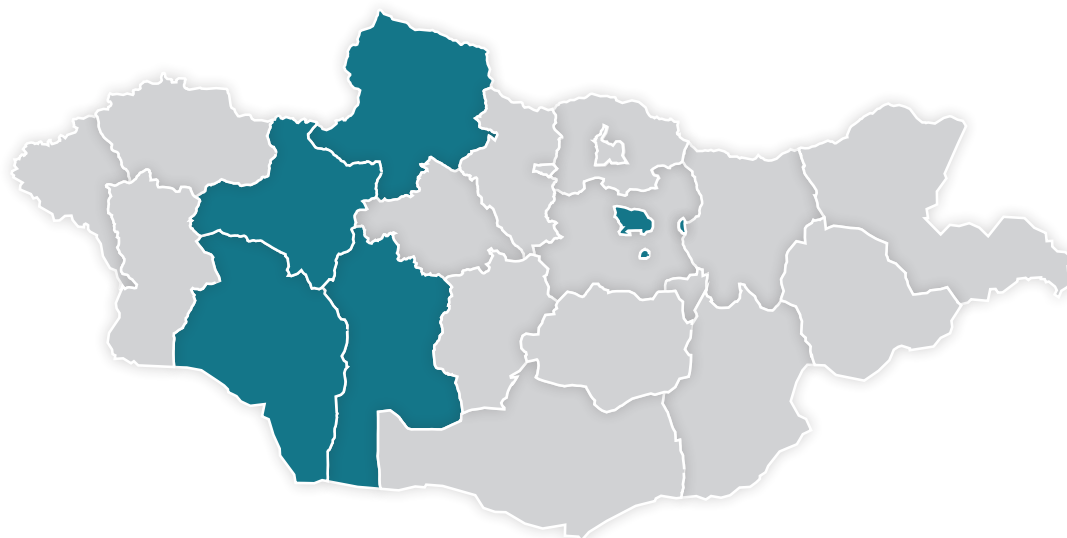
2019

February

2019

June

GEOGRAPHICAL SCOPE



The project is implemented in Khuvsgul, Bayankhongor, Gobi-Altai, Zavkhan and Ulaanbaatar city.

BACKGROUND

In 2012-2016 and 2017-2021, UNICEF Mongolia started its partnership with the Government in implementing Inclusive Basic Education component of Education Programme. It has been implementing policy and local level interventions for 2013/2014-2016 that established Child Development Center for supporting inclusive basic education in targeted areas including Khuvsgul and Nalaikh district. In order to spread the experience, a project was implemented in three target provinces and Bayanzurkh district between 2016 and 2018.

the following activities with project beneficiaries such school principle, manager, social workers, teachers, teacher for Child Development Centre and parents. It includes:

- Interviews with people who involved in the programme
- Observation on class and school environment whether it is appropriate for inclusive education
- Focus group discussion with NGOs on current condition, challenges that they face implementing inclusive education

PROJECT DESIGN

In the evaluation, data collection was conducted in the targeted provinces including Khuvsgul, Bayankhongor, Gobi-Altai and Zavkhan province and Nalaikh and Bayanzurkh district. During project implementation project team organized interviews with organizations and individuals who work for inclusive basic education and conducted

FINDINGS AND CONCLUSIONS

As a result of the project, a situational analysis on inclusive basic education, programme evaluation on its implementation, capacity and needs of the sector, stakeholders and implementing groups, challenges that project stakeholders facing were conducted. Within the situation analysis,

discussions were conducted among the main stakeholders, including: the Ministry of Education, Culture, Sport and Science, Mongolian Education Alliance NGO, the Deaf Education NGO, the Institute of Teacher's Professional Development, NFE Centres, target schools.

For the purpose of this evaluation, a total of 29 policy documents and laws were reviewed, and a total of 351 individuals were engaged as informants in 150 face-to face interviews and 7 focus groups. The evaluators visited nine out

of 12 educational institutions (schools and NFC) supported by UNICEF covering schools both in urban centres and rural soums (districts) equally. The evaluation criteria of relevance, effectiveness, efficiency and sustainability, and equity issues were applied, and triangulation was used for data analysis. The project team developed 10 recommendation to the UNICEF and eight recommendations to the Ministry of Education, Culture, Sports and Science.

REVIEW OF NATIONAL EVALUATION SYSTEMS AND CAPACITIES FOR EVALUATING PROGRESS TOWARDS THE SDGS- COUNTRY CASE STUDY

SUSTAINABLE DEVELOPMENT GOALS



CLIENT'S NAME

The United Nations Children's Fund Mongolia

PROJECT OBJECTIVES

The Mongolian case study is one of several serving as inputs to the Asia and Pacific regional synthesis report that brings together key findings and recommendations relevant to national evaluation capacity development needs in the region. The objective of the review initiative is to generate a body of knowledge to guide national evaluation capacity development for the Sustainable Development Goals (SDGs).

Within the abovementioned goal, IRIM adopted the following objectives to analyze the Mongolian case study:

1. comprehensively analyze key features of the national evaluation systems and related capacities
2. describe and analyze country's readiness for evaluating progress in achieving the SDGs.
3. identify key successes, lessons, gaps, trends or other notable experiences or issues at the intersection of national evaluation capacity and the Agenda 2030

In addition, the Mongolian case study also included a particular focus on issues of public financial management and their relationships to evaluation in the Agenda 2030 era.



2019

January

2019

March

GEOGRAPHICAL SCOPE



Ulaanbaatar city and Sukhbaatar province.

BACKGROUND

In September 2015, governments across the world adopted the 2030 Agenda for Sustainable Development, a global plan of sustainable development goals (SDGs) aimed to foster global prosperity and improve the quality of life for people and the planet. This monitoring framework captures universal aspirations across three dimensions of sustainable development: economic development, social development, and environmental protection.

To support SDG implementation, many countries are developing institutional strategies to promote coordination across sectors and government levels, analyze the alignment of development plans and budgets within SDG targets, and assess the availability of data and capacities of data systems to monitor and evaluate progress. But efforts need to go beyond simple measurement; countries must also consider whether progress is equitable, relevant, and sustainable.

Mongolia has committed to implementing the 2030 agenda through collaborative partnerships with all stakeholders in order to address poverty and inequalities. To this end, the Mongolia Sustainable Development Vision 2030 was approved by the country's parliament on February 5, 2016.

As of 2017, 162 policy documents at the national and local level were adopted, including many contradictory strategies, policies, and programs inconsistently linked to the country's long-term development vision. Further, there is a lack of sufficient resource allocations and monitoring mechanisms to track the performance and success of these strategies, policies, and programs.

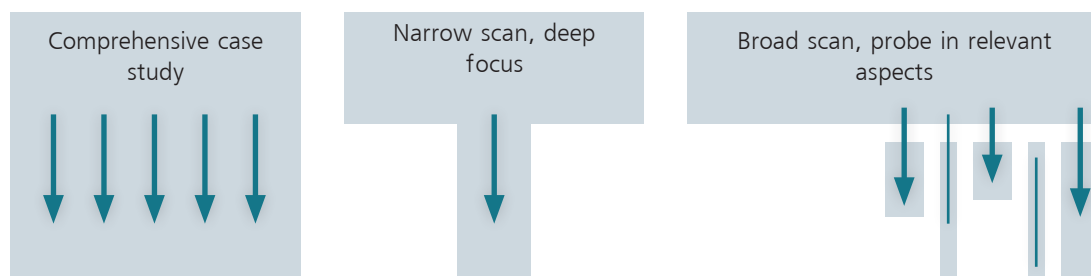
In this context, the need to develop and strengthen the national capacity for evaluation is an integral to successfully mainstream and implement the 2030 agenda.

STUDY DESIGN

The case study used a “key-shaped” research methodology, as illustrated in Figure 1 (below), combining a broad scan with in-depth exploration of issues or areas that emerge as priorities with greater relevance. The “key-shaped” research

boundary assisted in identifying the most important institutional opportunities and gaps in each country with respect to the intersection of evaluation systems and processes

Figure 1: Key-shaped research boundary



In the framework of the above methodology, data was collected and analyzed using the following methods:

- The IRIM team carried out a desk review of documents in English and Mongolian that relate to the key development cycles of the country, monitoring and evaluation systems, and public financial management.
- The team conducted semi-structured interviews with key stakeholders. A total of 45 individuals from 21 organisations were interviewed.
- An online survey was administered to M&E officers and heads of department nationwide. The survey was sent to 13 ministries and 21 aimags. In total, 35 responses were collected, representing 13 aimags and 6 central government ministries.
- In total, three focus groups discussions (FGDs) were conducted – One in

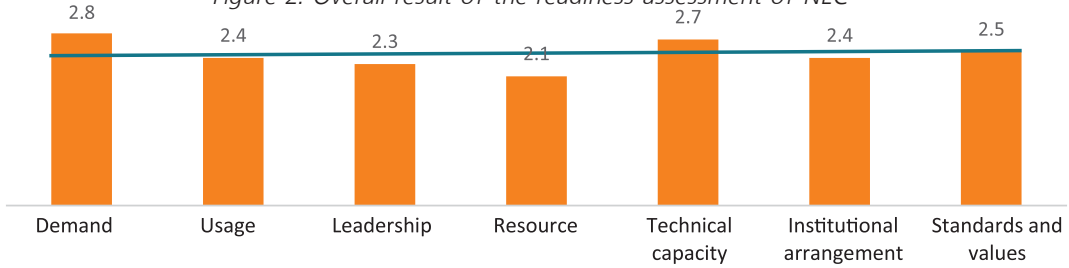
Sukhbaatar aimag and two in Ulaanbaatar.

- Finally, a roundtable meeting was organised. The roundtable had an overall objective to “identify priorities for national evaluation capacity development in support of evaluation for the SDGs.” The case study team obtained input from the stakeholders on the initial findings and validated the findings as part of the broader process of building engagement around the issue of evaluation for the SDGs. The results of the roundtable meeting were fed into the development of recommendations.

FINDINGS

The overall result of the readiness assessment of Mongolia’s national evaluation capacity was 2.5 – shifting from an ‘emerging’ to ‘moderate’ capacity level.

Figure 2. Overall result of the readiness assessment of NEC*



* Degree of Capacity where 0-1 = None, 1-2 = Emerging, 2-3 = Moderate, 3-4 = Strong

The **demand for evaluation scored the highest degree of capacity** among the seven capacity factors indicated in the conceptual framework, while **adequacy of resources was the lowest**.

When we asked respondents to name the most challenging issues in the national evaluation system, they named financial resources and leadership at managerial level. According to respondents, inadequacy of the two mentioned factors is directly influenced by development of the national evaluation system.

In addition, one of the main reasons why Mongolia's evaluation system is not working

properly is that it is not compatible with the planning process. Respondents emphasized that at the planning stage, they do not use previous evaluation results, do not use the same format or model, or have poor coordination at the policy level, which undermines the effectiveness of the evaluation.

The above findings were integrated into the Regional Synthesis Report and also served as input to the voluntary reviews presented by the Mongolian Government for the High-Level Political Forum.

BASELINE SURVEY FOR THE "PARTNERSHIP FOR ORGANIC AGRICULTURE" PROJECT



CLIENT'S NAME

Adventist Development and Relief Agency Mongolia (ADRA Mongolia).

PROJECT OBJECTIVES

The objectives of the research were to determine the target area for the Project and contextualize beneficiaries' background and circumstances prior to the start of the Project. The baseline study specifically aimed to:

- Analyze legal documents related to organic agriculture.
- Determine the current status of organic agriculture development in the target area.
- Identify institutional and production constraints affecting agricultural cooperatives (as the project beneficiaries).
- Detail the knowledge, attitudes, and practices of organic farmers and organizations.
- Define the conditions for cooperation of stakeholders in the field of organic agriculture.



2019

January

2019

March

GEOGRAPHICAL SCOPE



Eleven soums of Selenge aimag.

BACKGROUND

In Mongolia, organic foods are relatively new, and organic agriculture is a sector. Approval of the Organic Food Law (2016) encouraged the production of organic foods.

The purpose of this research was to identify a mechanism for the production and processing of organic food and to ensure the safety and validity of organic food (including its registration and labelling).

This pilot organic agriculture support project aimed at implementing the law and, more particularly, introducing a collective certification system for organic agriculture. Within the framework of the project, 31 cooperatives (located in 11 soums in Selenge aimag) were to support the development of organic agriculture through the introduction of value-added organic products into the market. The most significant expected result of the project was to be the introduction of a 'collective certification' system, created through the development of the multilateral partnerships.

As a pilot project, it was very important to define the pre-project baseline objectives, as well as the plans for progress and evaluation.

PROJECT DESIGN

IRIM used both qualitative and quantitative research methods.

- **Questionnaire.** The sample consisted of the members and beneficiaries of the cooperatives. This data collection was to determine the types and organizational practices of the members in the cooperatives, as well as their knowledge, attitudes, and practices related to organic agriculture.
- **Group and individual interviews.** Interviews were conducted in each soum with cooperatives, members, government representatives, and other interested parties. The aim of these interviews was

to determine the nature of cooperation - and the roles of stakeholders - in organic agriculture, as well as the future directions the cooperatives intended to follow.

- **Literature research.** The goal of the literature research was to review the linkage between relevant legal documents, projects and programs.

indicated that organic agriculture in rural areas are only now beginning to expand and intensify. More than 80% of the cooperative members expressed that they heard of the term 'organic agriculture'.

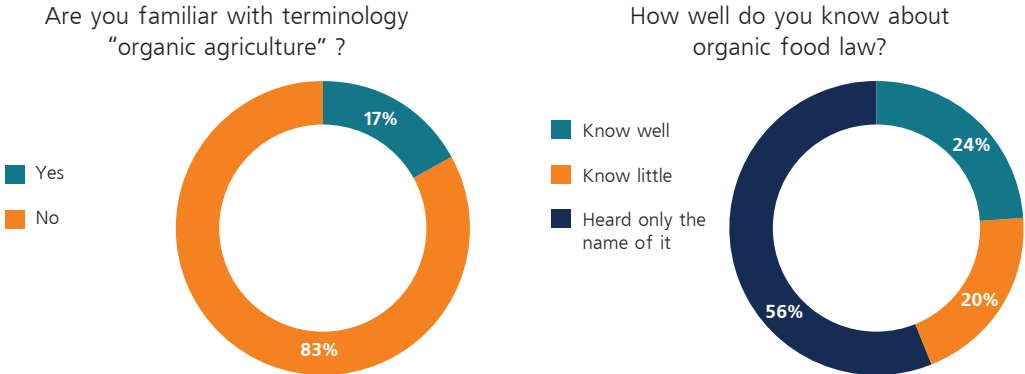
About 45% responded that they at least somewhat know about the Law on Organic Food, and 55% said that they only know the name of the law.

These results show that there is a greater need for dissemination of information regarding the Law on Organic Food to the public.

FINDINGS

The results from the interviews and surveys

Awareness of organic agriculture (n=215)



The members of the cooperatives 'with good knowledge' accounted for 27% of the total respondents. Most of them (56%) have average knowledge about organic agriculture, according to observation.

Organic Agricultural Knowledge of the Survey respondents		
Knowledge Level	Criteria	Percentage
Poor	Answered 1-3 questions correctly	17%
Medium	Answered 4-6 questions correctly	56%
Good	Answered 7-9 questions correctly	27%

Members of the cooperatives expressed a high need for such information, and most indicated that they are obtaining their information by participating in training and seminars. They

expressed that projects and cooperatives disseminate information relatively well, but information dissemination by government organizations is not satisfactory.

PROJECTS IN PROGRES

ACTION PLAN FOR IMPLEMENTATION OF THE STATE POLICY ON HEALTH DEVELOPMENT PROJECT



ЭРҮҮЛ
МЭНДИЙН ЯАМ



CONSEIL SANTÉ



CLIENT'S NAME

The Ministry of Health, Asian Development Bank

PROJECT OBJECTIVES

The purpose of this consultancy service is to develop an action plan for the State Policy on Health (SPH). This action plan will be accompanied by five supporting documents: (i) Essential Services Package, (ii) Medium-term Expenditure Framework (2019-2024), (iii) Medium-term Investment Plan with recommended procurement processes, (iv) Service Planning Framework (2019-2024) and (v) Monitoring and Evaluation Framework (2019-2024).



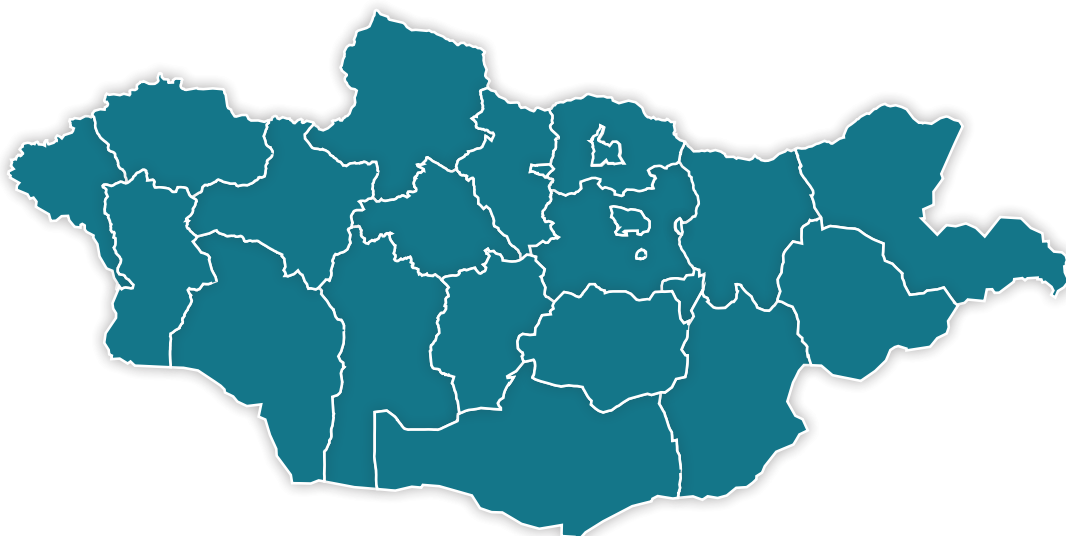
2018

April

2020

July

GEOGRAPHICAL SCOPE



Mongolia

BACKGROUND

In response to the Government of Mongolia's request for technical assistance, the Asian Development Bank (ADB) is funding the development of a Health Sector Master Plan. This master plan will be an action plan specifically for the implementation of the State Policy on Health (2019-2026).

The Japan Fund for Poverty Reduction (JFPR) is providing financial support to ADB for this request. Through the development of a strategic framework through 2026, the proposed technical assistance will contribute to and further strengthen institutional and human resource capacities of the MoH. This should enable the MoH to pursue its long-term development policy on health, consistent with Mongolia's commitments to the health-related targets under the Mongolia Sustainable Development Vision 2030.

PROJECT DESIGN

As a part of the development of the action plan for the SPH and its five supporting documents, different methodologies are to be employed. To address the areas of health care and financial planning, hands-on and competence-based task analyses will be conducted. Several impact and needs assessments will be conducted around the subjects of health interventions, technology, and investments. Meanwhile, health programs will be monitored and evaluated throughout the assessment period.

FINDINGS AND FUTURE DIRECTIONS

The main purpose of the Policy Implementation Strategy and associated Policy Implementation Plans (PIPs) is to provide a roadmap for the implementation of the SPH of Mongolia from 2019 to 2026. Consequently, the Action Plan for Implementing the State Policy on Health (APISPH)

follows the eight policy areas/directions of the State Policy on Health. The APISPH is presented in two parts: the first section presents the Policy Implementation Strategies and the second presents the Policy Implementation Plan. Upon the Health Minister's approval, these documents will serve as guiding documents for policy and decision making in the health sector of Mongolia. APISPH, along with its supporting documents, are specifically tailored to and compliant with national long-term development policies and their guiding principles.

As of March 04, 2020, the project team, in collaboration with PIU and MoH, have organized over 40 consultative meetings with more than 700 total participants. These meetings include two regional and three national thematic meetings. Participants represented several stakeholder groups, including but not limited to: MoH departments, aimag and UB health departments and centers, specialized hospitals,



private hospitals, professional associations, relevant ministries, embassies, and international donor organizations, including JICA and UN organizations. The project is expected to end upon the completion of thematic capacity building trainings planned in April and May 2020.

GOBI FRAMEWORK FOR SUSTAINABLE INFRASTRUCTURE PARTNERSHIPS: SCALING UP PRAXIS FROM MONGOLIA TO CENTRAL ASIA



CLIENT'S NAME

University of Oxford

Funded by UK's Economic and Social Research Council (ESRC) and Global Challenges Research Fund (GCRF)

PROJECT OBJECTIVES

The main objective is to develop a framework for sustainable infrastructure development in order to promote inclusive economic development and social welfare in the context of Chinese mega infrastructure initiatives in Mongolia, Kyrgyzstan, and Tajikistan.

The aims of this research are:

- To develop an innovative mediation framework for sustainable infrastructure development that builds on expertise and praxis from Mongolia's mining sector and is scalable and replicable across Chinese 'Belt and Road Initiative' infrastructure projects in Central Asia and beyond.
- To address the challenge of building relationships of trust, cooperation, and transparency between key stakeholders in infrastructure development projects; ensuring that socio-economically marginalized communities and local governance institutions are included as partners in the instigation and implementation of large-scale, foreign-backed infrastructure projects which directly affect their livelihoods, environments, and access to land and resources.
- To enhance the capacity of communities and government to maximize economic advantages and minimize negative impacts of major infrastructure projects through robust institutional frameworks for mediation.



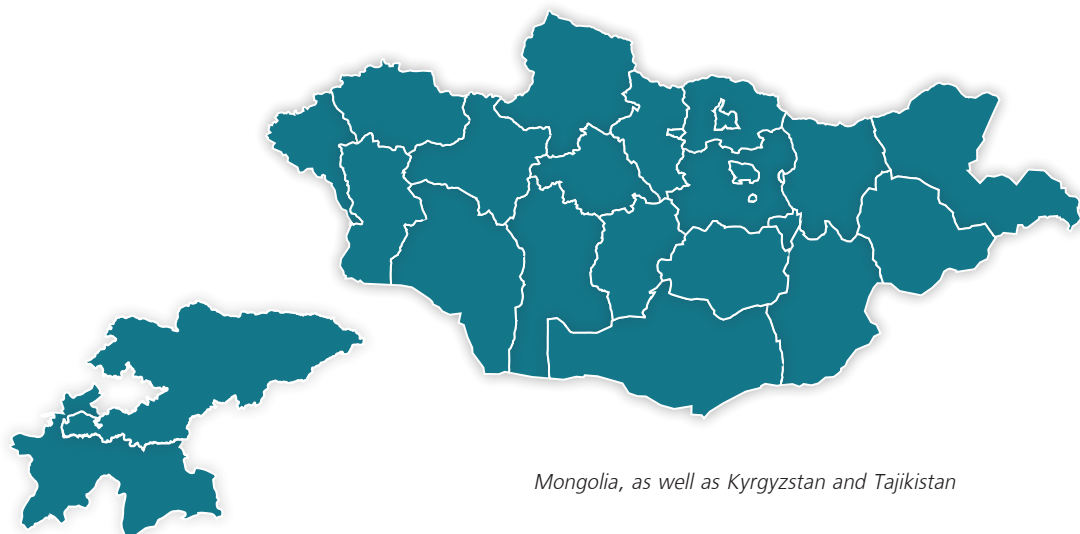
2018

September

2021

February

GEOGRAPHICAL SCOPE



Mongolia, as well as Kyrgyzstan and Tajikistan

BACKGROUND

While large-scale infrastructure projects represent a key mechanism of economic growth and development, they also bring unintended and negative consequences to local populations and environments. Common challenges include:

- Lack of engagement with local communities and local government.
- Breakdown in social cohesion due to competition for resources.
- Inequitable economic growth.
- Pressures on weak governance structures and institutional capacity.
- Detrimental impacts on environment sustainability.
- Conflicts between stakeholders which can lead to sub-optimal economic growth outcomes.

These generic challenges can be compounded by specific regional and geographic factors. This project examines these challenges in the context of Chinese-backed infrastructure megaprojects across Asia.

PROJECT DESIGN

The Project explores ways to develop responsive, transparent, and effective governance institutions at a range of scales, whereby different stakeholders can mediate disputes and ensure that development is sustainable and inclusive. IRIM undertook research within a multi-stakeholder engagement framework - within Umnugovi's Khan Bogd soum - to understand how disputes were resolved in this case. This research will inform the development of the Gobi Framework for Sustainable Infrastructure Partnerships. This framework will then be trialed in sites in Kyrgyzstan and Tajikistan.

In addition to academic publications, the project will develop a website and mobile phone app which can be utilized by a range of stakeholders. Over the course of 2018-2021, the project team will be holding consultation sessions and knowledge exchanges in order to develop these tools.

FINDINGS AND FUTURE DIRECTIONS

Given that the project is still active (we are 18 months in), we have a limited number of key findings at this early stage. The team has undertaken original research at six mining field sites: three in Mongolia (in Khanbogd, Sukhbaatar, and Gurvantes soums) and three in Kyrgyzstan (in Ala-Buka, Naryn, and Chatkal). In total, 190 interviews and 8 focus groups were conducted in Mongolia across the three sites, and 262 people participated in the research in Kyrgyzstan (131 interviews and 33 focus groups with 131 participants). This field research has generated significant new knowledge about conflict management, compensation, corporate social responsibility, social and environmental impacts of mining, knowledge production and information sharing about mining activities, corruption, and the impact of mining on livelihoods.

Our initial research findings based on the field work conducted in Mongolia and Kyrgyzstan has already been taken forward and put to use.

The project team has worked with the Mongolian Government to initiate a new Policy Impact Group. The group is using the project's case studies to formulate new national policy on conflict around mining social impact assessments, compensation and herder rights, and to pass and implement a new land law

In Kyrgyzstan, findings from our field research on mining related conflict has been used by the Government of the Kyrgyz Republic to inform their implementation of the Open Government Partnership, specifically related to the disclosure of mining industry data. Our findings focus on what rural communities in Kyrgyzstan need in terms of access to information related to mining activities (volume of reserves, extraction, processing and exportation of minerals, employment opportunities, environmental and health impacts, the issuing of mining licenses, and reclamation legislation). This contribution has been officially recognized by the Government

of the Kyrgyz Republic with an award presented to the project's Kyrgyz partner, the University of Central Asia (<https://ucentralasia.org/Resources/Item/2499/EN>).

A significant achievement of the project to date has been increasing research capacity. To date, the Oxford team has run 8 training sessions in Mongolia and 2 in Kyrgyzstan. Participants at these trainings have been from DAC list countries Mongolia, Kyrgyzstan, and Afghanistan and have included university students, academics at a range of career stages, independent researchers, NGO officials and civil servants. The trainings have covered qualitative research methods, academic writing, coding and analyzing qualitative data, research ethics, and writing research grants.

A series of knowledge exchange events have also been held in Mongolia, bringing together representatives of mining companies, government ministries, law firms, and NGOs to discuss challenges and opportunities in the mining sector and establishing evidence-based best practices. Of particular note was a workshop on compensation organized by the project team and the NGO Steppes without Borders which fostered dialogue between herders affected by mining and mining companies and national legislators.

PUBLICATIONS:

Lezak S, Ahearn A, McConnell F, Sternberg T. (2019). Frameworks for conflict mediation in international infrastructure development: A comparative overview and critical appraisal. *Journal of Cleaner Production*, doi: [10.1016/j.jclepro.2019.118099](https://doi.org/10.1016/j.jclepro.2019.118099)

Sternberg T, Ahearn A, McConnell F. (2019). From conflict to a Community Development Agreement: a South Gobi solution. *Community Development Journal*, doi: [10.1093/cdj/bsz018](https://doi.org/10.1093/cdj/bsz018)

RESEARCH STUDY ON THE EFFECTS OF MIGRATION REGISTRATION RESTRICTIONS IN THE ULAANBAATAR CITY AND ITS EFFECTS ON MIGRANTS' VULNERABILITIES



Source: "Nomad-2017" first photo tour of spring, Mongolian Press Agency, 2017

CLIENT'S NAME

International Organization for Migration

PROJECT OBJECTIVES

In 2017, resolution 'A/17' of the Head of Municipality of Ulaanbaatar (MUB) was issued to suspend the movement of citizens from rural areas arriving in the capital city to obtain permanent residency. The main goal of the study is to evaluate the effects of internal migration restrictions on migrants' vulnerabilities. Based on the evaluation results, policy recommendations will be developed to reduce further trends of internal migration and to protect vulnerable migrants. This evaluation study aims to answer the following key questions:

1. Did the number of internal migrants actually decrease with the restriction on migrant registration in the capital city?
2. How did the restriction affect the vulnerability of migrants who entered the capital city during the restriction period?
3. Did the registration restriction contribute to the right of Ulaanbaatar citizens to live in a healthy and secure environment?
4. What further steps and actions should be taken to reduce the migration flow to the capital city and reduce the vulnerability of migrants?



2020

January

2020

June

GEOGRAPHICAL SCOPE

Ulaanbaatar, Mongolia



BACKGROUND

Internal migration, more specifically rural to urban migration, in Mongolia has been influenced by many factors, including the democratic revolution, multiple occurrences of dzuds (harsh cold winter), climate change, availability (or lack thereof) of basic social services in rural areas, assurance of living, and economic factors. Starting in 2005, the number of Ulaanbaatar in-migrants has increased steadily. From 2005 until 2017, on average, 30,000 people migrated to and began to reside in the capital city.

A majority of the migrants from rural areas reside in the outskirt areas of the most populous districts such as Songinokhairkhan and Bayanzurkh. Increased number of migrants to the capital city is possible to contribute to some negative consequences at some point, such as decreased access and quality of basic social services in the district or subdistrict, as well as increased environmental pollution.

In January 2017, the head of MUB approved a policy document titled “Measures to be Taken to Ensure the Right of Citizens to Live in a Healthy and Safe Environment”. According to the policy document, migration from rural areas to the capital city and the subsequent obtaining of permanent residency was temporarily banned until January 2020. This research project was thus implemented in order to address the need to assess the implementation of the policy document and evaluate its effects on migrants’ vulnerabilities and on the flow of internal migration in Mongolia.

PROJECT DESIGN

A mixed methodology comprising of quantitative and qualitative methods will be used for the evaluation. Quantitative data from secondary sources will be statistically analyzed to calculate the total number of unregistered citizens who moved to the capital during the registration period. In addition, a survey will be conducted, covering approximately 800 migrants who moved to the capital before and after the registration restriction period. Surveys will help identify how registration restriction has affected migrants’ vulnerabilities.

Within the framework of qualitative methods, we plan to organize focus group discussions with migrants and conduct in-depth interviews with the staff of the project, including representatives from the General Authority for State Registration, the MUB, and district and khoroo administrators. Please note that the project methodology is currently being developed and has not yet been finalized.

FINDINGS AND FUTURE DIRECTIONS

This project is currently being implemented and the main findings will be finalized in June 2020. Thus, we are unable to provide results at the time.

EVALUATION ON IMPLEMENTATION OF THE “RIGHT TO BREATHE” PROJECT



CLIENT'S NAME

People In Need (PIN) NGO

PROJECT OBJECTIVES

The main purpose of the project is to evaluate the implementation of the “Right to Breathe” project which aimed to introduce adequate information systems and to enhance transparency and accountability on air pollution data and actions in Ulaanbaatar and Arkhangai province. The “Right to Breathe” project further sought to provide recommendations to help improve air quality and enhance the impact of future interventions.



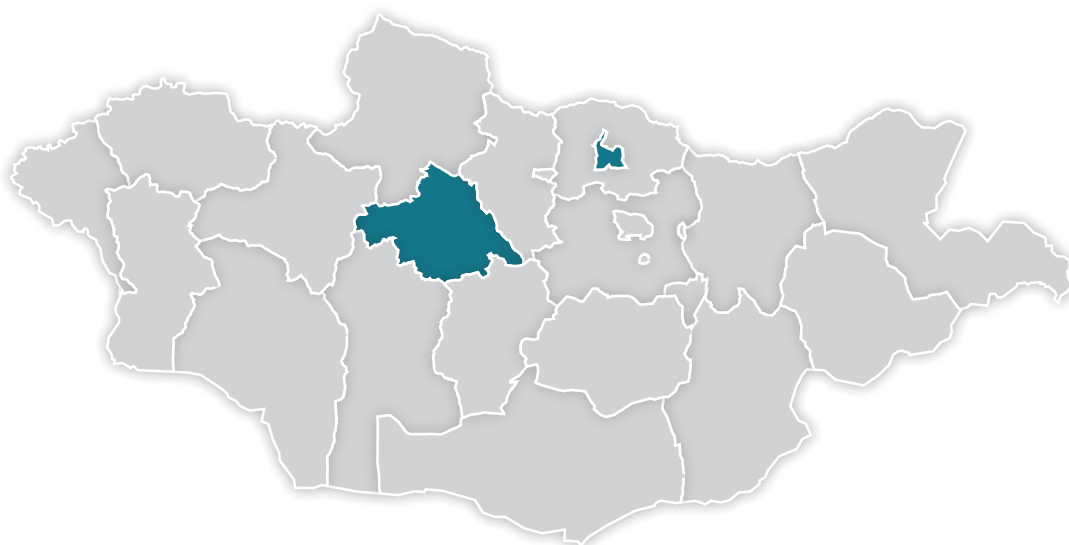
2020

January

2020

May

GEOGRAPHICAL SCOPE



Five districts of Ulaanbaatar and Tsetserleg soum of Arkhangai province

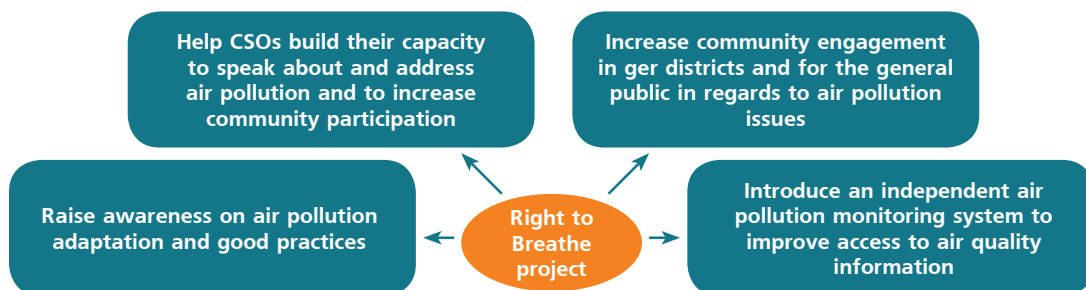
BACKGROUND

Ulaanbaatar has been recognized as one of the most severely polluted cities in the world, as its air quality index is 50 times worse than the World Health Organization air quality guideline value during winter. Even in province and soum centers, air pollution issues are becoming more and more acute every year. Air pollution is negatively impacting public health by increasing respiratory and cardiovascular diseases, pulmonary cancers,

infant mortality, miscarriages, and fetal malformations.

In this regard, the “Right to Breathe” project was initiated by the PIN NGO and implemented in collaboration with the European Union and the US Embassy from January 2018 to December 2019. The project was organized in accordance to the following key components:

Figure 1. Core components of the “Right to Breathe” project



IRIM is currently conducting an evaluation on the “Right to Breathe” project to determine whether the goals of the project were achieved and to assess the project’s long-term impacts levels. The evaluation will also gauge the project’s attribution and participation and identify any positive or negative effects, intended or unintended. Finally, IRIM will evaluate the implementation of activities related to the aforementioned components.

PROJECT DESIGN

When developing the overall design of project, key indicators were developed in accordance with the 5 evaluation criteria of the Development Assistance Committee of the International Organization for Economic Cooperation and Development.

A mixed methodology, comprising of both quantitative and qualitative methods, will be adopted for the evaluation. Some methods to be used include survey questionnaires, key informant interviews, semi-structured interviews and document reviews.

Figure 2. OECD, DAC evaluation criteria



FINDINGS AND FUTURE DIRECTIONS

The evaluation is in progress. Thus, we are unable to currently provide results and conclusions.

SITUATIONAL ANALYSIS OF THE “GOOD NEIGHBORS MONGOLIA” INTERNATIONAL NON-GOVERNMENT ORGANIZATION (INGO)



CLIENT'S NAME

“Good Neighbors Mongolia” INGO

PROJECT OBJECTIVES

The purpose of the analysis is to examine the external and internal environment of “Good Neighbors Mongolia” INGO, to develop a strategic direction of next five year (2020-2025), and to provide basic information to the organization’s management.



2020 January

2020 April

GEOGRAPHICAL SCOPE

- *Representatives from Local Development Programs, located in six districts in Ulaanbaatar City and in Darkhan Province.*



BACKGROUND

“Good Neighbors Mongolia” INGO should develop a new strategic plan upon the conclusion of the 2015-2019 strategic plan. The situational analysis aims to conduct external and internal environment analyses of the organization and provide the organization’s administrative team with useful information to develop a 2020-2025 strategic plan.

PROJECT DESIGN

The organization’s external environment was analyzed using the PESTLE method and based on the desk review., Potential opportunities and risks to the further operation of ‘Good Neighbors Mongolia’ INGO were analyzed within the following sub-environments:

- Politics and Policy (Political)
- Economy (Economic)
- Society and Culture-(Socio-Cultural)
- Technology-(Technological)
- Law-(Legal)
- Environment-(Environment)

The organization’s internal environment is analyzed using the SWOR method and based on the document review and qualitative data collected from beneficiaries, stakeholders, employees and management-level officials. SWOR analysis framework includes:

- Strengths of the organization (Strengths)
- Weaknesses of the organization (Weaknesses)
- Internal opportunities to improve operations(Opportunity)
- Risk for internal condition in organization-(Risk)

FINDINGS AND FUTURE DIRECTIONS

The situational analysis revealed that solutions and recommendations need to be made and implemented when considering the development of the next strategic plan.

The research contained information related to the internal privacy of the organization, so it is not possible to reveal the results of the analysis.

ENDLINE STUDY OF THE 'MAINSTREAMING SOCIAL ACCOUNTABILITY IN MONGOLIA' PROJECT



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



CLIENT'S NAME

World Bank (WB) and the Swiss Agency for Development and Cooperation (SDC)

PROJECT OBJECTIVES

The main goal of the Endline study is to evaluate the 'Mainstreaming Social Accountability in Mongolia' project (MASAM) implementation. IRIM had conducted the Baseline study of the project in 2016 and aimed to keep Endline methodology consistent with that used for the baseline evaluation.



2019

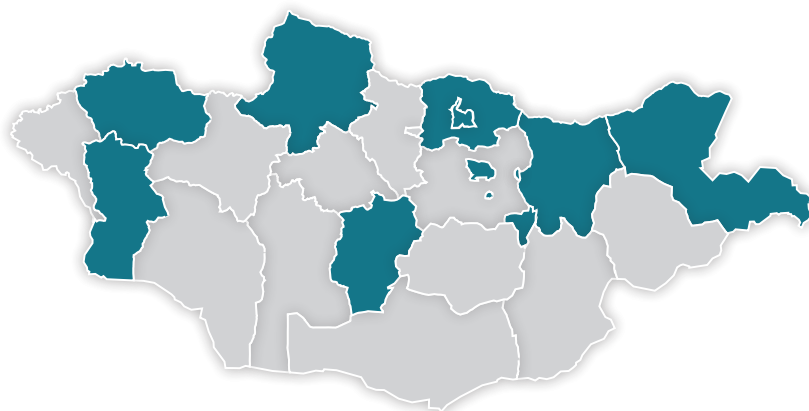
November

2020

June

GEOGRAPHICAL SCOPE

*Ulaanbaatar, Uvs, Khovd,
Khuvsgul, Darkhan-Uul,
Selenge, Uvurkhangai,
Govisumber, Khentii,
Dornod aimag*



BACKGROUND

The MASAM project is jointly funded by the SDC and the WB and has been implemented in 10 aimags and 3 districts of Ulaanbaatar city from 2015-2019. The program aims to mainstream social accountability for more transparent, accountable, and effective public resource management at national and local levels through social accountability. With this, citizens in poor localities will have increased access to public decision-making processes and quality services.

The following are the expected outcomes of the MASAM project:

- Capacity building of stakeholders, notably civil society and communities, to enable them to scale up tools and methodologies and secure resources for the mainstreaming of social accountability
- Institutionalization mechanisms at national and local levels that lead to effective, formalized and sustained social accountability engagements. (disclosure, citizens' participation, and feedback mechanisms)

PROJECT DESIGN

The Endline study used both quantitative and qualitative methodologies in the target 8 provinces and 3 districts of Ulaanbaatar city. The evaluation data had been collected by the following methods:

- Questionnaire - Over 1000 households as well as representatives of Civil Society Organizations (CSOs) actively operating in Mongolia
- Interviews - Representatives of CSOs, policy institutes, government officials and media organizations
- Focus Group Discussions (FGDs) - Project stakeholders and representatives of CSOs
- Desk review - Relevant documents such as reports and handbooks

The study findings evaluated Endline study results and compared findings to the baseline study's results.

CONCLUSION AND FUTURE DIRECTIONS

The study report will be publicly distributed on MASAM's official website in May 2020 and had not been finalized during the development of our annual report. Thus, we are unable to disclose any results and recommendations.