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**Swiss Agency for Development
and Cooperation SDC**

ANNUAL REPORT 2017

SWISS AGENCY FOR DEVELOPMENT AND COOPERATION IN MONGOLIA



Annual Report 2017

Swiss Agency for Development and Cooperation (SDC) in Mongolia

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Cover photo © D.Davaanyam / Livestock overstocking is one of the leading causes of rangeland degradation, and is a key area of focus for SDC's Green Gold and Animal Health Project.

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Introduction

2017 was another eventful year for Mongolia, marked by a presidential election, the resignation of the government, and a three-year extension to the International Monetary Fund's Extended Fund Facility (EEF) to stabilise the economy, restore confidence, and pave the way for economic recovery.

The Democratic Party's candidate Kh. Battulga was elected President after defeating M. Enkhbold from the ruling Mongolian People's Party (MPP) in a run-off election. While policy differences between the President and the MPP-dominated Parliament and government have the potential to delay policymaking and implementation, the impact is not expected to be significant. Soul-searching within the ranks of the MPP in the wake of the party's defeat resulted in the Cabinet being ousted in September amid allegations of incompetence and corruption, which shattered the expectations of political stability that had arisen after the MPP's overwhelming victory in parliamentary elections the year before. Despite the political upheavals, the SDC Country Strategy remains aligned with the Action Plan of the Government of Mongolia 2016-2020, and most of SDC's projects are well known and supported by government counterparts. SDC will engage in policy dialogue with the new government.

The extension of the IMF's EEF meant Mongolia was able to avoid defaulting on its debt repayments and begin structural reforms to restore economic

stability. The first signs of recovery are evident, and are primarily attributed to increases in coal and copper prices in tandem with the EEF. However, full economic recovery is unlikely in the near future given the continuing political instability, the country's overdependence on mining, and its substantial debt obligations. Social sector budgets remain under pressure, which is hindering improvements in service delivery. The increase in poverty (29.6 percent in 2016 compared with 21.6 percent in 2014) reflects Mongolia's economic plight and highlights the continued relevance of a strengthened poverty and gender focus across SDC's programmes. SDC's contributions to economic diversification and livelihood improvements, particularly for the rural population, remain essential.

Rapid urbanisation is ushering in a host of new poverty challenges. Service delivery to ger areas is insufficient, and air pollution in winter is a major public health issue, increasingly the target of public protests. Despite the development of a number of action plans, the government is struggling to deal with the tasks ahead. Several SDC programmes across the three domains are addressing poverty issues in peri-urban areas. The Global Credit for Outlook 2020 and Culture makes it possible to pilot interventions in urban areas, and those that are successful may be developed into fully fledged programmes under the new Cooperation Strategy 2018-2021.



Herders are on the move.
© S. Tsatsralt

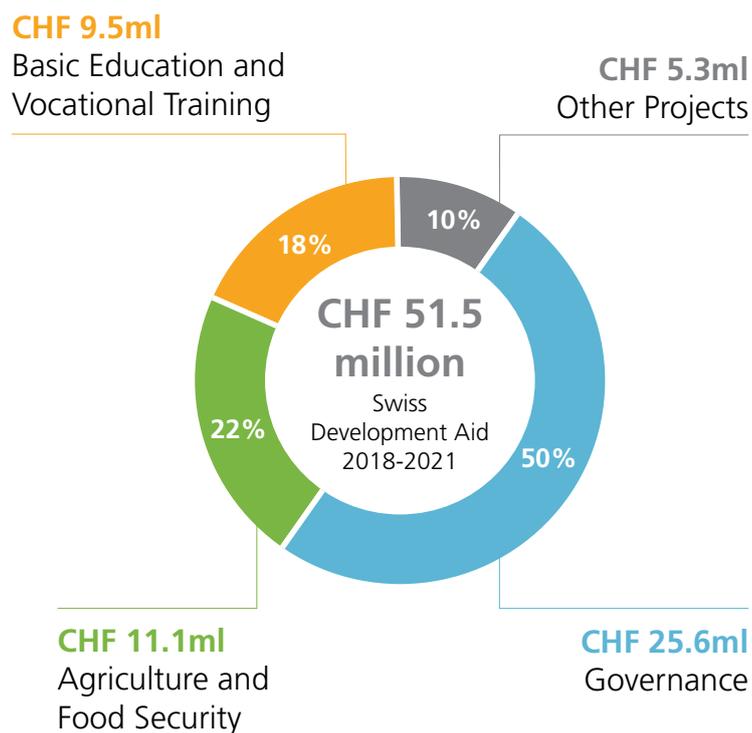
Swiss Development Cooperation in Mongolia at a glance

The Swiss Agency for Development and Cooperation (SDC) is the Swiss government agency for international cooperation. SDC has been one of Mongolia's major donors since 2004, assisting Mongolia's multi-sectoral reforms and national development following the nation's transition to a market economy.

In 2018, SDC introduced its Cooperation Strategy for Mongolia 2018-2021. SDC's strategic goal is **to contribute to the empowerment of Mongolian citizens and institutions towards an equitable, green and prosperous society, leaving no one behind.**

In order to achieve this, SDC will consolidate its results and best practices achieved from its engagement in Mongolia over the past decade. It will continue its focus on three key domains:

- Agriculture and Food Security
- Basic Education and Vocational Training
- Governance



SDC in Mongolia Programme Highlights



Agriculture and Food Security Domain:

The upscaling and institutionalisation of the Pasture-User Group (PUG)/ Rangeland-Use Agreement (RUA) approach saw sustainable rangeland management further promoted in 18 aimags. The establishment of direct market links with domestic processing companies and the higher prices earned from better-quality raw materials contributed to increase the income of PUG herders. The vegetable sector also was strengthened.



Vocational Education and Training Domain:

Advocacy by and major contributions from SDC-funded projects resulted in the progressive mainstreaming of youth issues into national policies. The private sector is increasingly participating in a range of TVET processes, including curriculum development, examinations, the training of in-company instructors, internships and job offers, and the development of a regulatory framework for social partnerships.



Governance Domain:

There have been notable improvements in local governance frameworks, including the institutionalisation of key elements of social accountability. Comprehensive capacity building efforts have resulted in better public service delivery and improved local government and local parliamentary performance. Governance challenges remain a priority for SDC, with further consolidation required and sectoral governance interventions targeting peri-urban areas to be developed.



Artisanal and Small-Scale Mining:

With SDC support and facilitation, Mongolia's artisanal and small-scale mining (ASM) sector is further recognised, and ASM-related concerns were anchored in important policies in 2017. Greater emphasis was placed on ASM formalisation, occupational health and safety, and environmental rehabilitation.



Agriculture and Food
Security

Programme Highlights

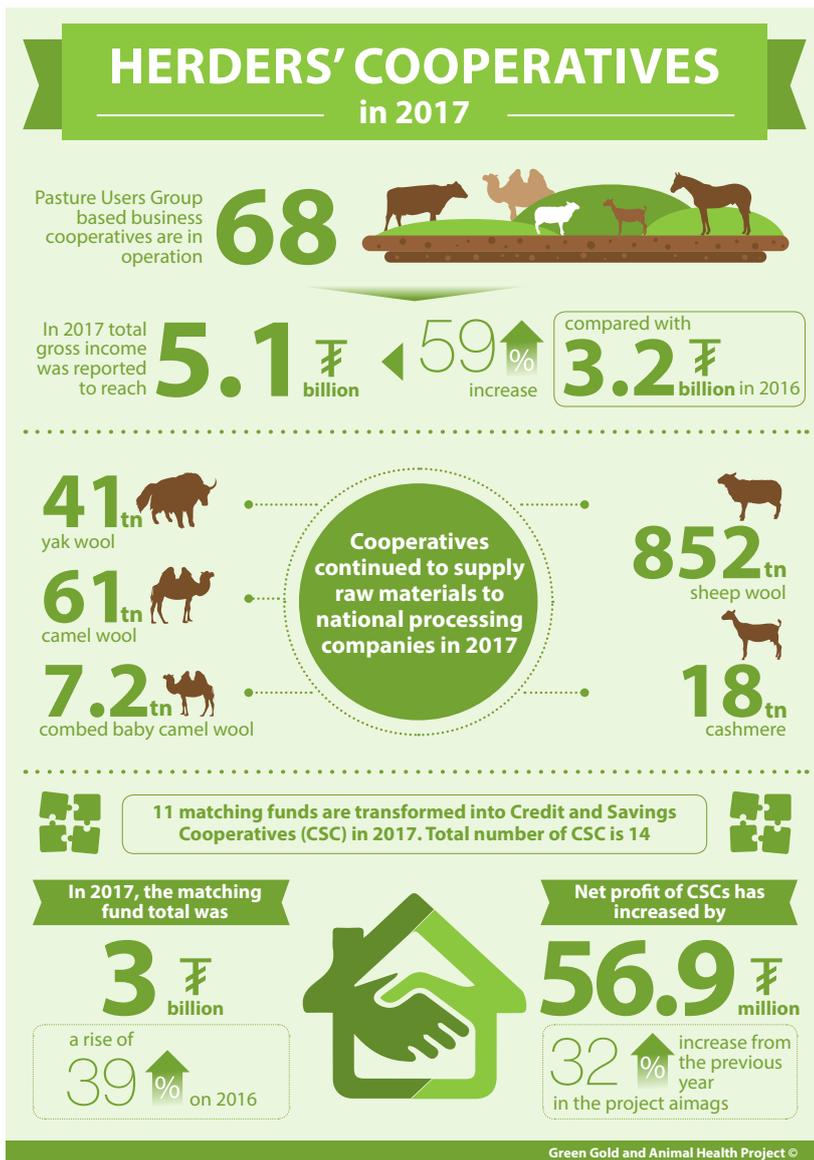
Sustainable Rangeland Management

Positive results from the Green Gold and Animal Health projects (GG/AHP) prompted SDC to launch a new consolidation project in 2017 that scaled up and further institutionalised support for sustainable rangeland management in Mongolia. The consolidated GG/AHP continued to strengthen herder organisations, improve linkages between cooperatives and processors, and bolster animal health systems. With continued promotion of sustainable rangeland management practices and better market access, herders' livelihoods improved. There has also been a higher level of public awareness about the urgent need to address rangeland degradation.

The PUG/RUA approach was extended to 18 of Mongolia's 21 aimags, and 42,000 herder households (a quarter of all herder households) involved in 1380 PUGs are now applying sustainable rangeland management practices. There is strong national ownership of the PUG/RUA approach among key ministries and agencies, with the registration of RUAs in the Administration of Land Affairs, Geodesy and Cartography national database demonstrating further signs of institutionalisation. The number of RUAs rose from 700 to 740 in 2016. The National Federation of PUGs (NFPUGs) is increasingly taking the lead in implementation and has independently mobilised third-party funds to upscale the PUG/RUA approach. The PUG system in such aimags as Bayan-Ulgii is now largely self-sustaining (only two of the 25 full-time staff positions receive project support). Herders have also reported a significant fall in land-use conflicts thanks to the PUG/RUA system and are satisfied with a membership-based organisation representing their interests.

The NFPUGs invested in the capacity building of their members, conducting a series of trainings throughout the year. In order to support the quality preparation of raw materials, it organised trainings in cooperation with business associations for about 4000 herders from 33 soums in six aimags (41.7 percent women). Fifteen pilot soums were selected for the development of meat value chains, and 1399 herders (44 percent women) from eleven soums were trained in animal health.

Mongolia's Parliament adopted the new Animal Health Law in December, marking an important step forward in national compliance with international standards and a precondition for increased exports of livestock products. The implementation of the new law will strengthen the agricultural sector and help to diversify the economy. It also improves animal health nationally through better governance of veterinary services, clarifies stakeholders' responsibilities, ensures a vertical chain of command, promotes science-based decision-making in the control of diseases, reinforces animal identification and traceability, and helps to safeguard public health through the provision of safe animal products for consumers.



The GG/AHP has also focused on the promotion of gender equality across its activities. The number of women heading PUGs and APUGs rose to 188 (18 percent increase from previous year); however, greater effort is needed to achieve the target of 40 percent. The first women's-only cooperative, with 60 members, was formed in Bogd soum, Bayankhongor aimag. Women's access to leadership and decision-making positions also improved, with females now

heading 139 PUGs and 29 APUGs, and working as Executive Directors of Aimag Federations (a rise of 60 over 2016).

Herders' initiatives to improve winter preparedness resulted in greater forage production. APUGs and cooperatives harvested 400 tonnes of forage in 2017, and individual herders 100 tonnes (20t more than 2016).



Yak herders benefit higher income from combing the yak down. © SDC

Inclusive Vegetable Production and Marketing

SDC has been recognised for its successful programmatic work in the vegetable sector, particularly the Mongolian Potato Programme (MPP) which enabled the country to be fully self-sufficient in potato production. Building on the success of the MPP, SDC strengthened its support for the sector with the launch of the Inclusive and Sustainable Vegetable Production and Marketing (VEGI) Project. Replicating the success of its predecessor, in 2017 licensed seed producers were able to supply 100 percent of Mongolia's domestic demands for the main vegetable species, such as carrots, beetroot and turnips.

The peri-urban gardening component of the VEGI Project received support from local governments in the Nalaikh and Songinokhairkhan districts of Ulaanbaatar, funding three additional wells. In Ulaanbaatar, 152 poor households in nine model streets were equipped with greenhouses, seeds and tools and now have easy access to water. They are producing an average of 212 kg of vegetables per household and have begun to market their surplus.

Model street households are satisfied with their now diversified diet and their improved social interactions with their neighbours. A working group on Plant and Seed Varieties Law renewal has been set up at the Ministry of Food, Agriculture and Light Industry (MoFALI) with VEGI Project participation.

The project also enabled the testing of more than 65 varieties of 17 vegetables by specialised institutes, and distributed more than 7000m² of greenhouses to smallholder farmers. The provision of individual and collective storage with 280t and 700t capacity enabled farmers to better store their vegetables and sell them for higher prices. The first commercial contract to supply 900t of cabbage was signed by eight cooperative members and Delta Holding LLC. The establishment of three soum-based agricultural extension centres is improving the capacity, technical skills and market acumen of local farmers. In 2017, two additional extension centres were opened and are assisting local farmers with agricultural know-how, current technology and advisory services.

Success story

AN ORDINARY YOUNG HERDER BECOMES A VISIONARY BAG GOVERNOR



D. Dugersuren and his friends building a bridge. © SDC

"I was very nervous when I was elected to the Soum Citizens' Representative Hural, thinking that I lacked the education to be there," said D. Dugersuren, leader of a Pasture Users' Group in Tsagaankhairkhan soum, Zavkhan aimag. "The only thing that encouraged me was the trust of my community and friends."

In 2016, D. Dugersuren was elected Bag Governor. The achievements of SDC's Green Gold Project would not be possible without innovative and committed local leaders like D. Dugersuren. While the project supports communities in finding solutions and taking actions to overcome problems, it is the communities themselves and their leaders who ensure there are lasting impacts that extend beyond project outreach. To date, Green Gold's Animal Health Project (GGAHP) has supported the establishment of more than a thousand herders' Pasture-User Groups (PUGs), guided by leaders who are committed to their communities and who work voluntarily to ensure the sustainable management of rangelands - the basis of their livelihoods. Dugersuren is one of those leaders.

D. Dugersuren was elected PUG leader in 2009. Under his stewardship, PUG members began rangeland planning and subsequently improved grazing management, freeing up for rehabilitation for a five-year period 20,000ha of land that was heavily degraded by overgrazing. He led negotiations with local authorities to initiate soum rangeland and hay land regulations, ensuring herders had access to rangelands and arranging co-funding for the fencing of a haymaking area to improve productivity and prepare winter forage. These were the herders' first investment projects to receive funding from the local budget.

In 2012, with support from PUG members, he was among three herders elected to the Soum Citizens' Representatives Khural. In the years since, he has launched several social and investment projects that have served as examples for local authorities on how to be more responsive to the needs of the herder community.

One of his most ambitious projects was the construction of a bridge across a mountain river that herders needed to traverse to reach spring rangelands. Crossing the fast-flowing river was a slow process and posed risks for herders, their families and their livestock. Dugersuren proposed building a bridge over the river to soum authorities. Following rounds of consultation, the soum governor issued a resolution to allocate MNT 3 million in funding from the Local Development Fund (LDF), with herders contributing a further MNT 1.5 million. This encouraged the community to apply for LDF funding for other local development projects, resulting in the co-funding and construction of another two bridges. "Now I believe a door for opportunity is open to anyone who is committed to achieving their dreams. I hope I set an example for young herders to follow in my footsteps. I'm only halfway to achieving my dream of spreading good deeds in my homeland," said Dugersuren.



Vocational Education and
Training (VET)

Programme Highlights

Support for Youth Development

Mongolia's Parliament approved the Youth Development Law in May 2017, establishing a solid legal framework to support and empower young people. Youth issues are increasingly mainstreamed into national policies as a result of advocacy by, and major contributions from, SDC-funded projects. More than 60,000 youth took part in advocacy events to support the development of the law, facilitated by the Youth Development Programme (YDP) that is jointly funded by SDC and UNFPA.



Private sector involvement in the TVET processes is increasing. © SDC / GIZ

As the YDP winds up in June 2018, the lead-up months will be focused on ensuring ownership by national stakeholders and institutionalise interventions. The success of the YDP is evident in the streamlining of life skills education into the Years 6-9 curriculum in all general education schools in 2016/2017, covering more than 114,000 children. The 32 Life Skills Education Halls and 15 Youth Development Centres supported by the YDP reached 62,261 youth (60 percent female). And more than 112,250 youth in education facilities were involved in gender-based violence prevention activities supported by the YDP, including campaigns, events and fora.

Creating Better Employment Opportunities for Youth

SDC's Youth Employment Promotion (YEP) Project worked on the amendment of the national Youth Employment Support Programmes and the elaboration of the National Employment Policy for Youth. The project further supported the development of Start-up promotion guidelines, which were piloted in eight urban and rural target areas. Following the guidelines, Youth Start-up support events were launched in the target areas, involving 626 people (349 female and 277 male), through which 15 selected start-ups received a total of CHF 54,500 grants.

The YEP also supported the development of the Youth Employment Support service package that was approved by national stakeholders and labour authorities, and facilitated trainings for 263 staff (53 percent female) working in employment divisions. The aim of the pilot is make labour divisions more client-oriented and to address the needs of both young job-seekers and employers, and thus improve the link between supply and demand on the labour market.

Through the Vocational Skills Development (VSD) project activities, the private sector is increasingly taking part in TVET processes, including curriculum development, examinations, the training of in-company instructors, internships and job offers, and the development of a regulatory framework for social partnerships. The professional boards of all 12 target TVET schools, comprised of representatives from schools and companies, are functional. Eighty-eight of the 100 participants (33 female) of trainings of trainers for in-company instructors were subsequently certified as trainers. Out of which 60 percent are representatives from the private sector. In addition, 27 scholarships were provided for female TVET students in technical occupations. TVET schools also hold regular "Girls and Boys" days to encourage more females to pursue vocational training.

Mongolia took to the world stage at the biannual international competition WorldSkills in Abu Dhabi in October 2017 representing five occupations; three

YOUTH EMPLOYMENT

(In the target aimags and districts)

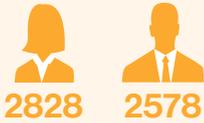
in 2017



Supporting youth employment

Aimags/district Labour and Welfare Service Department/Division (LWSD) offered services to

5406



unemployed youth aged 15-34

LWSD offered job placement to
7743



while in 2016 it was

6663



7165

employers posted their vacancies via LWSD in 2017.



Supporting Youth Start-ups

10

pitch events for local youth Start-ups were organised in 7 aimags centers, 1 soum and 2 districts of UB, involving 626 people



349 277



The winning Start-ups offered employment for

67

youth



28 39



15 Start-up teams received financial support of MNT

10

million each, and are now working to expand their respective businesses.



SDC's total financial support to the Start-Ups:

CHF 54,500



Youth Employment Promotion Project©

of the five Mongolian participants, selected through national competitions, are students of SDC's partner schools.

Furthermore, VSD contributed to institutionalisation of the professional education for career counsellors through the joint efforts of national and international academic institutions. A postgraduate course in career guidance developed by a multi-disciplinary group at the National University of Mongolia was launched with 34 students (37.5 percent male) out of 60 applicants.

The Small and Medium Enterprise (SME) Development Project, implemented by Swiss-initiated NGO Business Professional Network (BPN) since 2012, wound up in February after achieving the majority of its targets. As a result of the project, participating SMEs were able to improve their annual turnovers by up to 15 percent, and 80 percent of them saw annual sales increases ranging from 10-15 percent thanks to improved marketing, business and financial management skills. Almost 10 percent of the companies are exporting their products (predominantly products made from camel and yak fibres). A total of 102 SMEs benefited from the SME Development Project, 1165 jobs were supported, and 65 percent of all employees in the selected SMEs were women. BPN is now independently continuing the project.

Integrating ESD in Formal Education

Education for Sustainable Development (ESD) Project continued its efforts to mainstream the ESD concept into the formal education in Mongolia. With support from the project, the integrated methodology (ESD) curriculum for pre-service teacher training was developed and approved by the Scientific Council of National University of Education (MNUE) and collaborated with the Institute of Teacher's Professional Development which provided in-service teacher trainings to 17,000 teachers nationwide in 2017.

On the basis of the 2016 gender analysis of secondary schools carried out by ESD, the Ministry of Education,

Culture, Science and Sports (MECSS), finalized and approved a "Gender Policy for Education Sector". The project provided technical assistance and gender trainings for the Ministry staff.

On the local level, school based community development initiatives were supported in Ulaanbaatar (40 schools), Arkhangai (3 schools) and Selenge (8 schools) aimags and the ESD project facilitated the development of green policy documents for Bayankhongor, Khuvsgul and Selenge aimags through capacity building of the working groups' members and advisory services.



State Reform, Local Governance
and Civic Participation

Programme Highlights

Improved Local Governance and CSOs

SDC's work in the Governance domain saw continued support for the strengthening of local governance in Mongolia. In 2017, the government revised the regulation on Local Development Funds (LDFs) - a pool of funds for local governments - making LDF allocations to administrative units more equitable. The revised LDF formula, elaborated by the Third Sustainable Livelihoods Project (SLP3), ensures that formula's criteria are weighted against relative population sizes. The Ministry of Finance assessed the performances of all 330 soums, which resulted in 154 soums receiving performance-based grants of CHF 2.8 million.

The Law on Budget was amended to include the concept of functional reallocation of state organisations. SDC's Decentralisation Policy Support Project supported the Mongolian government in elaborating the reallocation methodology that was piloted at the Ministry of Environment and Tourism and will be replicated in other sectors. The methodology is expected to be submitted for formal approval in early 2018.

satisfaction with their quality improved through a range of social accountability initiatives that were predominantly led by local female leaders. The beneficiaries amounted to 138,000 people (53 percent female) in the 10 target aimags. Among those initiatives, up to 7000 temporary residents (50 percent women; 17 percent of the total population) are now able to access basic health services at family hospitals in the Khuvsgul aimag centre, Murun.

The national government adopted a revised monitoring and evaluation (M&E) policy, which requires citizens' satisfaction surveys to be included in the evaluation and planning processes of sectoral and local policies. A guideline for ethics committees on the handling of citizens' complaints was revised with MASAM support and approved by the Ministry of Health. Five of MASAM's 10 targeted aimags adopted social accountability policies and sub-programmes leading to improved school governance with more active parental engagement in the planning and monitoring of school budgets, procurement and school operations. A certificate course on social accountability was also institutionalised at the National Academy of Governance with MASAM support.

In the Ulaanbaatar City Municipality, decision-makers have greater awareness of citizens' needs and demands as a result of the creation of a Citizens' Viewpoint Application website and the development of 87 ger districts following support from the Urban Governance Project.

A national Energy Efficiency passport for public buildings was developed and approved in 2017, increasing the transparency of the real estate industry. National construction standards are also now applied to all new public buildings. In Khovd aimag, 39 of the 49 newly built apartments were constructed using insulation technologies introduced in the first phase of the Public Investment in Energy Efficiency (PIE) Project.

The living and working conditions for 130,000 people in the remote soums of targeted western aimags improved after the refurbishment of 16 public buildings under the PIE Project, including schools, dormitories, hospitals and kindergartens. The social and economic benefits of the renovations



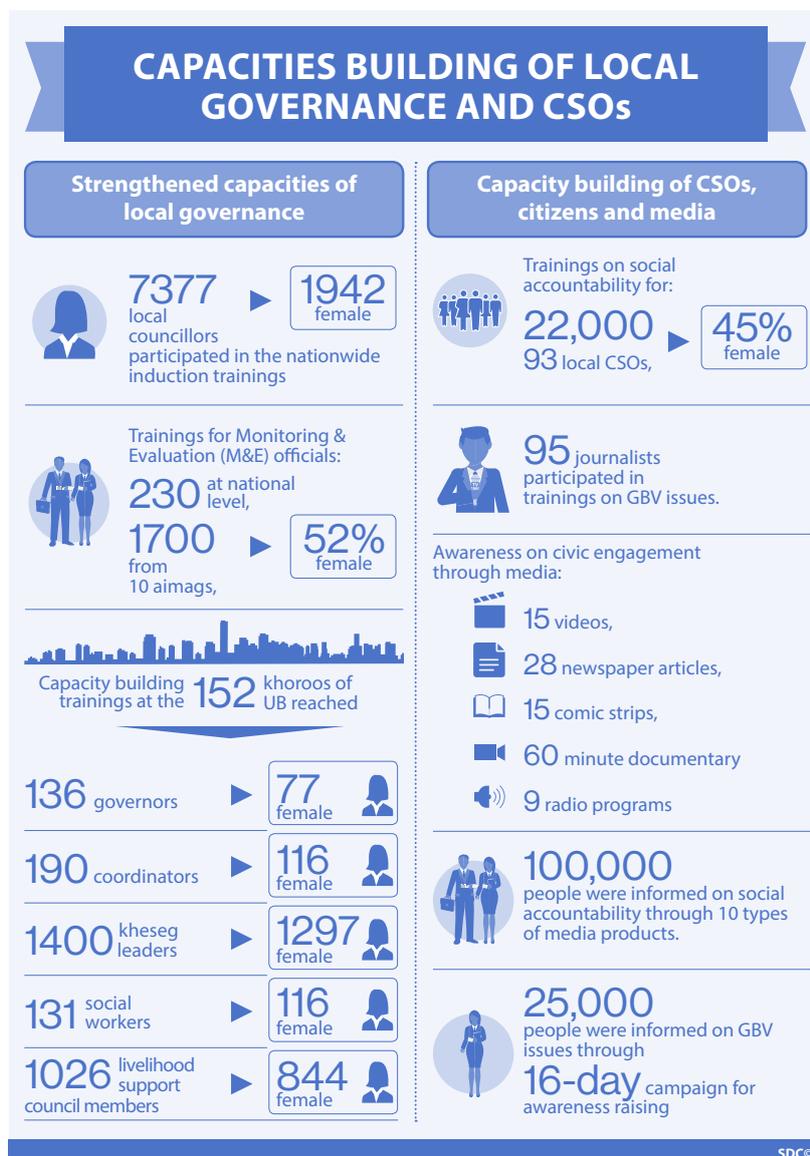
Community mapping is an effective tool for civic engagement. Local citizens participate in community development plans and prioritize the needs for local investment. Ikh-Uul soum, Zavkhan aimag. © SDC

A number of key social accountability components were institutionalised at the national level with support from the Mainstreaming Social Accountability in Mongolia (MASAM) Project. Access to health and education services and clients'

include a 65 percent reduction in illness-related absences among children, decreased medical expenses for parents, and a more than 60 percent drop in harmful coal-based CO2 emissions.

assessment of the implementation of the main local governance laws, providing a solid foundation for improvements to the legal framework and feeding into the current debates on Constitutional amendments.

The Strengthening of Representative Bodies in Mongolia Project facilitated a comprehensive



Multi-Sectoral Approach for Combating Domestic Violence

The enactment of the revised Law to Combat Domestic Violence on 1 February, 2017, and the government's approval of a National Program on Gender Equality 2017–2021 were victories for the extensive advocacy efforts undertaken by local and international organisations. The SDC-funded Combating Gender-Based Violence (CGBV) Project is supporting national capacity building to ensure this pressing social issue is properly addressed. The National Program includes responses to gender-based violence (GBV), the development of soum-level Gender Action Plans, and the strengthening of national protection systems to address violence against women and girls. The revised legislation also includes 15 standard operating procedures, and multi-sectoral coordination is enhanced.

With the technical and financial support of CGBV project, the National Statistics Office conducted the first nationwide survey on gender-based violence,

and the preliminary results of survey demonstrated that there was a dire need to combat GBV, particularly domestic violence (DV) in a comprehensive manner. The final GBV survey report is expected to be launched in early 2018 and will be used as a tool for evidence-based policy making. Based on the preliminary results of the survey, 10 areas with highest GBV prevalence are identified to create the new one-stop service centres (OSSCs). A new and integrated GBV/DV database was developed and piloted at the national Policy Agency, connecting all one-stop service centres (OSSCs) and shelters in the country.

A total of 2,077 victims/survivors were taken care of at the existing OSSCs and 207 cases were handled by the multi-disciplinary teams, which provide medical, psychological, legal, mediation and social services for victims of violence.



The National Statistics Office of Mongolia (NSO) rolled out the country's first gender-based violence prevalence survey – gathering the painful, often untold secrets of thousands of women. © SDC / UNFPA



Artisanal and Small-Scale
Mining (ASM)

Outlook 2018

The new Cooperation Strategy 2018-2021 will continue the work in the same three domains – Agriculture and Food Security, Basic Education and Vocational Training, and Governance. In light of the changing development context and Mongolia’s economic potential, this strategy will prepare the ground for the transformation of SDC’s engagement in Mongolia beyond 2021. Over the period 2018-2021, the AFS domain will increasingly address climate change issues in rural areas, and the VET domain will be phased out. The Governance domain will increase in importance, as transparent, responsive and accountable public institutions are an important precondition for the equitable distribution of benefits from the country’s resources. SDC will intensify its activities to address urbanisation challenges, taking into account the nexus between rural and peri-urban areas.

In particular, in 2018 PIE Phase II will start replicating the successful practices from Phase I in selected ger districts in Ulaanbaatar; the Green Gold and Animal Health Project will benefit from additional credit to better ensure upscaling to the entire country and ESD will be extended for one year without additional costs.



SDC will address urban challenges in the next four years. ©B. Rentsendorj

The Global Credit for Outlook 2020 and Culture will contribute to the strategic redirection of the programme through a few new projects:

- The study “Improved Evidence for the Health Impacts of Air Pollution on Children” implemented by UNICEF and the Oxford Policy Management Centre identified some potential areas for follow-up in 2018. Its findings will benefit from a dissemination strategy targeting various stakeholders to increase awareness; technical assistance for the implementation of its recommendations together with government counterparts will also be established. A possible contribution to a UN programme combating air pollution led by UNICEF will be negotiated, based on the successful collaboration and experience with UNICEF.
- A scoping study in waste management governance was carried out in the second half of 2017. Several entry points for SDC were identified; a new programme under the Governance domain will be launched. Potential collaboration with national and Swiss private sector is envisaged.
- An assessment on internal migration with IOM (push and pull factors analysis and vulnerabilities assessment) could also open up interesting avenues of intervention in 2019.
- A strengthened cooperation with the Global Programme Climate Change in China is moving forward with the aim to replicate and adapt successful experiences from China to Mongolia, particularly in relation to air pollution and low carbon development.
- Trilateral cooperation with the Chinese Earthquake Administration should progress in 2018 in relation to the strengthening of the urban search-and-rescue capacities of NEMA together with SDC humanitarian aid.

The SCO will continue to lead a policy dialogue with the Government of Mongolia with targeted messages related to our domains of intervention.. Gender equality and poverty reduction will continue to be a focus, particularly considering the increase in poverty figures. We will also increase our attention on sustainability by elaborating exit and sustainability strategies of key SDC projects, such as GGAHP, SAM and SRB.

Abbreviation

AFS	Agriculture and Food Security
ASM	Artisanal and Small-scale mining
BPN	Business Professional Network
CHF	Swiss francs
CSOs	Civil Society Organisations
DV	Domestic violence
EFF	Extended Fund Facility
ESD	Education for Sustainable Development
GBV	Gender-based violence
IMF	International Monetary Fund
IOM	International Organisation for Migration
LDF	Local Development Fund
MASAM	Mainstreaming Social Accountability in Mongolia
MPP	Mongolian People's Party
M&E	Monitoring and evaluation
MNT	Mongolian tugrics
NFPUGs	National Federation of PUGs
NEMA	National Emergency Management Agency
OSSCs	One-stop service centres
PUG	Pasture Users Group
RUA	Rangeland Use Agreement
SAM	Sustainable Artisanal Mining
SDC	Swiss Agency for Development and Cooperation
SME	Small and Medium Enterprise
SCO	Swiss Cooperation Office
TVET	Technical Vocational Education and Training
VEGI	Sustainable Vegetable Production and Marketing Project
VET	Vocation Education and Training
VSD	Vocational Skills Development
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
YDP	Youth Development Programme
YEP	Youth Employment Promotion