
Annex 7 – Summary of Consultations and Stakeholder Engagement Plan

Part I: Stakeholders analysis and summary of consultations

Stakeholder analysis

As defined by ADB 2012 Guide to Participation, “stakeholders are individuals, groups, and institutions interested in a given ADB or recipient and/or client activity. They may be affected by, able to significantly influence, or be important to achieving the stated outcome”.

Stakeholder analysis is the process of identifying and exploring stakeholders’ interests in the project and their capacity to disrupt project implementation. A stakeholder analysis is elaborated under the TRTA in order to formulate a Consultation and Participation Plan and Stakeholder Communications Strategy; however, analysis should continue through the project cycle and remain dynamic.

Project stakeholder groups. Due to its integrated and multi-sector aspect, ASDIP involves a wide range of stakeholders, at national, aimag and local levels. The main stakeholders can be divided into the following groups:

- Civil society: beneficiary communities (ger area residents, herders) and their organizations (for ger areas residents: the street development councils; for herders: PUGs/APUGs/Aimag Federation of PUGs/NFPUG, cooperatives and NAMAC);
- Private sector: DBM, commercial banks, agribusiness MSMEs, utility companies, TOSK or real estate development companies (if not TOSK), construction and construction material companies,
- Government: MCUD (and in particular ALAMGaC), TOSK, MOFALI, Ministry of Finance, and to a lesser extent other ministries and other governmental entities such as Ministry of Environment and Tourism, Ministry of Roads and Transport, Ministry of Energy, Ministry of Education, Culture and Sciences, Ministry of Health, Ministry of Labor and Social Welfare; aimag, soum and bag governors;
- Training institutes and in particular Khovd polytechnic institute;
- Donor agencies: ADB, other donor agencies intervening in the same sectors in the target areas and in particular SDC.

While most institutions are already existing institutions, some organizations will be created or significantly strengthened by the project:

- One street development council will be created in each pilot street of the ger areas, with the objective to mobilize and organize the community into a community-based organization (CBO). The responsibility of the community will be strengthened by the establishment of such organization. The street development council will have the following functions: i- mobilization of the community for all participation activities; ii- election of a community center management board and mobilization of the community for participatory planning and organization of activities of the community center at operation phase. These organizations will follow the model developed under the Ulaanbaatar Urban Services and Ger Areas Development Investment Program (USGADIP) and Ulaanbaatar Green Affordable Housing and Resilient Urban Renewal Project (AHURP), as developed in section B.
- The Pasture User Groups are already existing organizations; however, today, their levels of organization are heterogenous and some PUGs will need to be reactivated by

the project. The Pasture User Groups are based on traditional herders' groups – the *saakhalt* - and are basic units for pasture governance. Green Gold project has already relied on the PUGs in the Western aimags, thus in most areas, PUGs are already constituted as such and active. The project will strengthen the PUGs, support the signing of Rangeland Use Agreements (RUA) with soum governments and elaborate stocking adjustment plans to regulate livestock numbers.

- Herders' cooperatives will be created by the project. Cooperatives supported by the project will be soum-level cooperatives based on PUGs which have signed RUA and elaborated stocking adjustment plans. In most soums, existing cooperatives are small, family-based cooperatives, or operate as middle-men. Where there is no well-functioning, PUG-based cooperative, the project will support the creation of a new cooperative based on best-working PUGs. Eligible PUGs are those which have signed RUAs and elaborated stocking adjustment plans. The PIU/Project Consultancy Services for Project Implementation will gather all complying PUGs that will select the best-working PUGs from which the cooperative should start. The cooperative may start from 2 to 5 PUGs of the soum, depending on PUGs' readiness and marketing opportunities. The coop would gradually integrate other PUGs. This step-by-step approach also allows coops to start smaller and grow once they have reached a good understanding of the governance, financial management and marketing opportunities, and that orders have increased. In the case where there is a functioning cooperative, and where it is deemed that the project should rather build on and improve the existing cooperative, the project will provide technical support and advice to the existing cooperative for the coop to meet with the project requirements for financial support.

Stakeholder Analysis and Mapping. The Stakeholder Analysis and Mapping is the first step towards preparation of a Consultation and Participation Plan and Stakeholder Engagement Strategy for a Project. The stakeholder's analysis and mapping were elaborated by the Social, Gender and Community Engagement experts in consultation with TRTA consultants in charge of different sectors of the project preparation. The participants identified the project stakeholders and prioritized the key stakeholders according to the below Impact and Influence grid. The Impact and Influence grid enables to classify the stakeholders in 4 categories according to their influence and the impact they can make on project success.

Fig. 1 - THE IMPACT AND INFLUENCE GRID

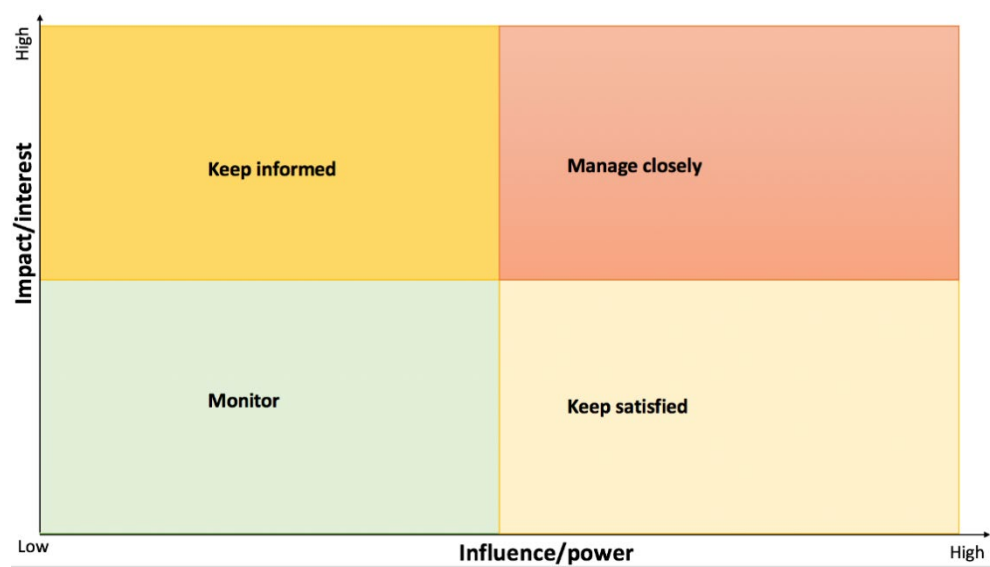
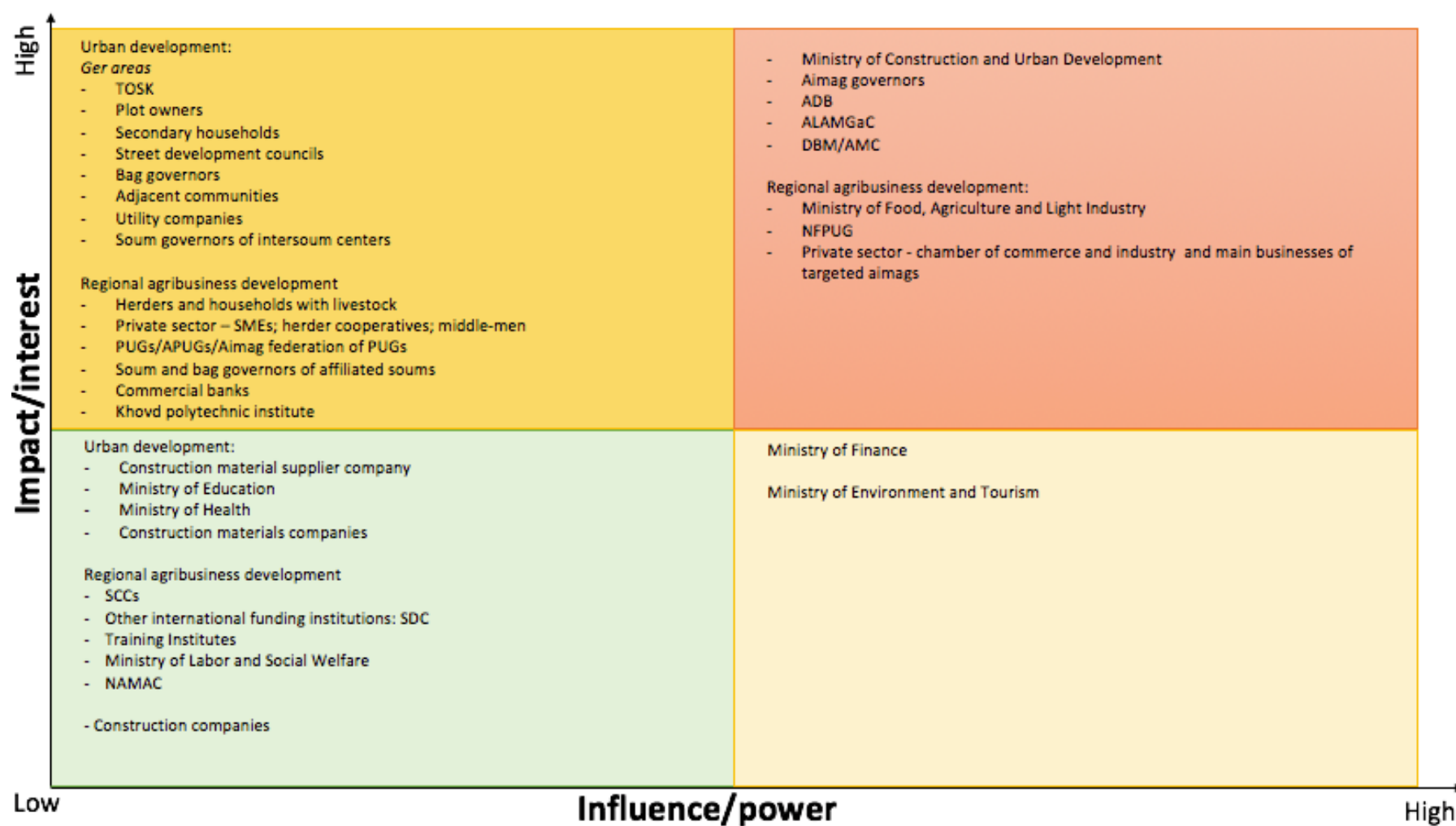


Fig. 2 - STAKEHOLDER MAPPING



The project needs to ensure that Red box stakeholders and their interests are fully represented in the project structure and communication strategy so they can provide feedback and make decisions. Overall impact of the project requires good relationships to be developed with these stakeholders. These are stakeholders the project must fully engage and make the greatest efforts to satisfy.

It is also important to ensure that the strongest Orange Box stakeholders are also included in the project's consultation and participation plan. The project needs to put enough work in with these stakeholders to keep them informed and engaged in the project, as main affected stakeholders/beneficiaries. Light Yellow Box stakeholders are not critical to the project outcome and would not be specifically targeted. The project might include these stakeholders in other forms of consultation at the broader levels (e.g., project steering committee, etc.) to keep these people satisfied, and talk to them to ensure that no major issues are arising. Green Box stakeholders are to be monitored, but there is no need to bore them with excessive communication.

Based on this stakeholder mapping, the TRTA team identified the engagement strategies for each of the actors as per the following table.

Tab. 1 - STAKEHOLDER ANALYSIS MATRIX

Stakeholder Group	Stakeholder name	Impact How much does the project impact them?	Influence How much influence do they have over the project?	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Beneficiary communities and impacted private sector	Plot owners of target ger areas	High	Low	<ul style="list-style-type: none"> - Improve access to basic services and housing conditions - Improve living environment (public space) and social amenities 	<ul style="list-style-type: none"> - Cooperate with the project - Cede land for TU/buy TU; buy/rent apartment - Support project implementation - Support project monitoring and evaluation 	Delay/suspend the project activities if complain and do not cooperate	<ul style="list-style-type: none"> - Keep well informed at all stages of the project - Involve communities in detailed design (participatory planning) - Mobilize and organize the community into CBO (street development council)
	Secondary occupants of target ger areas	High	Low	<ul style="list-style-type: none"> - Improve access to basic services and housing conditions - Improve living environment (public space) and social amenities 	<ul style="list-style-type: none"> - Cooperate with the project - Buy/rent apartment - Support project implementation - Support project monitoring and evaluation 	Delay/suspend the project activities if complain and do not cooperate	<ul style="list-style-type: none"> - Keep well informed at all stages of the project - Involve communities in detailed design (participatory planning) - Mobilize and organize the community into CBO (street development council)
	Herders and households with livestock	High	Low	<ul style="list-style-type: none"> - Access to basic services/facilities/amenities such as hay & fodder, water wells, wool machinery... - Improve access to market, increased and stable products' selling price - Livelihood improvement 	<ul style="list-style-type: none"> - Join PUG, sign and respect RUA, reduce herds' size - Join cooperatives 	Refuse rangeland management and in particular to sign and respect RUA/reduce herds' size, and thus lessen project impact	<ul style="list-style-type: none"> - Keep well informed at all stages of the project, through PUGs and direct consultations by CPIS - Raise awareness on importance of rangeland management (RUA/reduction of herds size) - Incentives provided for good practices (CPP/incentives on reduction of herds size)
	PUGs/APUGs/ Aimag Federation of PUGs	High	Low	<ul style="list-style-type: none"> - Have their voice heard by local authorities and receive their support for rangeland improvement, notably LDF funding - Receive capacity building and incentives for rangeland management 	<ul style="list-style-type: none"> - Engage herder communities to sign and respect RUAs, reduce herds' size - Participate in Community Procurement Package (CPP) 	PUGs could refuse to sign/respect RUA and reduce herds size; low cooperation and engagement delaying project implementation	<ul style="list-style-type: none"> - Keep well informed at all stages of the project - Raise awareness of PUGs on importance of rangeland management, capacity building - Incentives provided to PUGs for good practices (CPP/incentives on reduction of herds size) - NFPUG as implementing unit with engagement of APUGs

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							and Aimag Federation of PUGs
	NFPUG	High	High	<ul style="list-style-type: none"> - Be capacitated to expand and build on the work undertaken with the support of Green Gold 	<i>Project implementation Unit</i> <ul style="list-style-type: none"> - Implement all components related to rangeland management and set-up of cooperatives (organizational model of herders' organizations) 	Delay project implementation due to lack of capacities to upscale their activities	<ul style="list-style-type: none"> - Involved as Project Implementation Unit - Organize strong capacity building/training activities for them - Part of the Steering Committee including MOF, MCUD, MOFALI, MET, Targeted Aimag Governors,, AMC/DMB
	Existing herder cooperatives	High	Low	<ul style="list-style-type: none"> - Increase profits - Improved access to market, increased and stable products' selling price 	Receive capacity building to comply with cooperative rules and access to financing (CPP and soft loans)	Refuse to improve governance/financial management and comply with cooperative rules (in particular profit redistribution to cooperative members), continue their activities in a way that does not benefit to herders nor to sustainable rangeland management	<ul style="list-style-type: none"> - Keep well informed at all stages of the project - Capacity building to support governance and financial management improvements - Incentives provided to cooperatives for good practices (CPP/soft loans)
	Private sector - MSMEs	High	Low	<ul style="list-style-type: none"> - Access to soft loans to invest/develop their businesses - Profit increase 	Take soft loans to invest in strategic businesses identified by the project; establish joint venture with cooperatives for co-investments	Delay project implementation due to lack of interest (no or few private sector bids in answer to RfP)	<ul style="list-style-type: none"> - Keep well informed at all stages of the project - Attractive soft loan - Raise awareness on importance of cooperation with cooperatives and on conditions of financing support in terms of profit redistribution - Training program (business planning, marketing, technology)
	Khovd Polytechnic institute	High	Low	<ul style="list-style-type: none"> - Have facilities and equipment to develop its research and innovation activities - Be a leading research and training institute in 	Strong cooperation and adequate management of the Regional Research Development Center included in Khovd agro-park	<ul style="list-style-type: none"> - Delay the project by insufficient/slow cooperation - Do not make a full use of built facilities, e.g. insufficient human 	<ul style="list-style-type: none"> - Keep well informed at all stages of the project - Engage strongly at detailed design stage (planning made with Khovd Polytechnic

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				the agriculture sector for the Western Region		resources affected to the laboratories	institute to ensure all needs are taken into account) - Sign MoU on future use of the facilities
Government organizations	MCUD	Medium	High	Successful project implementation	<i>Executing agency for urban and land development</i> - Recruitment and supervision of PMO - Political and technical support at all stages of the project - Inter-ministerial coordination	- Delay recruitment of PMO - Recruit unqualified PMO key staff - Delay the finalization of studies (delayed accreditation of designs in particular) - Low inter-ministerial coordination	- ADB support for PMO recruitment (preparation of TORs, possible recruitment of PMO director – or non objection – by ADB, etc.) - Keep well informed – weekly meetings on project milestones - Establishment of Program Steering Committee including MOF, MCUD, MOFALI, MET, Targeted Aimag Governors, AMC/DMB - Organize capacity strengthening and training activities for them
	ALAMGaC	Medium	High	Successful implementation of urban components and rangeland agreements	<i>Project implementation unit for urban and land development</i> Political and technical support at all stages of the project	- Delay the finalization of studies and delay project implementation by delayed approvals - Delay registration of rangeland use agreements/insufficient capacities to register RUAs - Insufficient capacities to prepare procurement documents	- Keep well informed - Organize capacity strengthening and training activities for them
	MOFALI	Medium	High	Successful project implementation (regional agribusiness development component)	<i>Implementing agency</i> - Political and technical support at all stages of the project - Cooperation with NFPUG	Low cooperation with NFPUG Lack of coordination with others initiatives	- Keep well informed - Establishment of Program Steering Committee including MOF, MCUD, MOFALI, MET, Targeted Aimag Governors, AMC/DMB

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							<ul style="list-style-type: none"> - Organize capacity strengthening and training activities for them - Key senior staff of MOFALI in the PMO (unit on rangeland management)
	Ministry of Finance	Low	High	Successful implementation of financial intermediaries and efficient utilization of loan investments	<p><i>Executing agency</i></p> <p>Project approval phase:</p> <ul style="list-style-type: none"> - Support the project approval process - MOU signing - contractual arrangement <p>Implementation phase:</p> <ul style="list-style-type: none"> - Timely processing of payment requests - Timely allocation of funds to the project activities <p>Monitoring of financial implementation</p> <ul style="list-style-type: none"> - Approves the project for climate funding - Monitoring and Reporting during the implementation as required 	<ul style="list-style-type: none"> - Suspend the project approval process - Suspend the MOU signing - Suspend contractual arrangement - Delay the project implementation 	<ul style="list-style-type: none"> - Regular reporting on the project progress - Establishment of Program Steering Committee including MOF, MCUD, MOFALI, MET, Targeted Aimag Governors, AMC/DMB - Organize capacity strengthening and training activities for them
	Ministry of Environment and Tourism	Low	Medium	Respect of environmental due diligences	<ul style="list-style-type: none"> - Approves the project for climate funding - Monitoring and Reporting during the implementation as required 	Delay the project implementation with delayed approvals	<ul style="list-style-type: none"> - TRTA Environment Impact Assessment approved by MET - Regular reporting on the project progress - Establishment of Program Steering Committee including MOF, MCUD, MOFALI, MET, Targeted Aimag Governors, AMC/DMB

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							- Organize capacity strengthening and training activities for them
	Ministry of Education	Low	Low	Improvement of education facilities in line with policies and plans	Be informed of physical improvements/expansion of education facilities in Omnogovi and Deluun	Delay the project implementation with delayed approvals	Keep well informed on these specific components – regular reporting
	Ministry of Health	Low	Low	Improvement of health facilities in line with policies and plans	Be informed of physical improvements/expansion of health facilities in Omnogovi and Deluun	Delay the project implementation with delayed approvals	Keep well informed on these specific components – regular reporting
	Ministry of Labor and Social Welfare	Low	Low	Improvement of employment services	Involvement of aimag employment services in training and business support for the incubator MSMEs	Lack of involvement and inadequate implementation of activities, impacting on incubator project implementation success	<ul style="list-style-type: none"> - Provide office and training space in the incubator (and involve in design of these spaces) - Signing MoU on activities to implement
	Aimag governors and their offices	Medium	Medium	Successful completion of the project in their respective aimags and satisfaction of population about the project	Political and technical support at all stages of the project	<ul style="list-style-type: none"> - Complain about project activities to national government/try to negotiate other unplanned project activities - Create misunderstanding in the communities/among the private sector - Hamper the organization of community/private sector meetings and consultations 	<ul style="list-style-type: none"> - Work closely – regular information sharing meeting - PIU within aimag government offices
	Soum governors and their offices	Medium to High	Low	Successful completion of the project in their respective soums and satisfaction of population about the project	Political and technical support at all stages of the project	<ul style="list-style-type: none"> - Complain about project activities to aimag or national government/try to negotiate other unplanned project activities 	Work closely – regular information sharing meeting

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	Bag governors of all affiliated soums (rural areas)	Medium to High	Low	Successful completion of the regional agribusiness development component in their respective bags (with financing of needed projects) and satisfaction of population about the project	Political support at all stages of the project & support in community engagement	<ul style="list-style-type: none"> - Complain about project activities to soum governor/try to negotiate other unplanned project activities - Create misunderstanding in the communities - Hamper the organization of community consultations 	Work closely – regular information sharing meeting
	Bag governors of target ger areas	High	Low	Successful completion of the ger areas redevelopment component in their respective bags and satisfaction of bag residents about the project	Political support at all stages of the project & support in community engagement	<ul style="list-style-type: none"> - Complain about project activities to aimag governor/try to negotiate other unplanned project activities - Create misunderstanding in the communities - Hamper the organization of community consultations 	Work closely – regular information sharing meeting
Donor agencies	ADB	Medium	High	Successful project completion	Project approval phase: <ul style="list-style-type: none"> - Support the project approval process - Timely MOU signing - Contractual arrangement Implementation phase: <ul style="list-style-type: none"> - Timely processing of payment requests - Timely allocation of funds to the project activities - Monitoring of financial implementation 	<ul style="list-style-type: none"> - Suspend the project approval process - Suspend the MOU signing - Suspend contractual arrangement - Delay the project implementation 	NA

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	SDC	Low	Low	Complementarity of ASDIP with SDC's Green Gold project	Successful coordination/partnership and contribution on lessons learnt from Green Gold project	- Create misunderstanding in NFPUG/APUG/PUG on project content	- Involve as much as possible in project design - Keep informed and optimize coordination
Other interested parties	TOSK (or real estate development company)	High	Low	Market opportunities	Operator of affordable housing component	Disagree on financial terms, complain on imposed conditions, and delay project implementation	- Part of a working group on the ger areas redevelopment component - Contractual agreement
	DBM/AMC	Medium	High	Successful implementation of financial intermediaries	<i>Project Implementation Unit for Financial Intermediaries</i> Successful delivery of financial support mechanisms (financial intermediaries)	Delay project implementation	- Keep informed - Contractual agreement
	Commercial banks	Low	Low	Deliver loans and make profits	Successful delivery of financial support mechanisms (financial intermediaries)	Delay project implementation depending on their performance	- Keep informed - Contractual agreement
	Utility companies	Low	Low	Expand business and increase profits	Successful delivery of utility services in target ger areas – quality services	Delay project implementation – delayed operation of target areas infrastructure	- Keep informed
	Construction companies & construction materials companies	Low	Low	Have contracts and make profits	Construction companies will be hired for all construction projects Construction materials companies will be selected for the ger area component to provide vouchers for construction materials to residents ceding additional sqm	Delay in construction works	- Keep informed

Summary of consultations held

All previously-mentioned stakeholders were consulted as part of the TRTA. Depending on the type of stakeholders, the consultation took the form of key informant interviews or Focus Group Discussions. Surveys were also conducted.

Stakeholder Group	Stakeholder name	Public meetings	Key informant interviews	Focus Group Discussions	Surveys
Beneficiary communities and impacted private sector	Plot owners of target ger areas				
	Secondary occupants of target ger areas				
	Herders and households with livestock				
	PUGs/APUGs/Aimag Federation of PUGs				
	NFPUG				
	Existing herder cooperatives				
	Private sector - MSMEs				
	Khovd Polytechnic institute				
Government organizations	MCUD				
	ALAMGaC				
	MOFALI				
	Ministry of Finance				
	Ministry of Environment and Tourism				
	Ministry of Education				
	Ministry of Health				
	Ministry of Labor and Social Welfare				
	Aimag governors and their offices				
	Soum governors and their offices				
	Bag governors of all affiliated soums (rural areas)				
	Bag governors of target ger areas				
Donor agencies	ADB				
	SDC				
Other interested parties	TOSK (or real estate development company)				
	DBM/AMC				
	Commercial banks				
	Utility companies				
	Construction companies & construction materials companies				

A number of subprojects included a wider range of activities, for which consultations are described below.

Ger areas redevelopment project

Due to the nature of the project and its complexity, frequent consultations were required. The project was built following an iterative process that sought to foster community participation and project co-construction. Consultations were done at different stages of the project in order to ensure to take into account the community's priority needs, preferences and constraints, to

communicate regularly to the community on new proposed orientations and adjust the project all along the study process.

Preliminary consultations: understanding socioeconomic context and possible redevelopment options

Focus Group Discussions

The Consultant first conducted preliminary Focus Group Discussions (FGDs) with residents during project identification mission, that helped to design possible redevelopment mechanisms and to build the following consultation tools.

In order to test the possible redevelopment mechanisms, the Consultant then conducted new FGD, separating when possible men/women/young people/people with disability. The objectives of separating groups of population are i) to make sure each group of population participates on the consultation process, ii) to analyze if each group has different views on the existing situation and on the project (same questions are asked and the Consultant analyzes if answers are different between groups), iii) to assess if each group has specific recommendations.

Then, during the third mission of the international team, one public presentation was made in each ger area, in order to present results of the surveys and FGDs and to analyze interest in ceding land for a technical unit due to new orientation of the project towards a focus on this mechanism.

The following table summarizes FGD conducted during the first phases of the study.

Tab. 2 - FOCUS GROUP DISCUSSIONS CONDUCTED DURING IDENTIFICATION-PLANNING STAGE

Focus Group Discussions conducted	
Ulaangom	<p><i>Identification stage</i> Preliminary FGD with residents brought by bag governor – project identification stage</p> <p><i>Planning stage</i> FGD with residents of bag 4 and bag 9 FGD with young men and women of bag 4 and bag 9 FGD with women of bag 9 FGD with people with disability</p> <p><i>Planning/Pre-feasibility stage</i> Public presentation and analyzing interest in ceding land for technical unit – bag 9 Public presentation and analyzing interest in ceding land for technical unit – bag 4</p>
Ulgii	<p><i>Identification stage</i> Preliminary FGD with residents brought by bag governor – project identification stage</p> <p><i>Planning stage</i> FGD with male residents (bags 5 and 13) FGD with female residents (bags 5 and 13) Individual meetings with 2 people with disability</p> <p><i>Planning/Pre-feasibility stage</i> Public presentation and analyzing interest in ceding land for technical unit – bag 5</p>

	Public presentation and analyzing interest in ceding land for technical unit – bag 13
Jargalant	<i>Identification stage</i> Preliminary FGD with residents brought by bag governor – project identification stage <i>Planning stage</i> FGD with male residents FGD with female residents FGD with disabled <i>Planning/Pre-feasibility stage</i> Public presentation and analyzing interest in ceding land for technical unit

Surveys

Besides, surveys have been conducted, with the following objectives:

- Obtaining socio-economic data that are necessary to conduct social and poverty analysis
- Testing mechanisms that have been identified by the Consultant for neighborhood redevelopment – which requires asking questions on households' interests and preferences (willingness to cede part of their land or all their land and against which benefits, etc.); land value; financial capacities to test affordability of proposed mechanisms, etc.

Two questionnaires were prepared:

- One survey for targeted households: the surveys were to be conducted on all households of the targeted streets. It is to note that both households with land titles and households without land titles were surveyed (with different questions according to land title situation).
- One survey for non-targeted households of the ger areas. Residents have been randomly selected – geographic representativeness of the ger areas has been sought. In each city, 50 households from non-targeted areas had to be surveyed.

The following table summarizes for each target street the number of land parcels and the estimated number of households based on survey results. It also shows the number of households who could be surveyed. While the target was to survey 100% of households of the targeted streets, due to cases of absent households, it is considered that in each street, between 67% and 97% of households of the target streets have actually been surveyed¹. This is considered as satisfying. Choice was made to focus the surveys on the target streets, in order to have representative results (90-95% confidence interval, 2%-6% margin of error) at street level.

Tab. 3 - PRELIMINARY SURVEYS

¹ The households had to be visited at least three times, on different days and during off work hours. In some cases, households were visited three times and could not be found. There was no case reported of household refusing to participate in the survey.

No.	Ger area site	No. of land parcels	Average number of HH by khashaa	Estimated number of HH (estimates)	Number of HH surveyed in the first round of survey	% of HH which were surveyed in the first round
1 Bayan-Ulgii						
1.1	Ulgii soum, Bag 5 target street	87	1,54	134	90	67%
1.2	Ulgii soum, Bag 13 target street	84	1,26	106	74	70%
1.3.	Non-targeted areas (ger areas)	-	-	-	50	-
	Total – Bayan Ulgii	Unknown	Unknown	5054	214	4%
2 Khovd aimag						
2.1	Jargalant soum target street	72	1,94	140	124	89%
2.2.	Non-targeted areas (ger areas)	-	-	-	44	-
	Total - Khovd	Unknown	Unknown	4920	168	3%
3 Uvs aimag						
3.1	Ulaangom soum, bag 4 target street	97	1,51	147	137	93%
3.2	Ulaangom soum, bag 9 target street	86	1,43	123	119	97%
3.3.	Non-targeted areas (ger areas)	-	-	-	50	-
	Total	Unknown	Unknown	5144	306	6%
TOTAL No. of HHs - ger areas		Unknown	Unknown	15 119	688	5%

Estimates based on survey results.

There is no statistic on number of households living in ger areas in Ulgii, Khovd and Uvs. It has been assumed, as stated by officials, that "60% of the aimag center population lives in ger areas". Number of households according to NSO 2018 was used. The derived population estimate is imprecise, exact number could be +/- 15%.

For willingness to participate and choice of redevelopment option (ceding land for a technical unit or not, etc.) it was key to have results for most *khashaas*, in order to be able to map results and draw tentative redevelopment layout based on residents' willingness to cede land.

Surveys in non-targeted areas were aimed to make comparisons and understand if the pilot streets can be considered representative of the ger areas of the aimag, or if there are outstanding differences, either in the built environment and access to services, or in the socio-economic profile of residents. These results are only indicative.

Second consultations: testing one proposed development mechanism and assessing willingness to pay

During the third mission of the international Consultant Team, proposed redevelopment mechanisms were adjusted. New consultations with residents were therefore required. It was also decided to focus on three pilot streets for Tranche 1 (one street in each aimag center) – the second round of consultations was therefore only held in these three streets. Besides, willingness to pay surveys were conducted.

Focus Group Discussions

It is to note that compared to previous consultations, it has been chosen to conduct FGD with households with land rights and without land rights separately, in order to assess the Project's impact on the two types of households. Besides, as the project requires to cede land to get connected to networks through the technical unit, it has been identified that households with small land plots may not be able to participate in the project if no specific provisions are designed for them. Therefore, specific consultations were conducted to identify the adequate mechanism that should be inclusive of the small plots.

Tab. 4 - FOCUS GROUP DISCUSSIONS CONDUCTED AT FEASIBILITY STAGE

Ulaangom	Ulgii	Jargalant
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FGD with households with land titles	1 FGD in bag 4	1 FGD in bag 13	1 FGD in Alagtolgoi
FGD with households with no land titles	1 FGD in bag 4	1 FGD in bag 13	1 FGD in Alagtolgoi
FGD with households living in small plots (<450sqm)	1 FGD in bag 4	1 FGD in bag 13	- (only one small plot)
FGD with women (Grid 4)	1 FGD in bag 4	1 FGD in bag 13	1 FGD in Alagtolgoi
Consultations with PWD	At least 1 person consulted in bag 4	At least 1 person consulted in bag 13	At least 1 person consulted in Alagtolgoi
Consultations with minority ethnic groups	Consultations in bag 4	Consultations in bag 13	Consultations in Alagtolgoi

Surveys

Several survey questionnaires were used:

- One survey questionnaire for households with land titles, to understand willingness to participate in the project, i.e. to cede land for a technical unit or to pay for a technical unit, and interest in housing units.
- One survey questionnaire for households without land titles, to understand interest in housing units.
- One survey questionnaire for willingness to pay and complementary socioeconomic information needed for economic and financial assessment and analyzing affordability of proposed mechanisms.

Tab. 5 - HOUSEHOLDS SURVEYED – WILLINGNESS TO PARTICIPATE (LANDOWNERS)

	Number of khashaa (corrected)	Number of surveyed households	%	Representativeness
Bayan Ulgii – bag 13	87	81	93,1%	95% confidence interval, 3% margin of error
Uvs – bag 4	97	91	93,8%	95% confidence interval, 3% margin of error
Khovd	74	62	83,7%	95% confidence interval, 5% margin of error

All plots were sought to be surveyed. Plots not involved in the surveys correspond to cases of absent households or households refusing to take the survey, as described in the survey reports.

Tab. 6 - HOUSEHOLDS SURVEYED – SECONDARY OCCUPANTS

	Number of khashaa (corrected)	Number of secondary occupants surveyed
Bayan Ulgii – bag 13	87	10

Uvs – bag 4	97	39
Khovd	74	36

All secondary occupants were sought to be surveyed.

Tab. 7 - HOUSEHOLDS SURVEYED – WILLINGNESS TO PAY

	Number of households involved to Willingness to participate survey	Neuman distribution (Sample size)
Ulgii	81	58
Jargalant	62	51
Ulaangom	91	61
Total	234	170

A stratified random sampling strategy was used for this survey. The samples were selected based on three geographical strata: 1) the target area of Ulgii aimag center in Bayan-Ulgii, 2) the target area of Jargalant aimag center in Khovd, and 3) the target area of Ulaangom aimag center in Uvs.

The identification of the sample size was based on 95% level of confidence and a margin of error of 4%. Based on this, the number of households to be surveyed was 170 which was distributed to the three target areas using the Neuman method. In selecting the survey respondents, 2 adjacent khashaa were selected and 1 was skipped.

Intersoum centers development

During the project identification phase, the Consultant has conducted key informant interviews with soum government officials and directors of all institutions (school – including dormitory, kindergarten, cultural center, health center).

Household surveys were conducted with the following objectives:

- to obtain socio-economic data that are necessary to conduct social and poverty analysis
- to assess interest in job opportunities related to arable farming activities;
- to analyze needs related to basic infrastructure/utilities and housing, and to have an understanding of financial capacities, in order to assess needs for investments in Tranche 2.

About 30 households were surveyed in initially proposed intersoum center (31 in Omnogovi, 30 in Deluun, 36 in Mankhan).

Regional agri-business development

Frequent consultations were required, and the project was also built following an iterative process, evolving all along the study process taking into account results of each consultation. First consultation stages enabled to understand current situation and general needs of herders and farmers. A preliminary list of project components was then made based on these results and key informant interviews. Project gradually evolved towards more involvement of herders' organizations (PUGs, cooperatives) which required consultations with these organizations instead of individual herders.

Key informant interviews all along the project

During all stages of the project, the Consultant has conducted key informant interviews with technicians from aimag and soum governments, the private sector and individual herders & farmers, as well as with herder organizations at soum, aimag and national levels. Experts from the Swiss Development Corporation (SDC) were also regularly consulted.

Preliminary consultations: understanding current situation and needs

The Consultant conducted FGDs with herders and farmers to understand current situation and practices, assess needs, and identify how the project can support them.

Surveys were also conducted with the following objectives:

- Obtaining socio-economic data that are necessary to conduct social and poverty analysis
- Better understanding herding practices and activities; identifying the needs in terms of financing support, facilities, equipment, training; understanding herders' strategies
- Better understanding farming practices and activities; identifying the needs in terms of financing support, facilities, equipment, training; understanding farmers' strategies

The tables below summarize the exact activities conducted by aimag for this subcomponent during the first phase of the study.

Tab. 8 - FOCUS GROUP DISCUSSIONS CONDUCTED AT PROJECT IDENTIFICATION/PLANNING STAGE

	Focus Group Discussions conducted
Uvs	Herders around Ulaangom Herders around Omnogovi Farmers around Ulaangom Soum governors of Omnogovi and affiliated soums
Bayan Ulgii	Herders around Ulgii Herders around Deluun Farmers in Ulgii Soum governors of Deluun and affiliated soums
Khovd	Herders of Mankhan / Herders of Jargalant Farmers of Mankhan / Farmers of Khovd Soum governors of Mankhan and affiliated soums Cooperatives/middlemen of Mankhan soum

Note: Mankhan intersoum was then dropped from the Tranche 1 at a later stage of the project preparation. Farming-related components were also dropped at a later stage of the project preparation.

Tab. 9 - SURVEYS CONDUCTED AT PROJECT IDENTIFICATION/PLANNING STAGE

	Number of surveyed households (HH)	
	Herders	Farmers
Uvs	65 (Ulaangom: 25; Omnogovi & affiliated soums: 40)	20 (Ulaangom: 14; Omnogovi: 6)
Bayan Ulgii	62	10
Khovd	69	20

SECOND CONSULTATIONS: CONSULTING PUGs, COOPERATIVES AND PRIVATE SECTOR ENTITIES

The second round of consultations was done with PUGs, cooperatives and private sector entities to test proposed investments, financial intermediaries and community procurement package mechanisms.

The below tables give an overview of entities which were consulted.

Tab. 10 - PUGs, COOPERATIVES AND PRIVATE SECTOR ENTITIES CONSULTED IN THE SECOND ROUND OF SURVEYS

	PUGs	Cooperatives	Private sector entities
Uvs	12 participants from 11 PUGs of Omnogovi soum	11 participants of coops around Ulaangom, but mostly of crop farming coops – only 4 related to livestock related activities	8 private sector businesses of Ulaangom
Khovd	-	6 cooperatives of Jargalant, Erdeneburen and Must soums	12 private sector businesses of Jargalant
Bayan Ulgii	12 participants 9 PUG members from 7 PUGs and 3 participants out of PUGs – Deluun soum	9 cooperatives, among which 3 of Deluun	5 private sector businesses of Ulgii and Tolbo soums

Specific consultations for the design of the GIRAF

Consultative workshops were conducted in Uvs, Bayan Ulgii and Khovd with private sector entities in order to introduce the proposed Green Inclusive Regional Agribusiness Fund – GIRAF, the Financial Intermediation Loan (FIL) for the ASDIP. The workshop activity consisted of (i) an introductory seminar with focus on the ASDIP target outputs and outcome and the GIRAF design and basic features in relation to findings from previous consultative meetings held on financing requirements of AVC stakeholders; (ii) completion of feedback sheet by the participants to measure impact of the lending windows under GIRAF against their financing needs and the challenges they have faced in accessing financing windows open to the agricultural sector.

The feedback sheet on the GIRAF financing windows is intended to gain knowledge of the interest and intent to participate and avail of financing against the ASDIP GIRAF. The instrument was used to assess the AVC stakeholders' financial needs and their preference of subloan terms and conditions to fund their agribusiness activities. These inputs served to ensure that the GIRAF design and basic features will meet the challenges of access to funds by the herders' cooperatives, SMEs, and other agribusiness entities in the targeted aimags.

Stakeholder consultations and gender

Women have been engaged in consultations related to all outputs, either using gender-specific consultation tools (such as women-only FGDs) or ensuring their active participation in mixed

consultations. The general approach has been to integrate within each tool specific measures related to gender, in particular:

- All surveys enabled to collect sex-disaggregated data and identify female-headed households who could be consulted;
- When possible, Focus Group Discussions were made separating male and female population. When this was not possible due to logistic constraints or small population size, the Consultant ensured sufficient representativeness of women (at least 40% of FGD participants).
- Key informant interviews with aimags' social experts; the Family, youth and children units, also enabled to understand indirectly ger areas' women's concerns. NGOs were also consulted.

Ger areas redevelopment

- Women-only FGDs were held. The principle was to ask i- same questions as to men to analyze if women have different views on the same topics and ii-specific questions, on: public space & safety, women's needs in terms of public facilities, women's needs of support to develop their economic activities.
- Some mixed consultations were also held, in particular to update the residents on proposed project design. For all mixed consultations, the Consultant ensured participation of women (target of at least 40% of female participants). The Consultant noticed high and substantial participation of women.
- Key informant interviews were conducted to understand gender issues and how to optimize project impacts on women. In particular, the Family, youth and children units within each aimag provided useful information. It is to note, however, that NGOs are very small and have no strong experience in the ger areas (list of consulted NGOs in Annex).

Regional agribusiness development

- Women-only FGDs were held with female herders to study their specific needs and concerns. For mixed FGD, the Consultant also targeted a 40% participation of women.
- Key informant interviews were also conducted to understand gender issues and how to optimize project impacts on women.
- No women herder group could be identified in the project areas.

Part II: Consultation and Participation Plan and Approach

Objectives

The Consultation and Participation Plan (CPP) aims to guide the Executing Agency and respective consultancy service teams through the consultation and participation process with the project key stakeholders for the successful detailed project design and implementation of the project.

The plan covers all project activities of Tranche 1 and provides guidance for the scope of consultation and participation of the stakeholders and information dissemination in order to gain consensus and support from target beneficiaries and key stakeholders, reduce potential problems in implementation, and increase impacts.

Approach

A dynamic plan

The Consultation and Participation Plan builds on the above stakeholder analysis which guides the choice of groups to engage. For each stakeholder, it identifies the objectives of their participation and its dimensions (approach and methods).

The CPP should remain dynamic: this preliminary plan will guide participation during project detailed design and provide guidance for implementation. A more detailed plan will be developed by the Consultancy Services TA to guide consultation during project detailed design & implementation.

Levels and dimensions of participation

As defined by the International Association for Public Participation (IAP2), there are five levels of participation related to five participation goals: to inform, to consult, to involve, to collaborate and to empower, as shown in the following table.

Tab. 11 -SPECTRUM FOR PUBLIC PARTICIPATION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: IAP2, 2007.

In a similar way, ADB defines four levels of participation: *information generation & sharing, consultation, collaboration, or partnership* and three levels of depth (low, medium, high). These cover a range of relationships in which different parties' level of initiative and activity vary. A CPP involves systematically deciding which stakeholders to engage, how and when throughout the project cycle². It builds on stakeholder analyses which guide the choice of groups to engage.

For ASDIP, level of participation required highly varies according to stakeholders and project components. As for the PSA, Gender analysis and ethnic minority analysis, we can look separately at the three main components of Tranche 1 (Ger areas redevelopment, intersoum development, regional agribusiness development) – which involve different stakeholders and beneficiaries³ - to identify general consultation & participation strategy:

- **Ger areas redevelopment component:** high level of participation of target ger area residents is key for project success. Consultations have shown that residents want to participate in the design and construction works⁴. *Collaboration* at detailed design phase is expected for the design of public spaces and social amenities.
- **Intersoum development:** the project will require *consultation* of users of equipment rehabilitated (kindergartens, schools, health centers, etc.) which can be via staff of each institution. The general public is *informed* on the project.
- **Regional agribusiness development:** Herder and herder households must be informed on project activities and benefits/importance of joining PUGs to be included in further steps of the project. PUGs must be at the heart of the process of definition of needs – the PIRMP & CPP process enables to *empower* PUGs, placing decision-level in the hands of PUGs (*partnership*). The similar principle applies for cooperatives, which will define their needs for seed funding. The Local Agribusiness Development Plan is prepared in *collaboration* with all related stakeholders (PUGs, cooperatives, private sector, local government). All stakeholders are *informed* on all other project aspects (veterinary services, laboratory, slaughterhouses, traceability and certification systems, irrigated perimeters, financing mechanism for targeted agribusiness sectors and support program for MSMEs and cooperatives).

The following table clearly identifies why each stakeholder is to be included and approach to participation for each stakeholder.

Community participation for ger areas redevelopment

Targeted areas for redevelopment under Tranche 1 are pilot streets which include around 100 households each. Compared to larger scale projects, this limited population number enables

² Strengthening Participation for Development Results, An ADB Guide to Participation, 2012

³ Although some government organizations are involved in different project components.

⁴ FGD participants expressed that they wanted to be informed about the project progress. They wanted to be consulted on the project activities, their neighborhood development concepts and designs, their options for participation, the designing and planning of the area/neighborhood. Also, they want to be consulted and involved in the detailed design for the ger area development project.

The participants who are capable and will be available for doing different construction works or other project related works (such as monitoring of construction works) are willing to work on the project related works.

to make presentations that involve a large share of the community. However, in order to facilitate community mobilization and to be able to rely on communication relays, it is recommended to organize the community into primary groups (PGs) and a street development council, as defined in the below table.

Tab. 12 -CONSTITUTION OF PRIMARY GROUPS AND STREET DEVELOPMENT COUNCILS

	Primary Group (PG)	Street Development Council
Number	Households in geographical location (group of khashaa), or households sharing similar backgrounds, situation or concerns if wished by the community (e.g. members from one ethnic minority) 8-15 households	All households of the pilot street From 8 to 15 PGs
Representation	One representation from each household	Leader and Secretary from all PGs
Office bearers	Leader Secretary All members must be present to elect	Chair Vice Chair Secretary Treasurer All members must be present to elect
Meetings	Every month	Every month
Rules	-	Charter
Registration	-	Yes

The following need to be considered:

- All primary group leaders and secretaries will be members of the street development council;
- Primary groups will be mainly based on geographical location (groups of khashaa), although groups based on similarity of backgrounds, situations or concerns may be formed upon community request. For example, community members from one ethnic minority may form their own primary group to ensure their representation, which may be relevant in the case of non-Kazakh ethnic groups in Ulgii;
- The members will elect a Chairperson, a Vice-chairperson, a Secretary and a Treasurer for a period to be determined by them;
- The office bearers can be elected through secret ballot or consensus;
- Either chairperson or vice-chairperson should be a female member
- Street Development Council may assign specific tasks to members as and when necessary
- The street development council should formulate a Charter for its operation that should be presented to and accepted by the community

- The street development council should apply for registration to the local authorities. Formal recognition of the representative community organization by the authorities is crucial for empowering the community to be responsible for their own actions.
- In Ulaangom and Ulgii where two streets are targeted under Tranche 1 as pilot streets, linkages will be established between the street development councils to share lessons learnt and good practices.

The Technical Assistance Consultancy Service will:

- Hold a mass meeting to present the objective of community organization;
- Form primary groups;
- Facilitate the primary group to select two representatives for the street development council;
- Assist in the election and formation of the street development council;
- Assist in the registration of the street development council, which may assume a name.

The election of community members will enable to establish communication relays through trusted people. It has been observed during the TRTA that the number of participants to workshops, and quality of community participation, much relied on door-to-door mobilization by bag governors, which was not systematic (in some cases done comprehensively, in other cases with lukewarm results). A more organized structure will enable to have focal points who will support the mobilization of the population and the exchange of ideas and concerns between the population and the project team.

The street development council, as a legal entity (registered as such and recognized by the local authorities) will be in charge of the management of the community center built under the project. Thus, before construction, the street development council is in charge to mobilize the community for participatory planning, and at operation stage, to manage the community center and organize activities.

Gender approach

The gender approach is detailed in Annex 8 (Gender Analysis and Gender Action Plan). Stakeholder participation must be gender-inclusive and specific mechanisms have been designed to ensure women's participation to the project, such as women-only workshops on the design of public spaces for the ger areas redevelopment component under output 1, and one women-only consultation in each PUG under output 2 (refer to Annex 8 for details).

Behavior change campaigns

The project will include behavior change campaigns with the following objectives:

- Change behavior related to water & sanitation in order to optimize impact of access to utilities and promote a reasonable use of resources. A communication strategy to ger areas residents receiving a technical unit and those renting/buying an apartment is required. Main challenges include: (i) language (for Kazakh communities in Khovd, and for non-Kazakh communities in Bayan Ulgii), (ii) the identification of appropriate organizations/leaders/media to deliver the message, (iii) information overload to be avoided and clear, simple messages to be constructed.
- Inform communities living close to construction areas on risks related to AIDS/HIV and other communicable diseases, to reduce risks of communicable diseases transmission.

A communication strategy to population close to construction sites is required. Main challenges include: (i) language (for Kazakh communities in Khovd, and for non-Kazakh communities in Bayan Ulgii), (ii) the identification of appropriate organizations/leaders/media to deliver the message, (iii) information overload to be avoided and clear, simple messages to be constructed, (iv) Communication must be gender sensitive and should be delivered through a variety of channels, packaged in different forms, (v) Fear campaigns, denial/blame campaigns, moral messages to be absolutely avoided (vi) Designing appropriate audience communications⁵.

- Change behavior related to women's inclusion in property right certificates. A communication strategy to households buying an apartment is required to encourage women to register their names on the asset property certificates and increase female registration of ownership. Main challenges include: (i) language (for Kazakh communities in Khovd, and for non-Kazakh communities in Bayan Ulgii), (ii) Culture/traditions and perceptions (e.g. a husband would assume his wife is about to leave him if she wants to register her name on the certificate). It should be noted that there is a risk of negative perception by husbands' of wives' willingness to register their names on property certificates, which could lead to unintended and unexpected negative impacts on women. It is important that the IEC strategy target the couples and not only the women, to properly explain this concern to both men and women and facilitate understanding by both genders.
- Change behavior related to rangeland management/livestock number. A communication strategy to herder households and households with livestock⁶ through PUGs is required. Current practices are not sustainable – there is a need to organize rangeland management and reduce herds' numbers. Awareness raising activities will therefore be a first step of the PUG/RUA approach. Changing mentalities is however expected to be a long process (behavioral change model⁷), in part due to culture and traditions (large numbers of herds and 5 types of animals as symbol of wealth).

⁵ The development of messages should take place after rapid assessment of the current knowledge, attitudes, behavior and practices in relation to sexuality and AIDS/STDs. Guidelines which can assist in avoiding some of the most frequent mistakes indicate that the messages should i- be consistent and accurate and disseminated in a continuous manner, ii- be positive and aim to help people protect themselves, iii- be action oriented, leading individuals to actions such as calling for more information, buying condoms, or using clean needles, iv- be linked to service delivery (e.g. affordable condoms available in the area), v- offer options.

⁶ We can distinguish herder households (whose main economic activity is herding) and livestock owners (who own livestock but do not herd themselves). Surveys and FGDs conducted show that the sharing of responsibilities is shared as follows between herding households and livestock owners:

Who takes decisions related to:	
Buying animals	The owner of livestock
Selling animals and products	
Location of campsites	The herder
Practicing otorgaz	
Where/who to sell animals and products	The owner of livestock

This means the owner of livestock will be the one making a decision on whether to respect RUAs and decrease livestock numbers or not. Therefore, owners of livestock must be consulted in the PUG/RUA process.

⁷ The behavioral change model is a process under which the targeted population goes through the following stages: unaware - aware – concerned – knowledgeable and skilled – motivated to change – ready to change – trial change of behavior – adoption of new behavior.

Behavioral change also depends on success of project components (increase animal productivity and development of livelihood improvement opportunities).

- Change behavior and improve knowledge related to animal health care. A communication strategy to herder households (via community-based animal health workers within each PUG) is required.

Consultation and Participation Plan

Tab. 13 -CONSULTATION AND PARTICIPATION PLAN

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
Output 1: Climate-resilient, low carbon, and attractive aimag and soum centers developed						
Target ger area residents	Ger area residents are involved as final beneficiaries of the project. Consultation should enable to inform them regularly on project progress, to collaborate with them on project design and empower them through constitution of a street community council in charge of mobilization of the population in all consultation activities and to elect a management board of the community center.	Inform on project content, mechanisms and timeframe at the beginning of the project and ensure information is available and clear to all	<p>General information meeting from the start of the project and frequent information meetings</p> <p>Establish an information office in the project area during the first year of the project for residents' easy access and continuous provision of information</p> <p>For the first meetings, prepare boards/flyers with i- visual explanation on project mechanism and ii- Question & Answers (using concrete examples). The boards can be displayed in the schools where the meeting usually take place. Flyers can be distributed by the bag governor and most active community members, notably the elderly which showed willingness to discuss about the project with the community.</p> <p>Include the bag governors who can explain the project to the people in a way that is understandable to them and can facilitate communication</p> <p>Document the process and share with ADB team for information and review</p>	PIU Consultancy Services	2021-2022 (Detailed design phase)	<p>PPT (+ laptop, projector), boards, flyers</p> <p>Urban planning expert</p> <p>Social and community engagement expert</p> <p>Venue for meetings such as school room, and venue to establish information center (can be a temporary ger or information point at school)</p> <p>Refreshment during the consultations, stationeries and communication costs</p>
		In each pilot street, establish a street development council with following functions: i- mobilization of community for all participation activities, ii- election of community center management board and mobilization of community for participatory planning and organization of activities of community center at implementation phase	<p>In each pilot street, support residents to form primary groups and elect a leader and a secretary through a series of meetings as required, then form a street development council based on the primary groups</p> <p>Document the process and share with ADB team for information and review</p>			<p>Social and community engagement expert</p> <p>PPT with general information about the community mobilization and role of street development council (+ laptop, projector)</p> <p>Bag governors to help with the process</p> <p>Venue for consultations</p>

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
						Refreshment during the consultations, stationeries and communication costs
		Information on final Voluntary Land Swapping Plan	<p>PIU to prepare final Voluntary Land Swapping Plan and inform target ger area population on conditions (general meeting).</p> <p>Conduct individual meeting with households to explain principles and how the VLSP applies to their particular cases</p> <p>Document the process and share with ADB team for information and review</p>	PIU Consultancy Services	2021-2022 (Detailed design phase)	<p>Cadastral map</p> <p>Urban planning expert, land expert, social and community engagement expert</p> <p>Notary</p> <p>PPT for general information meeting (+ laptop, projector) and leaflets for individual meetings on khashaa</p> <p>Venue for consultations</p> <p>Refreshment during the consultations, stationeries and communication costs</p>
		Implementation of Voluntary Land Swapping Plan	<p>Negotiate the exact area to be taken by the project as tradeoff against technical unit/ other benefits under the VLSP conditions</p> <p>Issuance of contract by which owner household commit to cede land against a technical unit/other benefits under the VLSP conditions</p> <p>Document the process and share with ADB team for information and review</p>	PIU Consultancy Services	2021-2022 (Detailed design phase)	<p>Cadastral map</p> <p>Urban planning expert, land expert, social and community engagement expert</p> <p>Notary</p> <p>Legal expert</p>
		Information on work schedule	<p>Prepare a draft construction work schedule</p> <p>Conduct community consultations and agree on the construction work schedule</p> <p>Document the process and share with ADB team for information and review</p>	PIU Consultancy Services	2021-2022 (Detailed design phase)	<p>Engineer</p> <p>Social and community engagement expert</p> <p>Venue for consultations</p> <p>Refreshment during the consultations, stationeries and communication costs</p>

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
		Consult extensively on detailed design of public spaces	<p>Workshops and Focus Group Discussions on detailed design of public spaces, with at least two women-only workshops/FGDs. Street development council to support community mobilization.</p> <p>Integration of population's demand in the design to the maximum extent possible, with special care to include demands from women, poor households, ethnic minorities and the disabled.</p> <p>The proposed and final designs are presented in one consultation with at least 50% of participants who are women</p> <p>Document the process and share with ADB team for information and review</p>	<p>PIU</p> <p>Consultancy Services</p> <p>Street development council</p>	2021-2022 (Detailed design phase)	<p>Urban planner</p> <p>Social and community engagement expert</p> <p>PPT with proposed developments/conceptual designs (+ laptop, projector)</p> <p>PPT with final design (+ laptop, projector)</p> <p>Bag governors to help with the process</p> <p>Street community council established to help with the process</p> <p>Venue for consultations</p> <p>Refreshment during the consultations, stationeries and communication costs</p>
		Consult extensively on detailed design of community center	<p>Work together with street community council on detailed design of community center. Support street community council to organize meaningful consultations with the community including women, poor households, ethnic minorities and the disabled.</p> <p>Document the process and share with ADB team for information and review</p>	<p>PIU</p> <p>Consultancy Services</p> <p>Street development council</p>	2021-2022 (Detailed design phase)	<p>Street community council established and functional to lead the process</p> <p>Social and community engagement expert to support the process</p> <p>Venue for consultations</p> <p>Refreshment during the consultations, stationeries and communication costs</p>
		Continue to inform residents during the works	<p>Inform all along the works on:</p> <ul style="list-style-type: none"> - progress of implementation - update in civil works schedule - project impact and monitoring measures - grievance redress system 	<p>PIU</p> <p>TOSK</p> <p>Consultancy Services</p>	2023-2026 (Construction works)	<p>PPT with specific information about the subject of the consultation (+ laptop, projector)</p> <p>Venue for consultations</p> <p>Refreshment during the consultations, stationeries and communication costs</p>

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
						Social and community engagement expert
Households receiving a technical unit or buying an apartment	Final beneficiaries	IEC campaign for behavioral change related to water & sanitation	Develop and implement an IEC campaign on proper household practices on sanitation, hygiene, and health, such as reasonable use of water for affordable water bills, importance of hand washing	PIU – Consultancy services to define channel (can be through specialized NGO)	2023-2026 When technical units are delivered / apartments rented or sold	Printing and dissemination of materials Venue for meeting Refreshment during the consultations, stationeries and communication costs
Households buying an apartment	Final beneficiaries	IEC campaign to encourage women to register their names on the asset property certificates	IEC materials to be developed by the consultants in charge and shared with ADB for review	PIU – Consultancy services to define channel	2025-2026 (At the time when households buy an apartment)	Printing and dissemination of materials Venue for meeting Refreshment during the consultations, stationeries and communication costs
NGOs and the Family, Youth and Children units	They can hold activities in the community center.	Inform about the community center component and put in contact with street development council	Meetings to organize with street development councils and NGOs and Family, Youth and Children units	PIU Consultancy services	2021-2023	Street community council established and functional Venue for meeting (can be in the community center once constructed)
Directors and senior staff of inter-soum buildings to be rehabilitated	They have knowledge on buildings infrastructure issues, users and their needs, and can consult users when more consultation is needed.	Consult on detailed design of works, in particular of WASH facilities, buildings expansion and new multi-purpose buildings, and specific issues met for buildings which will benefit from capital repair	Key informant interviews to be conducted. Further direct consultations with users to be held if need arises.	PIU Consultancy Services	2021-2022 (Detailed design phase)	Architect/engineer Transport to the project sites
		Inform during the works	Inform all along the works on: - progress of implementation - update in civil works schedule - grievance redress system	PIU Consultancy Services	2023-2026 (Construction works)	Transport to the project sites
Output 2: Rangelands managed for climate resilience, high carbon sequestration, and sustainable herding.						
Herders	They are the final beneficiaries of Output 2.	Inform on benefits/importance of joining PUGs and rangeland management	Work with APUGs to identify areas where herders are not organized in PUGs	PIU NFPUG	2021-2026	Transport to the herders' sites

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
			Inform on importance to form PUGs and benefits linked to the project; help herders to form PUGs registered by the APUGs to be able to benefit from project activities	CPIS		Refreshment during the consultations, stationeries and communication costs CPIS
PUGs	They are the beneficiaries of capacity building activities for signing of and compliance to RUA, leaders in the elaboration of the PIRMP, beneficiaries of the Community Procurement Package, main stakeholders involved in the elaboration of the Local Agribusiness Development Plans.	<p>Awareness raising on importance of rangeland health and reduction of herds number⁸</p> <p>Support for RUA signing</p> <p>Elaboration of stocking adjustment plans</p> <p>Sensitize on importance of compliance to RUA and stocking adjustment plans</p> <p>Inform on CPP process</p> <p>Build capacities and work with to elaborate PIRMP and write CPP project sheets</p> <p>Partner for monitoring of rangeland management, animal health aspects, etc.</p> <p><i>These activities will result in the identification by PUGs of micro-projects to be financed by ASDIP.</i></p>	<p>Project Implementation Consultancy Services/PIU to work closely with PUG (weekly meetings)</p> <p>A Community-Based Animal Health Worker (CBAHW) to be trained within each PUG and sensitize herders on good practices for improved animal health</p>	PIU NFPUG CPIS	2021-2026	<p>Transport to the PUGS' sites</p> <p>Refreshment during the consultations, stationeries and communication costs</p> <p>CPIS</p>

⁸ For this activity, the PIU/Project Implementation Consultancy Services may need to work with households with livestock who are not herder households, depending on each local situation.

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
		Consultation for the elaboration of the Local Agribusiness Development Plans	Workshops are organized in soum centers where all PUG leaders are invited	PIU Consultancy services NFPUG	2021-2026	Transport to the intersoum centers Venue for meeting in the intersoum centers Refreshment during the consultations, stationeries and communication costs Value chain specialist
Cooperatives	Cooperatives benefit from seed funding. They are involved in the elaboration of the Local Agribusiness Development Plans and have access to loans for investments included in the Local Agribusiness Development Plans.	Co-identification of needed facilities and materials to be financed by the project for launching of activities	CPIS supports creation and structuring of cooperatives from successful PUGs: meetings with PUGs to select successful PUGs, and workshops with these PUGs to form a cooperative and define orientations and needs CPIS supports existing cooperatives to comply with project requirements for financing and organize workshops to identify their needs for development of their activities	PIU CPIS NFPUG	2021-2026	Transport to the intersoum centers Venue for meeting in the intersoum centers Refreshment during the consultations, stationeries and communication costs CPIS
		Inform on availability of loans for investment in targeted agribusinesses according to Local Agribusiness Development Plan	CPIS informs all cooperatives on loans modalities and requirements (meetings with each cooperative), availability for investment fund for cooperatives, and support their applications	PIU CPIS NFPUG	2021-2026	Transport to the intersoum centers Venue for meeting in the intersoum centers Refreshment during the consultations, stationeries and communication costs Value chain specialist
		Consultation for the elaboration of the Local Agribusiness Development Plans	Workshops are organized in soum centers where all cooperative leaders are invited	PIU Consultancy services NFPUG	2021-2022	Transport to the soum centers Refreshment during the consultations, stationeries and communication costs Value chain specialist
The chambers of commerce	In each aimag, the Chamber of commerce manages the agribusiness incubator.	Consultations on agribusiness incubator design	Consultancy Services for Technical Design to work closely with chamber of commerce for the detailed design of the incubator	PIU Consultancy services	2021-2022	PPT with conceptual design Venue for meeting Architect/Engineer – incubator specialist

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
	It is also involved in the elaboration of the Local Agribusiness Development Plans.	Consultation for the elaboration of the Local Agribusiness Development Plans	Workshops are organized in soum centers where Chamber of commerce is invited and required to mobilize the private sector	PIU Consultancy services	2021-2022	Transport to the intersoum centers Venue for meeting in the intersoum centers Refreshment during the consultations, stationeries and communication costs Value chain specialist
		Partner with chamber of commerce to communicate to the private sector on loan availability, modalities and requirements	One meeting at the Chamber of commerce with private sector entities Train officer of Chamber of commerce on loan modalities and requirements Support chamber of commerce in its communication strategy to private sector business entities, monitor once every 3 months on difficulties reached and ways to improve communication to private sector	PIU Consultancy services	2021-2026	Training to chamber of commerce: PPT (+ laptop, projector), flyers, other communication medium Finance specialist Refreshment during the consultations, stationeries and communication costs
Khovd polytechnic institute	Khovd polytechnic institute will manage the Regional Research Development Center.	Collaboration on detailed design of Regional Research Development Center and equipment need list	Consultancy Services for Technical Design to work closely with Khovd Polytechnic Institute for detailed design of the Regional Research Development Center.	PIU Consultancy services	2021-2022	PPT with conceptual design (+ laptop, projector) Venue for meeting (can be in Khovd polytechnic school) Architect/engineer and agriculture research specialist
Aimag Employment services	The Aimag Employment Services implement business support program related to the agribusiness incubators.	Partner with Aimag Employment services for implementation of business support program in the incubator	Work with to finalize design of program for startup businesses related to the incubator (working sessions) Train	PIU Consultancy services	2021-2026	Venue for meeting MSME development specialist
SDC	SDC can share lessons learnt from Green Gold/participate in the project feasibility studies and design	Consult at project study stage (Green Gold to stop its activities in 2020)	Regular meetings between project consultants and Green Gold staff	PMO	2021-2026	None
Private sector business entities	Private sector entities will benefit from financial support for investments included in the Local Agribusiness Development Plans.	Consultation for the elaboration of the Local Agribusiness Development Plans	Workshops are organized in soum centers where private sector entities operating in agribusiness activities are invited	PIU Consultancy services	2021-2022	Transport to the intersoum centers Venue for meeting in the intersoum centers

Stakeholder group	Objective of their intervention	Activity (what shall be done)	Actions (how; specific actions)	Who (Responsible parties)	When (Timing or Periodicity)	Required resources/information
operating in agribusiness						Refreshment during the consultations as required
Output 3: Green and inclusive agribusiness value chain strengthened through accessible finance						
Private sector business entities operating in agribusiness	Private sector entities will benefit from financial support for investments included in the Local Agribusiness Development Plans.	Inform on loan availability, modalities and requirements	Partner with Chamber of Commerce (cf above)	PIU Consultancy services Chambers of commerce	2021-2022	Venue for meetings and logistical requirements Information flyers
Output 1-3: Measures related to construction works						
Population close to construction areas	Impacted by the works	IEC campaign on HIV/AIDS and other communicable diseases	IEC materials on HIV/AIDS and other communicable diseases to be developed by the consultants in charge and shared with ADB for review	PIU Consultancy services	2023-2026 (A few weeks before the works and during the works)	Venue for meetings and logistical requirements Information flyers

Part III: Stakeholder Communications Strategy

Objectives

The Stakeholder Communications Strategy for the project builds on and expands Project Consultation and Participation Plan and focuses on information sharing and consultation. It guides communications with stakeholders during project implementation. Stakeholder communication involves information dissemination, education and awareness raising; and also goes further to encourage dialogue, foster behavior change, and mitigate risks. It entails getting information to particular audiences (communities, government officials (communities, government officials, CSOs, the private sector, etc.), listening to their feedback, and responding. Strategic communication supports project operations and improves the chances of success, it aims at building consensus through raising public understanding and generating well-informed dialogue among stakeholders⁹.

The overall stakeholder communications strategy (SCS) will involve the establishment of a system for information sharing and consultative activities in line with the Project Consultation and Participation Plan, Social Action Plan, Gender Action Plan and recommendations of the ethnic minority analysis.

The multi-sectoral and complex components under the project (in particular the regional agri-business development component and ger areas redevelopment component) are relatively new concepts or approaches for some stakeholders involved in the project. The information on the project goal/objectives, approach, expected outcomes, benefits, implementation arrangements and schedules are to be well disseminated for a wider understanding and acceptance of the all project stakeholders especially communities and government organizations who are involved in decision making processes during the project milestones.

The specific objectives of the communication strategy are:

- Establish regular information sharing flow related to the project and its specific details;
- Create a system of two-way information sharing or feedback mechanism between the project executing agencies and the target beneficiaries and affected persons/institutions.

The Stakeholder Communications Strategy (SCS) presented in the following table outlines the communication objectives, risks, key messages, and the proposed communication channels which will engage the target stakeholders. The particular strategies of engagement of each stakeholder is in line with the Stakeholder Analysis and Mapping presented above.

The stakeholder communication strategy

⁹ Strengthening Participation for Development Results, An ADB Guide to Participation, 2012

Tab. 14 -STAKEHOLDER COMMUNICATION STRATEGY

Objective	Stakeholder Groups	Messages/ Information	Means communication of	Timing	Responsible Channels	Resources/ Materials	Expected Outcomes	Risks/ Challenges
Establish a regular flow of information about the project and its specific details	All: Beneficiary Communities and their organizations Government: Steering Committee and ALAMGaC, aimag governors Private Sector Khovd polytechnic institute SDC	Program goal/objectives, design and components, target beneficiaries, key program benefits, implementation process and arrangements, schedule of civil works, limitations of scope of the project Main program impacts (positive and negative) Planned mitigation measures (including resettlement plan, GAP, SAP, CPP, EMP) and means of sharing concerns/problems <i>Adapt for different stakeholders</i>	Media (i.e., radio, TV, newspaper, web) Print materials (i.e., FAQs/Brochures, posters or notices) Consultative public meetings Working Group Meetings FGDs Periodic Progress Reports (i.e. Monthly, Bi-Annual, Annual Progress Reports) Awareness campaigns / public campaigns <i>Focus certain channels/activities for reaching particular stakeholders</i>	From outset of project Regular scheduled events to update on developments Monthly program progress update meetings with steering committee (throughout program implementation) based on Monthly Progress Reports	Executing Agency Respective consultancy services	Costs and materials for: -Preparation of content on program information (i.e., FAQs, PowerPoint materials, posters, etc.) -Printing and dissemination of materials -Logistical requirements for meetings (venue, refreshment)	Understanding of program goal/objectives, approach, components, benefits, impacts, related safeguards concerns among affected population, limitations of scope of project and other project-related information.	Complex technical terminologies with difficulties to make the project understood by ger area residents/herders Language – for Kazakh and Tuva communities Culture (e.g. reaching and informing herder women in Kazakh areas) Literacy of the target stakeholders (however illiteracy is very low) Managing expectations of target stakeholders Low interest and participation of target stakeholders (due to work schedules and other commitments)
Establish a system of two-way information sharing/feedback mechanism between the project executing agencies and the target stakeholders	All: Beneficiary Communities and their organizations Government: Steering Committee and ALAMGaC, aimag governors Private Sector Khovd polytechnic institute SDC	Importance of dialogue, incorporation of stakeholder views into the project: explain feedback process and how feedback is used Integrating stakeholder inputs in the design and implementation of the project Discuss social and environment mitigation plans including resettlement plan,	Project Steering Committee meetings Technical Working Group Meetings NFPUG / APUG / PUG structure NACA / ACA / cooperative structure once established Bag residents of targeted areas Street community councils FGDs/workshops with ger area residents	From outset of the project throughout implementation Monthly program progress update meetings with steering committee (throughout program implementation) based on Monthly Progress Reports	Executing Agency Project Steering Committee Technical Working Group NFPUG for consultation with APUG and PUG Street community councils for feedback	Costs and materials for: -Preparation of content on program information (i.e., FAQs, PowerPoint materials, posters, etc.) -Printing and dissemination of materials -Logistical requirements for meetings (venue, refreshment)	Community-specific and gender-specific inputs into project design or implementation Early identification and resolution of conflicts or issues related to project design or implementation Immediate identification of areas for improvement in project	Language – for Kazakh and Tuva communities Risk to rely on Kazakh leaders to dialogue with Tuva population Culture (e.g. reaching and informing herder women in Kazakh areas) Systematic grievance redress system quick response to issues Low interest and participation of stakeholders (due to work schedules and other commitments)

Objective	Stakeholder Groups	Messages/ Information	Means of communication	Timing	Responsible Channels	Resources/ Materials	Expected Outcomes	Risks/ Challenges
		GAP, CPP, SAP, EMP) <i>Adapt for different stakeholders</i>	Existing CSOs operating in the bag areas, women councils operating in rural areas		from residents		components and implementation arrangements	

ANNEX – LIST OF CONSULTED NGOS

BAYAN-ULGII AIMAG

ORGANIZATION S NAME	WORK FIELD	ACTIVITIES	TARGET
BUSINESS WOMEN'S ASSOCIATION	BAYAN-ULGII AIMAG INCLUDING THE PROJECT TARGET AREA	-RESEARCH -TRAINING -CARE AND SUPPORT	VULNERABLE GROUP OF PEOPLE INCLUDING PWD'S, ELDERLY, HH HEAD WOMEN, YOUTH, ORPHANS AND SEMI-ORPHANS AND OTHER
TRADE UNION OF BAYAN-ULGII	BAYAN-ULGII AIMAG INCLUDING THE PROJECT TARGET AREA	-EMPLOYERS RIGHT PROTECTION -TRAINING -RESEARCH -EMPLOYERS CAPACITY BUILDING - ADVOCACY TO PROMOTE LABOR LAW	EMPLOYERS
MILLENNIUM PROGRESS NGO- "SANO" HUMAN DEVELOPMENT TRAINING CENTER	BAYAN-ULGII AIMAG INCLUDING THE PROJECT TARGET AREA	-WOMEN'S ENCOURAGEMENT -PROTECTION OF WOMEN FROM VIOLENCE -TRAINING -ENVIRONMENTAL FRIENDLY BEHAVIOR CHANGE PROGRAMS	-WOMEN -YOUTH -CHILDREN -ELDERLY -GENERAL POPULATION

AIMAG ELDERLY PEOPLE'S CENTER	BAYAN-ULGHII AIMAG INCLUDING THE PROJECT TARGET AREA	-ELDERLY PEOPLE'S RIGHT, -EMPLOYMENT -SOCIAL PROTECTION - TRAINING	ELDERLY
AIMAG DISABILITY PEOPLES ASSOCIATION NGO AIMAG EMPLOY ASSOCIATION	BAYAN-ULGHII AIMAG INCLUDING THE PROJECT TARGET AREA	-PWD'S RIGHT PROTECTION -JOB REFERRAL -TRAINING AND CAPACITY BUILDING -RESEARCH -CARE AND SUPPORT	-PWDs -GENERAL POPULATION
"TOLKHIN" NGO			
BUSINESS WOMEN'S FEDERATION -BAYAN- ULGHII BRANCH	BAYAN-ULGHII AIMAG INCLUDING THE PROJECT TARGET AREA	-WOMEN'S BUSINESS DEVELOPMENT -TRAINING AND CAPACITY BUILDING -WOMEN START-UPS	BUSINESSWOMEN
WOMEN'S FEDERATION	BAYAN-ULGHII AIMAG INCLUDING THE PROJECT TARGET AREA	-WOMEN AND GIRLS DEVELOPMENT -WOMEN AND GIRLS PARTICIPATION -WOMEN AND GIRLS EMPOWERMENT -WOMEN AND GIRLS LEADERSHIP	-WOMEN -GIRLS
MAIN INPUTS AND REMARKS FROM THE CONSULTED NGOS: - INTERESTED IN PARTICIPATING IN THE PROJECT, ALL PARTICIPANTS AGREED TO PARTICIPATE IN FUTURE PROJECT CONSULTATIONS AND COOPERATE WITH THE PROJECT			

- INTERESTED IN BEING ABLE TO JOINTLY RENT A ROOM IN A COMMUNITY CENTER TO OPERATE ACTIVITIES. NGOS CAN SUPPORT MANAGEMENT OF THE COMMUNITY CENTER
- HIGH SUPPORT TO THE PROJECT AND APPROVING PROJECT FEATURES, E.G. COMMUNITY CENTER, PLAYGROUNDS
- THE AIMAG PWD'S ASSOCIATION IS READY TO COOPERATE AND FACILITATE PARTICIPATION OF PWD
- 2 NGOS HAVE EXPERIENCE COOPERATING WITH LOCAL GOVERNMENT AND BEEN CONTRACTED FOR PERFORMING SOME SERVICE WORK
- THE TRADE UNION HAS THE TRAINING ROOM AND CAPACITY WORK CLOSE TO THE COMMUNITY SO HAVE THE POSSIBILITY TO PROVIDE TRAINING AND COOPERATE WITH THE PMO



OTHER NGOS WHICH COULD NOT BE CONSULTED INCLUDE:

AYAN NGO (TUVAN WOMEN'S RIGHT, REPRODUCTIVE HEALTH AND RIGHTS); ANULAR ASSOCIATION (KAZAKH WOMEN'S RIGHTS), RED CROSS COMMITTEE BAYAN ULGII, YOUTH FEDERATION, GAL GOLOMT MOVEMENT (FAMILY DEVELOPMENT)

KHOVD AIMAG

ORGANIZATION S NAME	WORK FIELD (INDICATE IF IT WORKS IN TARGET AREAS)	ACTIVITIES	TARGET
HUMAN DEVELOPMENT INSTITUTION	WESTERN REGION 16 SOUMS OF THE KHOVD AIMAG AND JARGALANT SOUMS' 12 BAGS	-TRAINING -CHARITY ACTIVITIES -EVENTS -CONTENTS (START-UP) -WOMEN'S TALK TV PROGRAM -POVERTY REDUCTION - BEHAVIOR CHANGE -FUNDRAISING	-FOR ALL AGE OF PEOPLE INCLUDING: -PWD'S AND ELDERLY -CHILD MOTHER -WOMEN AND YOUTH
PHARMACY ORGANIZATIONS ASSOCIATION	NATIONAL NGO AND HAVE A BRANCH OFFICE IN ALL AIMAGS KHOVD AIMAG, ALL SOUMS, AND BAGS	-PUBLIC HEALTH -MEDICINE PROCUREMENT -MEDICAL WORKERS CAPACITY BUILDING -MEDICINE SAFETY USE	GENERAL POPULATION
AIMAG EMPLOYMENT FEDERATION	16 SOUMS OF THE KHOVD AIMAG AND JARGALANT SOUMS 12 BAGS	-EMPLOYERS' AND PRIVATE SECTORS RIGHT AND DEVELOPMENT OF THE PARTNERING MAIN LABOR STAKEHOLDERS	EMPLOY, EMPLOYMENT AND PRIVATE SECTORS

THE NATIONAL PWD'S ASSOCIATION'S BRANCH KHOVD AIMAG PWD'S COUNCIL	16 SOUMS OF THE KHOVD AIMAG AND JARGALANT SOUMS 12 BAGS	-TRAINING -CHARITY ACTIVITIES -LABOR REFERRAL -POVERTY REDUCTION	PWD'S AND RELATED GOVERNMENT AND NGO ORGANIZATIONS
PRODUCTION, COOPERATIVE AND HUB SERVICES UNITED FEDERATION	JARGALANT SOUMS 12 BAGS	-SHOE PRODUCING -HAIRDRESSER -CHEMICAL CLEANING -SEWING -WOOD PRODUCTS -IRON PRODUCTS -OTHER HAND MADE PRODUCTS AND MAINTENANCE	-HH'S HEAD WOMEN -HH HEADING MEN -UNEMPLOYED PEOPLE -PWD's
"SUUN SETGEL ASSOCIATION " NGO		-PROTECTION OF ELDERLY PEOPLES RIGHT -TRAINING -ENVIRONMENTAL FRIENDLY PROGRAMS -YOUTH TRAIN TRAINER FOR THE TRADITION, HISTORY, AND CULTURE -CARE AND SUPPORT PROGRAMS DIRECTED TO THE YOUTH	-ELDERLY -YOUTH -CHILD
MAIN INPUTS AND REMARKS FROM THE CONSULTED NGOS:			

- KHOVD AIMAG HAS AROUND 60 NGO'S AND ACTIVE NGOS ARE ABOUT 10.
- THE NGOS' ISSUE IS THE LACK OF OFFICE AND PREMISES WHERE TO OPERATE. NGOS CAN BE INVOLVED IN COMMUNITY CENTER MANAGEMENT AND OPERATE ACTIVITIES THERE.
- ALL NGOS ARE VERY INTERESTED IN PARTICIPATING IN THIS PROJECT. ALL PARTICIPANTS AGREED TO PARTICIPATE IN FUTURE PROJECT CONSULTATIONS AND COOPERATE WITH THE PROJECT
- THE HUMAN DEVELOPMENT INSTITUTION HAS AN OFFICE IN THE FAMILY, YOUTH AND CHILDREN CENTER AND WORKS ON START-UP BUSINESS DEVELOPMENT AND COMMUNICATION STRATEGY PROGRAMS USING THE SOCIAL NETWORKS
- THE NGOS SUPPORT THE PROPOSED COMMUNITY MANAGEMENT OF COMMUNITY CENTER AND RELATE POOR EXPERIENCES OF AIMAG MANAGEMENT OF SUCH BUILDINGS. SOME NGOS HAVE EXPERIENCE AND CAN SUPPORT THIS PROCESS.
- THE COMMUNITY CENTERS COULD SERVE COMMUNITY'S BUSINESS INITIATIVES THAT BENEFIT SEVERAL HOUSEHOLDS, WITH SHARED SPACE, EQUIPMENT AND TOOLS



OTHER NGOS WHICH COULD NOT BE CONSULTED INCLUDE:

AIMAG WOMEN'S COUNCIL (WOMEN AND GIRLS' RIGHTS), GOOD HELP CENTER (DOMESTIC VIOLENCE), PEACE FUTURE (YOUTH DEVELOPMENT), ERDES COMMITTEE

UVS AIMAG

ORGANIZATION S NAME	WORK FIELD (INDICATE IF IT WORKS IN TARGET AREAS)	ACTIVITIES	TARGET
UVS AIMAG'S CSO'S COUNCIL	ULAANGOM AND ALL SOUMS OF THE UVS AIMAG INCLUDING THE PROJECT TARGET AREA	-CAPACITY DEVELOPMENT OF IT IS MEMBER NGO'S OF THE CSO COUNCIL'S - MONITORING OF THE GOVERNMENTS SERVICES AND SOCIAL ACCOUNTABILITY -YOUTH RIGHT AND DEVELOPMENT -ELDERLY PEOPLE'S RIGHT AND DEVELOPMENT -DISABILITY PEOPLE'S RIGHT AND DEVELOPMENT -SPORT ACTIVITIES AND COMPETITIONS AMONG ALL AGE OF PEOPLE, TEAM SPORT DEVELOPMENT IN UVS	-ACTIVE NGO'S OF UVS AIMAG -GENERAL POPULATION -YOUTH -ELDERLY -DISABILITIES AND CHILD -DECISION MAKERS
MONGOLIAN FAMILY WELFARE ASSOCIATIONS	ULAANGOM, UVS	-REPRODUCTIVE HEALTH AND RIGHTS -COMPREHENSIVE SEXUAL EDUCATION -VOLUNTARY TESTING -MOBILE SERVICE -TRAINING AND COUNSELLING	-GENERAL POPULATION -YOUTH AND TEENAGERS -ELDERLY
- ALL NGOS ARE VERY INTERESTED IN PARTICIPATING IN THIS PROJECT. ALL PARTICIPANTS AGREED TO PARTICIPATE IN FUTURE PROJECT CONSULTATIONS AND COOPERATE WITH THE PROJECT - THE NGOS' ISSUE IS THE LACK OF OFFICE AND PREMISES WHERE TO OPERATE. NGOS CAN BE INVOLVED IN COMMUNITY CENTER MANAGEMENT AND OPERATE ACTIVITIES THERE.			

- THE NGOs SUPPORT THE PROPOSED COMMUNITY MANAGEMENT OF COMMUNITY CENTER AND STATE THAT COMMUNITY MANAGER WILL HAVE BETTER IMPACT ON THE COMMUNITIES THAN AIMAG MANAGEMENT.
- 5 NGOs HAVE EXPERIENCE COOPERATING WITH LOCAL GOVERNMENT AND HAVE BEEN CONTRACTED FOR PERFORMING SOME SERVICE WORK

OTHER NGOs WHICH COULD NOT BE CONSULTED INCLUDE:

AIMAG TRADE UNION, "ADULT AND FUTURE UVS CENTER" (HEALTH EDUCATION AND HEALTH RIGHTS), AIMAG WOMEN'S COUNCIL, RED CROSS COMMITTEE UVS, ERDER'S COMMITTEE, GOOD HELP CENTER