

**Priority 7.**

**To implement an environmental policy aimed at providing sustainable development and ecological balance by harmonizing protection of bio-diversity with regional socio-economic development**

1. To improve environmental management, monitoring and information mechanisms in relation with the regional development concept
2. To create reliable financial sources to protect and restore the environment
3. To increase the participation of citizens, economic entities, and NGO's through the undertaking of environmental awareness and ecological education programmes
4. To expand special protected areas that are of significant importance for ecological balance, biodiversity and the development of eco-tourism

**Priority 8.**

**To intensify land reform**

1. To improve legal and economic bases to utilize, protect and restore land
2. To ensure the rights of citizens and entities and set up a climate for increasing interest in land as in economic turnovers
3. To study areas that can be rented by foreign entities and to identify and implement a leverage system for long term rents

**Priority 9.**

**To improve the living environment of the citizenry as an object by reducing air, water and soil pollution in big urban areas, and by recycling garbage and waste**

1. To establish waste recycling plants in cities and to undertake measures to protect the cities from water contamination, earth degradation and air pollution
2. *In order to reduce environmental degradation, to study and introduce "Who contaminates pays" regulations*

**Priority 10.**

**To remove the governance crisis and create good governance for human security**

1. To promote operation of governing institutions (business – like approach) in consonance with the requirements of a democratic society and a market economy
2. To foster qualifications and skills of civil servants as a key element of state policy that is pro human-centred development
3. To improve efficiency and effectiveness of state entities' business processes, to improve mechanisms for performance management, finance and planning, reporting and responsibility, to ensure quality and responsiveness of public service to the citizenry, and to improve the image of the civil service
4. To initiate a national productivity movement by the legislative, executive and judiciary branches jointly with trade unions and employers organizations

5. To strengthen the executive management capacity of government and to improve its leadership role nationwide
6. To establish a public management information system and network, ensure its timely and reliable nature on the basis of modern technology and to improve the executive branch's decision making and implementation mechanisms
7. To create a favorable environment for self-reliant development within the scope of each socio-economic complex for aimags (provinces), capital city, soums (districts) and districts by decentralizing and empowering local self - governance and local administration
8. To create appropriate mechanism for internal and external monitoring/audit of state organizations.

**Priority 11.**

**To develop a democratic civil society with strong ethics that secures citizens' basic rights, and fundamental democratic principles by facilitating independence of the judiciary and a free mass media**

1. To undertake comprehensive measures to improve legal basis for authority and structure of judiciary, to deepen the judiciary reform to ensure independence of judiciary and to improve its reputation
2. To establish conditions for equal exercise of human rights that is a manifestation of both rights and responsibility before the law
3. To facilitate outreach of state policy to citizenry by improving legislation related to mass media freedom and underpinning its responsibility mechanisms
4. To create an effective system of rule of law
5. To improve citizen's legal education
6. To improve responsibility mechanisms for public service and to decisively combat corruption, bribery, and crime
7. To improve management of public relations, to ensure transparency of public organizations and to provide the utmost support to the establishment of good relations with NGOs within a partnership scheme.

#### 4.0. PROGRAMME FRAMEWORK

The "Good Governance for Human Security Programme Framework" was approved in the Government Cabinet's session of 30<sup>th</sup> August 2000.

##### 4.1. Programme Components

The "Good Governance for Human Security" Programme (hereinafter Programme) will have the following components:

- ◆ Economic Transition
- ◆ Equity and Social Policy
- ◆ Environment and Sustainable Development
- ◆ Sound Governance

##### 4.2. Programme Mission

***To support policy formulation, operationalization and the implementation of the priority objectives of the Government's Programme of Activities.***

##### 4.3. Programme Guidelines

- 4.3.1. To ensure an integrated, holistic, final results-oriented approach to the priorities, above and beyond sectoral approaches or institutional interests.
- 4.3.2. To identify the high leverage actions that can produce the greatest synergies between actions, and between actors, in order to advance expeditiously and effectively the priorities.
- 4.3.3. To establish a policy formulation and implementation partnership with Mongolian society on the priorities in order to achieve national policies that go beyond ministerial, governmental, or even State policies, to constitute truly national policies. This should contribute to greater political stability and greater policy continuity that can generate faster and more visible results for the population that can contribute to increased legitimacy for State institutions and an even stronger platform of public support for the policy partnership.
- 4.3.4. To establish a policy implementation partnership with the donor community to support the priorities of the Government's Plan of Activities. This will permit more country-driven assistance in accordance with the national agenda, more focalized external cooperation, and more effective utilization of external cooperation.
- 4.3.5. To facilitate the mobilization of the best national talent available in mission-specific, time-bound, ad hoc working groups in support of the priorities on policy formulation and/or implementation issues.
- 4.3.6. To ensure the participation of all relevant actors and stakeholders in the working groups and/or through proactive outreach programmes to ensure citizen voice and participation. All relevant actors and stakeholders are defined as: government, ministries, other government agencies, local governments, the Presidency, Parliament, the Judiciary (where appropriate), the media, academic, research institutes, non-governmental organizations, citizen based organizations, voluntary associations, notable citizens with valuable perspectives or special

expertise, and community and public opinion. Communities and citizens should have voice and participation channels in the policy process. All of the subsequent references to all relevant actors and stakeholders in the rest of this document, including the organizational chart, make reference to this list.

- 4.3.7. To provide through the working groups a platform for the design of specific action plans for each of the highest priorities with explicit responsibilities for multiple institutional and individual actors, including both State and participating non-State entities.
- 4.3.8. To provide through the working groups a platform for the systematic inclusion of key cross-cutting issues in the deliberations on policy formulation and implementation. These include policies that are pro-poor, pro-balanced regional development, pro-minorities, gender sensitive, human rights oriented, encourage open access and the free flow of information, and that take into account globalization and its impact on Mongolian society, among other cross-cutting themes that might be subsequently identified.
- 4.3.9. To organize systematic outreach, consultation, and interaction with other actors and stakeholders in order to enrich the policy cycle through opportune feedback, generate support, differentiate policies in the territory, and adapt policies across time. This in order to ensure higher levels of citizen acceptance of policies and of satisfaction with results. This continual process will be through working group participation, consultations, focal groups, survey research, and community and citizen voice and participation monitoring. The latter should monitor intensively citizen satisfaction and recommendations with regard to services, rights, and government responsiveness to citizen demands. This is crucial for consensus building and citizen feedback in the policy process. The feedback will be to communities, local governments, and the national decision-making process through the programme framework.
- 4.3.10. To ensure that necessary national institutional financial and human resources are available for the implementation of the priorities in a transparent and accountable manner in order to ensure effective public resource mobilization. Given the national policy partnership, non-State resources from other sectors may also be mobilized for implementation.
- 4.3.11. To undertake the foregoing guidelines in such a fashion that current highest priorities may be put on normal track added to the programme implementation when under control, and additional or emerging priorities rapidly and effectively initiated.

#### 4.4. Structure of the Programme

##### 4.4.1. Programme Directive Structure

**Chair of the Programme.** The Good Governance for Human Security Programme Framework is chaired by the Prime Minister.



**Programme Advisory Committee.** The Minister for Foreign Affairs chairs the Programme Advisory Committee and reports to the Prime Minister on its recommendations. On important issues the Prime Minister might also directly meet with the Programme Advisory Committee. The committee is composed of Component Directors and Deputy Directors, a Prime Minister's Adviser, and the Resident Coordinator of the United Nations System representing the international donor community involved in the Programme. The Committee advises the Prime Minister on the over-all programme framework, including six monthly work plans with resource requirements and six monthly evaluations.

Programme external cooperation resource requirements and resource mobilization strategies are also considered by the Programme Advisory Committee prior to submission to the Prime Minister.

The Minister for Finance and Economy, the Minister for Foreign Affairs, and the Minister for Industry and Trade will work together in coordination of the Programme external cooperation.

**Management of the Components.** The management of the components consists of directors and deputy directors.

**Working Groups of the Components.** Component Directors and Deputy Directors coordinate the formation and operations of issue specific Working Groups. Working Groups in each component are formed by the best talent in the nation from all relevant actors and stakeholders. The Working Groups report directly to their Component Director, or in his/her absence to the Deputy Director, who is in turn responsible before the Prime Minister for the results of the Working Groups.

The Directors and Deputy Directors also represent the other ministries relevant to a given issue, and ensure their participation in relevant Working Groups, as follows:

### A. "ECONOMIC TRANSITION" Component



*Director:* **Minister for Finance and Economy**

*Deputy Director:* **Minister for Industry and Trade**

Following Ministries will be represented in the working group:

- ◆ Ministry of Finance and Economy
- ◆ Ministry of Foreign Affairs
- ◆ Ministry of Industry and Trade
- ◆ Ministry of Infrastructure
- ◆ Ministry of Food and Agriculture
- ◆ Other ministries, relevant actors and stakeholders

### B. "EQUITY AND SOCIAL POLICY" Component



*Director:* **Minister for Social Welfare and Labor**

*Deputy Director:* **Minister for Health**

Following Ministries and bodies will be represented in the working group:

- ◆ Ministry of Social Welfare and Labor
- ◆ Ministry of Health
- ◆ Ministry of Education, Culture and Science
- ◆ Other ministries, relevant actors and stakeholders

### C. "ENVIRONMENT AND SUSTAINABLE DEVELOPMENT" Component



*Director:* **Minister for Nature and Environment**

*Deputy Director:* **Minister for Education, Culture and Science**

Following Ministries and bodies will be represented in the working group:

- ◆ Ministry of Nature and Environment
- ◆ Ministry of Education, Culture and Science
- ◆ Aimag governors and mayor of Capital city
- ◆ Other ministries, relevant actors and stakeholders

### D. "SOUND GOVERNANCE" Component



*Director:* **Member of the Cabinet – Chief of Cabinet Secretariat**

*Deputy Director:* **Minister for Justice and Home Affairs**

Following Ministries and bodies will be represented in the working group:

- ◆ Office of the President
- ◆ Secretariat of the Parliament
- ◆ Cabinet Secretariat
- ◆ Ministry of Justice and Home Affairs
- ◆ Ministry of Finance and Economy
- ◆ Other ministries, relevant actors and stakeholders

#### **4.4.2. Programme Support Structures**

**Programme Management Unit** provides staff support to the Programme's structural units.

**Donor Coordination Committee** coordinates support from participating donors.

**Comprehensive Governance Programme** provides a mechanism for the coordination of financial and technical assistance inputs from diverse programmes and projects.

The Programme Management Unit is composed of a Prime Minister's Adviser, a Director of the Cabinet Secretariat, a UN System National Adviser, a UN System International Adviser, and a Programme Manager. This unit provides staff support to the Prime Minister in his role as Chair of the Programme, to the Programme Advisory Committee, the Donor Coordination Committee and to the Component Directors, as well as liaison between the above and the Comprehensive Governance Programme.

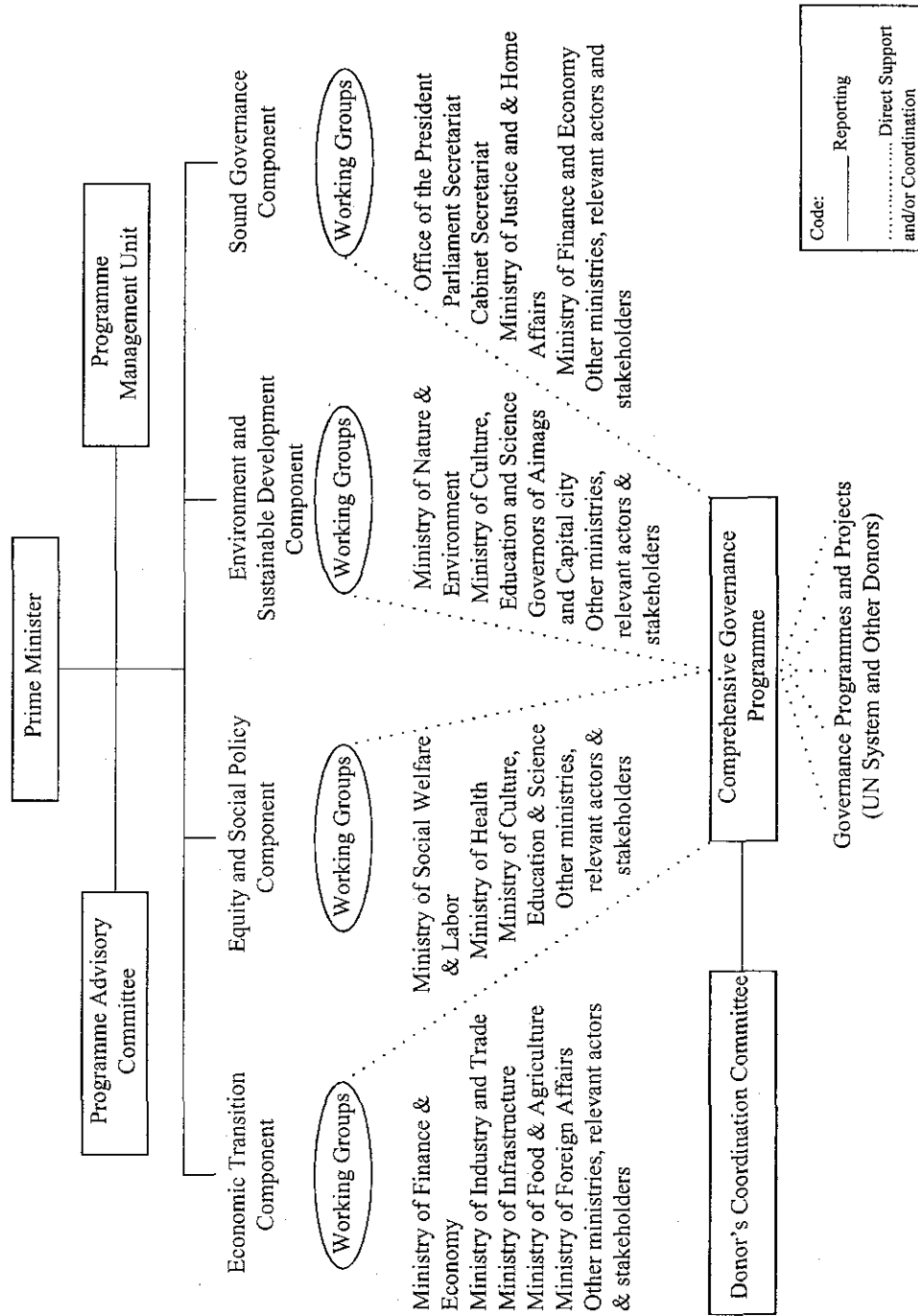
The Donor Coordination Committee is chaired by the Minister for Finance and Economy with the participation of the Minister for External Affairs as Deputy Chair and the Minister for Industry and Trade as a member. Moreover, key international donors have representation on this Committee. The UN Resident Coordinator is Convener and Secretary of the Committee.

External cooperation is channeled through an umbrella Comprehensive Governance Programme. This will consist of programmes and projects from the UN System and other participating donors. These programmes and projects will provide technical and financial assistance, training, external exposure, and equipment, among other inputs, as required by the programme components.

The approved organizational chart is annexed. (ANNEX I)



**GOOD GOVERNANCE FOR HUMAN SECURITY PROGRAMME FRAMEWORK**



## **5.0. PROGRAMME FUNCTIONS, MANAGEMENT ROLES AND TERMS OF REFERENCE BY STRUCTURES**

Programme functions, management roles and Terms of Reference by structures were approved by the Prime Minister's Ordinance #203 of 2000 as follows:

### **5.1. Functions of the Programme**

The structures of the programme have the following global functions.

- 1) To identify cross-sectoral, holistic, national policy priorities and strategic objectives related to good governance for human security.
- 2) To identify operational priorities and objectives that can contribute to the achievement of national priorities and strategic objectives, generate positive synergies between priorities and objectives, and leverage the maximum number of interconnections with the Government's Plan of Activities.
- 3) To commission informational, analytical, research, seminars, and other think tank activities to provide international and internal background on national and operational priorities and strategic and operational objectives, as well as on options and recommendations for their achievement.
- 4) To formulate policy proposals and action plans for their approval, operationalization, dissemination, and implementation.
- 5) To operationalize policies into legislative acts, decree, rules and regulations, and programme and project proposals, as well as action plans for their approval and implementation.
- 6) To create real channels for citizen voice and participation at the local, intermediate, and national levels in order to increase responsiveness to citizen demands and expectations, as well as incorporate citizen's assessments and recommendations.
- 7) To monitor policy implementation and evaluate the programme's policy processes in order to generate recommendations on policy differentiation in the territory (and/or with regard to different social groups) and/or policy adaptation across time.
- 8) To monitor the programme's policy processes to optimize Mongolian culture, universal human rights, human security, and social services, including pro-environment, pro-poor, pro-gender equality, and pro-inclusion (including minority equity).
- 9) To widely disseminate throughout society information about the programme and its policies, including their logic and expected outcomes and impacts, as well as on the participatory and consultative aspects of the programme.

- 10) To inform the international donor community on development priorities, national coherent programme and specific implementing activities .
- 11) To identify internal and external resource requirements and improve the match between national priorities and donor cooperation. The foregoing in order to achieve a more focused, country-driven program that can progressively reduce dependency on external cooperation and replace it in the long run with an appropriate mix of domestic and foreign direct investment as well as on government programmes that can be financed from increased tax revenues

## **5.2. Programme Management Roles**

The roles of the different structures in the over-all management of the programme are the following:

### **Prime Minister**

*Role: Over-all direction of the programme and responsibility for results*

### **Programme Advisory Committee**

*Role: To assist the Prime Minister in the policy planning and evaluation processes of the programme, to ensure the application of a consultative, participatory approach, and to resolve inter-component issues that do not require Prime Ministerial attention.*

### **Components**

*Role: To manage the formation and orientation of mission-specific, time-bound, ad hoc working groups*

### **Component Working Groups**

*Role: Policy background studies, formulation, consultations, dissemination, operationalization, monitoring, and evaluation proposals/reports*

### **Donor Coordination Committee**

*Role: To facilitate international donor community collaboration with the programme and improve the match between national priorities and donor assistance*

### **Comprehensive Governance Programme**

*Role: To permit a financial and technical assistance mechanism for donor support to the Good Governance for Human Security Program that will facilitate a flexible, rapid response capacity for top priority issues*

### **Programme Support Unit**

*Role: To assist the Prime Minister, the Programme Advisory Committee, the Component Directors, the Donor Coordination Committee, and the Mongolian Comprehensive Governance Programme on matters related to the programme*

### **5.3. Terms of Reference**

The terms of reference for the fulfillment of the management roles of the different structures follow:

#### **5.3.1. Terms of Reference for Chair of the Programme - Prime Minister**

- The Prime Minister approves policy proposals produced by the program and/or remits them, if necessary for approval to Cabinet and/or Parliament (in the case of draft legislation).
- The Prime Minister approves Programme Work Plans and hence the policy issues to be dealt with by the programme.
- The Prime Minister attends the final meeting of the year of the Programme Advisory Committee and other meetings whenever his/her presence is required in order to evaluate performance and impart his/her expectations and orientations for the next period of work.

#### **5.3.2. Terms of Reference for Programme Advisory Committee**

- The Programme Advisory Committee meets at least twice every six months with one of those meetings devoted to the six monthly evaluation report and work plan proposal and the other to a mid-term review of programme activities and issues. Extraordinary meetings are called by the Chairperson at his/her sole discretion.
- Recommendations to the Prime Minister and the Cabinet to modify the programme framework, national priorities and main objectives are taken by consensus, whereas consolidated Work Plans and other recommendations are remitted to the Prime Minister by the chairperson after discussion by the Programme Advisory Committee.
- Six monthly evaluation reports are proposed to the Programme Advisory Committee by the chairperson prior to submission to the Prime Minister under the signature of the Chairperson of the Programme Advisory Committee under his/her personal responsibility. The report will have component evaluations as inputs. The report may also be accompanied by dissenting opinions of Committee Members who disagree with the report or specific points therein.

#### **5.3.3. Terms of Reference for Components and Working Groups**

- Criteria for programme objectives, activities, and evaluations taken into consideration by the Programme Advisory Committee, Component Directors, and Working Group Coordinators are consensual, participatory, policy processes that build bridges between the powers of state, opinion formers, civil society, and public opinion. Policies are also evaluated in terms of policy effectiveness and their potential for continuity, sustainability and meaningful results and impacts. The latter include contributions to human rights, human security, and social services, as well as being pro-environment, pro-poor, progender equity and inclusion (including minority equity).

- Component Directors form mission-specific, time-bound, ad hoc working groups on the basis of approved programme work plans or extraordinary authorizations from the Prime Minister. These working groups are formed by one component, or by two or more components on a joint basis. The composition of the working groups take into account the ministries, other government agencies, the private sector, and civil society whose work is related to the components involved. The composition of the working groups also take into account the most knowledgeable people in the country on a particular general subject or specific set of issues. In sum, the best national talent available on a given issue is mobilized to serve in the working groups.
- The bridge building to the powers of state on policy issues includes participation of advisers from the office of the President and the Parliament in the mission-specific working groups.
- Component directors name working group coordinators and secretaries. They are responsible before the Component Directors for the formulation and execution of terms of reference and work plans, as well as the production of policy proposals or monitoring and evaluation reports. The Coordinators may recommend to the Component Director the removal of working group members who are not fulfilling their obligations, as well as propose the inclusion of new members with requisite characteristics.
- The working practice of the Working Groups should be consultative. It will not always be possible to include all of the best national talent due to other obligations. These experts are to be consulted as well as actors and stakeholders from all sectors with interests related to the policies under consideration. Consultative meetings should be held for this purpose. When appropriate and useful, outreach activities undertaken through the Programme Support Unit can also pose issues through the media and elicit responses from relevant organizations and/or interested individuals as another channel of participation. A citizen voice and participation system can also permit access to systematic reading of public opinion, as well as an additional channel for citizen voice and participation on policy issues.
- Semi-final and final policy proposals and reports are presented to the Component Directors and/or Deputy Directors, as well as to other concerned cabinet members, and on relevant occasions the Prime Minister. Particularly important policies, controversial ones, and those around which several positions exist should be presented in policy workshops and public hearings that examine them in depth with all sides being heard. At the end of these deliberations the Prime Minister may hear summaries of the different positions and be presented conclusions and recommendations. The Working Groups may also wish to incorporate these elements prior to finalizing their proposals and reports.
- There is no mechanical formula for the constitution of Working Groups. Their composition and duration depends on the nature of the issue being addressed. The common denominators are precise terms of reference and work plans. In some cases there are sub-contracts to research entities, universities, or NGOs to undertake all or part of the work. National consultants can also be contracted as part of the Working Groups.

International consultancies can also be mobilized where necessary. International financing can be used for sub-contracts, national consultants, and international consultants. From governmental organizations, total or part-time secondment to the Working Groups is the most typical modality. When normal work loads must be maintained for a considerable period of time, and extraordinary work loads incurred due to Working Group participation, an overtime or other form of incentive should be considered to make such a situation sustainable for the period required.

#### **5.3.4. Terms Of Reference for Donor Coordination Committee**

- Meetings of the Donor Coordination Committee should take place at least twice a year over the four year period of the program. Given the nature of the start-up phase of the program, meetings may have a greater frequency in the first two years.
- Meetings of the Donor Coordination Committee are convened by the Chairperson with the assistance of the International Secretary. The meetings will be held in Ulaanbaatar and on some occasions elsewhere. Recommendations for agenda points from the international donor community may be channeled to the Chairperson through the Convener/ Secretary.

#### **5.3.5. Terms Of Reference for Comprehensive Governance Programme**

- The Donor Coordination Committee may also convene itself as the Steering Committee of the "Comprehensive Governance Programme" which is the umbrella programme for channeling international donor community support to the programme.

#### **5.3.6. Terms of Reference for Programme Management Unit (PMU)**

- The first priority of the Programme Management Unit is assistance to the functions related to the programme of the Prime Minister, the Chairperson of the Programme Advisory Committee, component directors, the Chairperson of the Donor Coordination Committee, and the Convener Secretary of the Donor Coordination Committee.
- The Prime Minister's Adviser assigned to the PMU coordinates the national staff and the UN Principal International Advisor the staff contracted by the United Nations Country Team, with the two of them ensuring integrated operations.
- The PMU is the focal point for external cooperation inputs to the programme, including the UN System Preparatory Assistance (and eventual project), "Support for the Good Governance for Human Security Programme".
- The PMU should directly undertake information dissemination activities on the programme and its approach, including workshops on the consensus building, participatory approach. Innovative consultative and participatory mechanisms should also be developed, including consultations through the mass media on relevant issues. The participation of various actors and stakeholders in different events organized by Working Groups should be

proactively encouraged. A citizen voice and participation system provides another citizen channel in policy processes, in addition to a mechanism for the evaluation of results and the impact of policies in the real lives of citizens.

- The PMU systematically evaluates policies emanating from the Good Governance for Human Security Programme in terms of policy effectiveness. Both policy proposals and the results of approved policies are further monitored and evaluated in terms of their contributions to human rights, human security, and social services, as well as their being pro-environment, pro-poor, pro-gender equity, and inclusion (including minority equity). The PSU evaluation reports are submitted to both Component Directors and the Chairperson of the Programme Advisory Committee as inputs for their reports to the Prime Minister.

#### **6.0. PROGRAMME COMPONENT ACTION PLANS**

Government Cabinet's session of 18th October 2000 approved fundamental objectives and Action Plans of "Good Governance for Human Security Programme" which were proposed within the framework of Government Action Priorities in line with each Component and ordered Component Directors (i.e. Ch. Ulaan, Sh. Batbayar, U. Barsbold, U. Enkhtuvshin) to enable an effective implementation of Action Plans. The Programme will design and implement the following Action plans in the mid-term that are inseparable part of the Programme policy document:

- Action plan of the Economic Transition Component
- Action plan of the Equity and Social Policy Component
- Action plan of the Environment and Sustainable Development Component
- Action plan of the Sound Governance Component

Based on the mid-term Action plan of components, an integrated Workplan for a short-term (6 months) will be designed and approved accordingly and an effective implementation enabled.

#### **7.0. PROJECTS, PROGRAMMES, ACTIVITIES OF THE COMPREHENSIVE GOVERNANCE PROGRAMME**

In order to implement Programme Component mid and short-term Action plans, the projects and programmes implemented by either bilateral or multilateral cooperation funded by the UN system organizations or other donors will be undertaken under an overall umbrella of the Comprehensive Governance Programme.

All projects, programme and activities undertaken within the Comprehensive Governance Programme will be considered an inseparable component of this policy document.

## **8.0. COMPOSITION OF THE PROGRAMME COMPONENT MANAGEMENT AND WORKING GROUPS**

### **8.1. Composition of Management and Working Group of "Economic Transition" Component**

Management and Working Group of the Component formed by Prime Minister's Ordinance # 134 of 2000 as follows:

#### **Component Management:**

*Director:* – Ch.Ulaan, Minister for Finance and Economy

*Deputy Director:* – Ch.Ganzorig, Minister for Industry and Trade

#### **Composition of the Working Group:**

*Component National Coordinator:*

– J.Jargalsaihan, Director of Economic Integrated Policy and Planning Department, Ministry of Finance and Economy

*Members:*

- State Secretary for Ministry of Industry and Trade
- State Secretary for Ministry of Foreign Affairs
- State Secretary for Ministry of Food and Agriculture
- State Secretary for Ministry of Infrastructure
- Director-General of the State Property Committee
- First Vice Governor of the Bank of Mongolia (in consultation with Governor of the Bank of Mongolia)
- Director-General of the General Department of State Customs
- Director-General of the General Department of National Taxation
- Director-General of the State Financial Auditing Board
- Director of the Mongolian Business Development Agency
- Director of the Institute of Certified Public Accounting

*Working Group Secretaries:*

- G. Gerelt-Od, Economic Advisor to the Prime Minister
- Ts. Bazar, Senior Analyst of the Cabinet Secretariat
- D.Tsedenbal, Chief of Section, Economic Integrated Policy and Planning Department, Ministry of Finance and Economy

### **8.2. Composition of Management and Working Group of "Equity and Social Policy" Component**

Management and Working Group of the Component formed by Prime Minister's Ordinance # 135 of 2000 as follows:



**Component Management:**

- Director:* – Sh. Batbayar, Minister for Social Welfare and Labor
- Deputy Director:* – L.Nyamdavaa, Minister for Health  
– A.Tsanjid, Minister for Education, Culture and Science

**Composition of the Working Group:**

- Component National Coordinator:* – S.Chinzorig, Vice Minister for Social Welfare and Labor
- Members:*
- State Secretary for Ministry of Social Welfare and Labor
  - Team Leader for Social Welfare, Policy Implementation Regulating Department, Ministry of Social Welfare and Labor
  - Team Leader for Labor Coordination, Policy Implementation Regulating Department, Ministry of Social Welfare and Labor
  - Vice Minister for Health
  - State Secretary for Ministry of Health
  - State Secretary for Ministry of Education, Culture and Science
  - Director of Economy, Monitoring and Evaluation Department, Ministry of Education, Culture and Science
  - Director-General, National Center for Children
  - Head of Public Management Department, Academy of Management
  - Director of the Labor Institute
  - Vice President, Federation of Mongolian Trade Unions
  - Director of the Demography, Training and Research Center, National University of Mongolia
  - Director of Demography, Training and Research Center, National Statistical Office
  - Director of the Institute of Philosophy and Sociology, Academy of Science
  - Vice Chairperson, Democratic Socialist Women's Union
  - President of the Mongolian Youth Federation
  - President of the Mongolian Employers' Association
- Working Group Secretaries:*
- J. Khatanbaatar, Advisor to the Prime Minister
  - J. Rentsen-Amgalan, Analyst of the Cabinet Secretariat
  - N. Ayush, Team Leader, Strategic Planning Department, Ministry of Social Welfare and Labor

### **8.3. Composition of Management and Working Group of "Environment and Sustainable Development" Component**

Management and Working Group of the Component formed by Prime Ministers Ordinance 136 of 2000 as follows:

#### **Component Management:**

- Director:* – U. Barsbold, Minister for Nature and Environment
- Deputy Director:* – A. Tsanjid, Minister for Education, Culture and Science

#### **Composition of the Working Group:**

##### *Component National*

- Coordinator:* – A. Bolat, Vice Minister for Nature and Environment (Chair of the Working Group)

##### *Members:*

- Deputy Director of the Public Administration and Information Department, Ministry of Nature and Environment
- Director of the Strategic Planning and Management Department, Ministry of Nature and Environment
- Head of the International Projects Office, Ministry of Nature and Environment
- Director of the Science, Technology and Higher Education Policy and Regulating Department, Ministry of Education, Culture and Science
- Governors of Khovd, Umnugobi, Dornod and Selenge aimags/provinces
- Governors of Capital City and its Districts
- Director-General of the Radio and TV Secretariat
- National Programme Coordinator, "XXI Century-Sustainable Development of Mongolia"
- Editor-in-Chief of the "Zuunii Medee (Century News)" newspaper
- Director of the "MONTSAME" news agency
- Chair of the Board, Environmental Protection Association
- Chairperson of the Mongolian Hunters' Association
- Director of the Mongolian Wild Camel Center

##### *Working Group Secretaries:*

- N. Bayaraa, Senior Analyst of the Cabinet Secretariat
- N. Oyundari, Head of the Cooperation Division, Ministry of Nature and Environment

#### **8.4. Composition of Management and Working Group of "Sound Governance" Component**

Management and Working Group of the Component formed by Prime Minister's Ordinance # 137 of 2000 as follows:

##### **Component Management:**

*Director:* – U.Enkhtuvshin, Member of the Cabinet- Chief of the Government Cabinet Secretariat

*Deputy Director:* – Ts. Nyamdorj, Minister for Justice and Home Affairs

##### **Composition of the Working Group:**

###### *Component National*

*Coordinator:* -- L. Khangai, First Vice Chief of the Cabinet Secretariat (Chair of the Working Group)

*Members:*

- Chief of the President's Office
- Secretary General of the Parliament Secretariat
- Chair of the Government Administrative Service Council
- State Secretary for Ministry of Foreign Affairs
- State Secretary for Ministry of Finance and Economy
- State Secretary for Ministry of Justice and Home Affairs
- Chief of the Supreme Court Secretariat
- Chief of the Administrative Division, the State Prosecutor - General's Office
- Director of the Academy of Management
- Chief of the Capital City Governor's Office
- Director, State-Owned Enterprises Restructuring Center
- Dean of the School of Law, National University of Mongolia
- Director of the Mongolian Business Development Agency
- Director of the Mongolian National Productivity Center

###### *Working Group*

*Secretaries:*

- Ts. Adiya, Advisor to the Prime Minister
- Ts. Sambalkhudev, Senior Analyst of the Cabinet Secretariat

#### **8.5. Composition of the Working Group in charge of formulation of the Programme policy document**

Working Group in charge formulation of the Programme policy document appointed by the Prime Minister's Ordinance #118 of 2000 as follows:

- Chair:* – Member of the Cabinet-Chief of the Cabinet Secretariat U. Enhtuvshin
- Deputy Chair:* – Social Policy Adviser to the Prime Minister J. Khatanbaatar
- Members:*
- Adviser to the Prime Minister Ts. Adiya;
  - Vice Minister for Foreign Affairs S. Batbold;
  - Vice Minister for Finance and Economy L. Enkhtaivan;
  - Vice Minister for Justice and Home Affairs Ts. Munkh-Orgil;
  - Vice Minister for Nature and Environment A. Bolat;
  - Vice Minister for Social Welfare and Labor S.Chinzorig;
  - Vice Minister for Health N. Udval;
  - First Vice Chief of the Cabinet Secretariat L.Khangai;
  - Senior Analyst of the Cabinet Secretariat Ts. Sambalkhundev;
- Secretary:* – “Governing Institutions Capacity Building” Project Coordinator  
J. Oyuntuya

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