



JSDF Grant No. TF0C2460

VIRTUAL COOPERATIVES OF PASTURAL LIVESTOCK COMMUNITIES PROJECT (VCPLCP) –
P174733

(Sub-Grant Implementation Manual - SGIM)

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GENERAL

The Sub-Grant Implementation Manual shall constitute an integral part of the JSDF Letter Agreement No.TFOC2460 and the Project Operation Manual (POM).

The Sub-Grant Implementation Manual shall be approved by the World Bank and the Ministry of Food, Agriculture and Light Industry (MOFALI) in accordance with the provisions of the Letter Agreement—specifically Sections 1.02 (o), (p), (q), and (r); Section 2.01, Part 2 (a); Section 2.03 (b)(ii) and (c); and item (5) of the table under Section 3.01 moreover Project Operations Manual - Section (a) of Component 2. This approval is part of the implementation framework for the Demand-Driven Small Grants Program (SGP).

THE ANTI-CORRUPTION GUIDELINES

The implementation of the Demand-Driven Small Grants Program (SGP) shall comply with the provisions of Section 2.02 of the Letter Agreement, Section F of Chapter VII and Chapter XI of the Project Operations Manual, the Anti-Corruption Guidelines, and the Law of Mongolia on Anti-Corruption. (See Annex 4. Fraud and Corruption)

PART I. OBJECTIVES AND REQUIREMENTS

I.1. OBJECTIVE

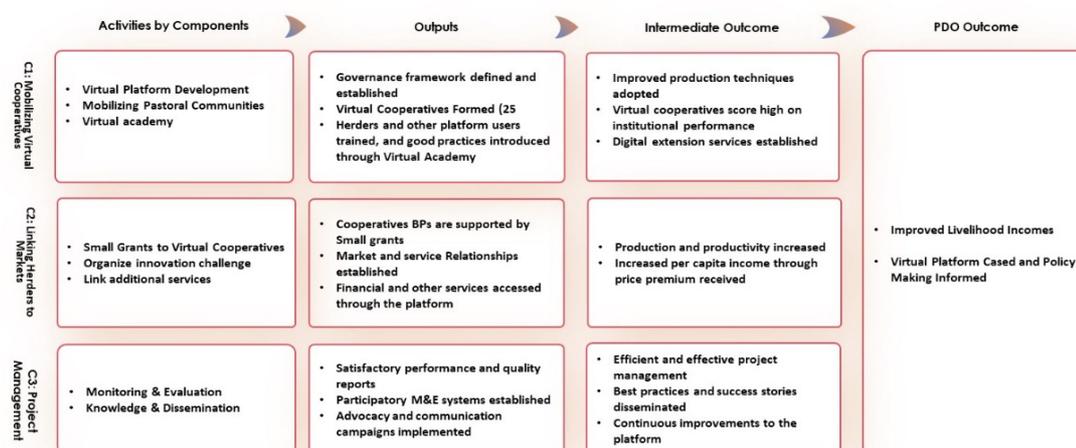
The objective of the Demand-Driven Small Grants Program (SGP), implemented under the Virtual Cooperatives to Pastoral Livestock Communities Project (VCPLC), is to support income-generating sub-projects that enhance the capacity of primary producers and their cooperatives by registering them on the Virtual Cooperative platform and promoting its use.

Eligible virtual cooperatives will have to be registered as an association of cooperatives to receive grants as legal entities. To obtain this registration, they must have established good organizational governance. The eligibility criteria will require that virtual cooperatives be trained on climate risk assessment and/or resilient design in the wool and cashmere production. This would ensure that the cooperatives have the necessary knowledge and skills to identify and address climate risks in their operations. Virtual cooperative leaders and members will receive training on identifying investments in a participatory manner and the application process.

To achieve this objective, the Government of Mongolia, with support from the Japan Social Development Fund (JSDF), is implementing a two years Small Grants Program (2025–2026) that prioritizes:

- Community mobilization through digital platform;
- Support for women, youth, and vulnerable herders;
- Strengthening of cooperative governance and value chain competitiveness.

The Demand-driven Small Grants Program (SGP) shall be implemented in alignment with the Project Components outlined in the Project Operations Manual, the Project Development Objectives (PDO), and the PDO results and intermediate results indicators specified in Annex 1. The successful implementation of this program will be measured against the following indicators:



I.2. GENERAL REQUIREMENT

Pursuant to Section 2.01, Part I (c)(iv) of the Letter Agreement, developing institutional governance arrangements for the virtual cooperatives to register as an association of traditional cooperatives. In addition, cooperatives shall be established in accordance with the Law on Cooperatives and shall be legally registered, operational, and sustainable entities. As provided under the Law on Cooperatives, such requirement may be fulfilled through primary cooperatives, secondary cooperatives, cooperative unions, or the national federation of cooperatives.

In accordance with Section 2.03 (c) (ii) (B) (2) (c) of the Letter Agreement, the Sub-grants shall require each Eligible Beneficiary to procure the goods, works, and services to be financed out of the Sub-grant in accordance with the provisions of this Agreement, and to utilize such goods, works, and services exclusively for the purposes of carrying out its Sub-grant Activities and achieving the objectives thereof.

Pursuant to Sections 26(a) and 85 of the Project Operation Manual, well-performing virtual cooperatives shall be eligible to participate in subprojects designed to finance investments aimed at improving the quality of wool and cashmere. Such investments may include small-scale equipment for herders to improve wool and cashmere quality (e.g., electric shearing devices or high-quality cashmere combs), rehabilitation or upgrading of existing facilities or warehouses, as well as provision of washing machines, and sorting or grading containers for wool and cashmere.

As stipulated in Section 26(a) of the Project Operation Manual, virtual cooperatives must actively use the digital platform and demonstrate active participation in digital and field-based capacity building programs, with at least 75 percent of their members successfully engaged.

In line with the Environmental and Social Commitment Plan (ESCP) and the Environmental and Social Management Framework (ESMF) approved by the World Bank, subproject proposals shall only be prepared following the completion of training provided by the PMU and implementing partners.

Under the Project Results Indicators, the minimum number of eligible SGP Subprojects financed shall be fifteen (15) virtual cooperatives, of which at least twenty percent (20%), i.e., no fewer than three (3), shall be led by women. These virtual cooperatives shall also contribute to the achievement of other objectives of the Project Results Indicators. For the purpose of ensuring equitable access to the SGP, the PSC (or PAG) shall determine the maximum financing amount for Subproject Proposals submitted by virtual cooperatives.

PART II. OBLIGATIONS OF THE PARTIES

II.1. PROJECT STEERING COMMITTEE- PSC

In accordance with Article 10 of Government Resolution No. 176 of 2016, the Project Steering Committee (PSC) shall serve as the unit responsible for providing the Project Management Unit (PMU) with policy and operational guidance to ensure full achievement of the Project objectives set forth in the Letter Agreement within the agreed timeline, as well as for reviewing and approving the project and activity implementation plans. The PSC shall also be responsible for approving the Sub-Grant Implementation Manual, ensuring the implementation of the Small Grant Program, and approving cooperative Subprojects and making the final decisions thereon.

II.2. PROJECT ADVISORY GROUP- PAG

The Project Advisory Group shall be established pursuant to Sections 1.02(l) and 2.03(a)(i) of the Letter Agreement and Sections 1, 33, 37 of Chapter IV, and Section 97 of Chapter VIII of the Project Operation Manual, will be responsible for the overall policy guidance and general oversight of Project implementation, including inter-ministerial coordination, approval of annual work plans and Project reports, and confirming the provision of Sub-grants to Eligible Virtual Cooperatives. The Project Advisory Committee shall be composed of the following members:

- i. State Secretary of the Ministry of Food, Agriculture and Light Industry (MOFALI);
- ii. Core members of the Project Steering Committee;
- iii. Representative of the Ministry of Digital Development, Innovation and Communications;
- iv. Representative of the General Authority for Veterinary Services;
- v. Representative of the Research and Development Center for Food, Agriculture and Light Industry;
- vi. Representative of the Mongolian University of Life Sciences;
- vii. Representative of the National Association of Mongolian Agricultural Cooperatives;
- viii. Expert member from a professional association;
- ix. Expert member from the private sector.

II.3. TECHNICAL APPRAISAL COMMITTEE- TAC

The Technical Appraisal Committee (TAC) shall be established to be responsible for appraising technical and financial aspects of the Sub-grant proposals. In accordance with Section 1.02.(u), 2.03.(a)(ii) of the Letter Agreement, and Section One, Article 26(a)(c) of Section Three, Articles 33, 38, 39 of Section Four, and Article 97 of Section Eight of the Project Operations Manual.

The TAC shall assess and review subproject proposals submitted under the Demand-Driven Small Grant Program based on professional knowledge and expertise, and present its

recommendations on subproject financing decisions to the Project Steering Committee (Note: In cases where authority is delegated, to the Project Advisory Group).

Members of the Technical Appraisal Committee shall participate in the evaluation of subproject proposals with the authority and responsibility to accept, reject, request revisions, or defer proposals. TAC members shall assign scores to each criterion based on the “Technical and Financial Criteria for Evaluation of Proposal (TFCEP).” Comments provided on the proposals shall be noted in detail, with careful consideration given to project implementation.

A meeting note protocol of the TAC shall be prepared, signed by all members, and used to confirm that the evaluation was conducted appropriately. The TAC Chairperson shall present the signed meeting protocol, along with all technical and financial evaluation attachments, to the Project Steering Committee (or Project Advisory Group).

The TAC will include:

Chair of the Evaluation Committee

- Director, Policy and Planning Department, Ministry of Food, Agriculture and Light Industry

Members of the Evaluation Committee

- Director, Department for Coordination of Livestock Policy Implementation
- Specialist in charge of sector policy and planning
- Senior Specialist in charge of sector information technology policy, planning, and analysis
- Specialist in charge of wool and cashmere product manufacturing
- Senior Officer in charge of projects and programs and sectoral receivables, Finance and Investment Department

Secretary

- Extension Specialist, Virtual Cooperative Project

Responsibilities of the TAC:

- Review of all applications against eligibility and technical criteria;
- Scoring and ranking of sub-project proposals based on a predefined methodology;
- Preparation of a Short List and Final List of recommended grants;
- Oversight of the appeal process and conflict-of-interest enforcement;
- Documentation of all deliberations and justification of decisions for audit and public disclosure.

Project coordinator will serve as a Secretary of TAC

II.4. PROJECT MANAGEMENT UNIT- PMU

Project Management Unit (PMU) shall be established in accordance with Article 10 of Government Resolution No. 176 of 2016 and Sections 1.02(m) and 2.03(iii) of the Letter Agreement, and shall be responsible for implementing the SGP in accordance with the Letter Agreement, the Project Operation Manual, and this Sub-Grant Implementation Manual.

Evaluation and Reporting Activities:

- Monitor cooperative development and progress, report adverse impacts and risks to the PMU, and support resolution of implementation issues.
- Coordinate local-level activities and conduct regular monitoring and evaluation (M&E) in collaboration with beneficiaries and stakeholders.
- Prepare and submit activity reports, mid-term reports, and final reports to the PMU and the Ministry of Food, Agriculture and Light Industry (MOFALI).

II.5. FACILITATING AGENCY – FA /training agency, experts or contracted partner organization/

In accordance with Articles 33, 40, and 41 of Section Four of the Project Operations Manual, the PMU may enter into agreements with qualified professional organizations to operate at the local level and provide support in implementing the Demand-Driven Small Grant Program (SGP) for herders and herder cooperatives.

The collaborating organization may be structured as a Non-Governmental Organization (NGO), Civil Society Organization (CSO), University or Professional Association—or as a merged entity thereof—as defined in the Project Operations Manual. These entities are expected to have demonstrated experience in delivering training and capacity-building activities relevant to the project's objectives.

The collaborating organization responsible

Outreach and Registration Activities:

- Identify and support herder households, and make eligible initiative groups for cooperative registration.
- Facilitate the enrollment and integration of herders and herder cooperatives into the Virtual Cooperative digital platform.
- Provide coordination and technical assistance for the implementation of the Demand-Driven Small Grant Program (SGP).
- Support the delivery of technical solutions and digital services to herders.

Training, Advisory, and Capacity Building Activities (face to face and online):

- Organize capacity-building programs, training sessions, and experience-sharing activities for local government, herders, herder cooperatives, and other stakeholders.

- Conduct cascade training for initiative groups and cooperatives registered on the Virtual Cooperative digital platform, focusing on sub-project proposal development, business planning, and cooperative governance.
- Develop and deliver Environmental-Social-Governance (ESG) capacity-building programs and training to support sub-project proposal development.

PART III. DEMAND-DRIVEN SMALL GRANTS PROGRAM (SGP)- PREPARATION AND APPROVAL OF DOCUMENTS

III.1. PREPARATION AND APPROVAL OF ORGANIZATIONAL DOCUMENTS

The documents will define the structure of the Demand-Driven Small Grant Program (SGP), the operational rights and responsibilities of stakeholders, the management and organizational arrangements, and the responsibilities of cooperatives and other stakeholders participating in the SGP. This document will be reviewed by a legal expert and approved by the World Bank to ensure that it is fully compliant with Mongolian laws, Japan Social Development Fund policies, and financial soundness standards.

The following documents are included:

- Sub-grant Implementation Manual;
- Memorandum of Understanding with Local Governments;
- Contract with the Facilitating Agency (collaborate on capacity building activities and registration);
- Decision on the establishment of the Technical Appraisal Committee (TAC);
- Legal templates for sub-grant agreements.

III.2. PREPARATION AND APPROVAL OF METHODOLOGICAL GUIDELINES

The Project Management Unit (PMU) shall develop a detailed and user-friendly Methodological Guidelines Package to support the implementation of the Demand-Driven Small Grant Program, ensuring alignment with the project's development objective indicators. This suite of documents will standardize key aspects of sub-project preparation, cooperative capacity building, and safeguards compliance, ensuring a level playing field for all applicants—regardless of location, education level, or experience.

The methodological guideline includes:

- Guidelines for developing wool and cashmere preparation subprojects tailored to local conditions;
- Offer templates for financial modeling, risk assessment, and sustainability analysis;
- Investment technical model example (e.g., shearing sheds, washing units, storage upgrades, solar drying, packaging centers, etc.);
- Define quality benchmarks and expected outputs for typical sub-project;
- Lay out simple, field-ready tools for environmental and social screening and mitigation.

These guidelines will be distributed in both print and digital formats and accompanied by training sessions. They will not only support applicants in submitting high-quality proposals but also enable Consultant Organization or Facilitating Agency and Technical Appraisal Committee members to assess submissions against consistent technical standards.

III.3. ORGANIZATION AND CONDUCTION OF CASCADE TRAINING

To build a competent support for applicants and ensure standardized delivery of technical assistance, a structured cascade training program will be organized prior to the SGP's rollout.

The training will be implemented in two tiers:

- Tier I - Trainers: Expert consultants, PMU technical leads, and trainers team leaders will undergo intensive training sessions on all elements of the Program-objectives, eligibility, grant preparation, cooperative development, procurement, financial documentation, and safeguards.
- Tier II - Facilitating Agency: These trainers will then deliver regionally adapted training to soum-level facilitators, extension officers, and cooperative representatives.

The cascade training will use:

- Standardized modules and manuals;
- Case studies and walkthroughs of standard sub-projects;
- Application preparation and evaluation;
- Assessment tools to verify comprehension and readiness.

This two-level system ensures acceptability coverage and consistent technical quality across all phases of SGP implementation.

III.4. PREPARATION OF STANDARD BUSINESS MODEL OF THE SUB-PROJECT

PMU will develop Standard Business Model to simplify subproject proposal development process and to support technically reliable, economically efficient, and environmentally friendly investments. The Standard Business Model (SBM) will serve as a subproject modeling tool that applicant cooperatives can easily adapt to their local conditions. The aim of this model is to ensure that newly established cooperatives have equal opportunities to develop business plans and technical documentation and participate in the program.

The SBM will also facilitate technical evaluation and help reduce the risk of investment proposals being over- or under-planned.

SBM includes:

- A basic business plan template, outlining the objective, core activities, expected outputs, and implementation steps;
- Predefined parameters such as primary production capacity, required equipment, staffing, and operational costs;
- A budget sample model incorporating investment and operational cost based on market data;
- Milestone schedules for disbursement tranches;
- Risk mitigation measures and safeguard considerations;
- Indicators for tracking financial and economic outcomes.

These standardized packages will cover a range of income-generating opportunities relevant to the wool and cashmere sectors, including but not limited to:

- Wool and cashmere combing/shearing facilities;
- Wool and cashmere washing and cleaning equipment, including small-scale washing or processing lines;
- Grading and sorting equipment;
- Storing and packing equipment;
- Small-scale spray-washing equipment;
- Equipment powered by renewable energy or operable independently of conventional power sources (e.g., solar dryers or wool press stations);
- May include models that utilize e-commerce and digital platform solutions.

III.5. PREPARATION OF DOCUMENTS FOR PUBLIC AWARENESS CAMPAIGN

An inclusive, public awareness campaign will be conducted to ensure that potential applicants—especially those in remote or underserved regions—are well-informed about the SGP’s objectives, eligibility criteria, application procedures, and support mechanisms.

To enable this, the PMU will prepare and disseminate a package of public outreach materials, including:

- Posters, leaflets, and brochures (printed and digital) explaining about SGP;
- Materials for use on radio, television, and social media;
- FAQs and simplified step-by-step guides for cooperatives to prepare application;
- Infographics explaining eligible subproject information and co-financing requirements.

The content of the information shall include:

- A clear explanation of who can participate in the SGP, how to submit a subproject proposal, and what types of activities are eligible for financing;
- A statement that, in order to participate in the project, entities must be registered as a primary cooperative, secondary cooperative, cooperative union, or national cooperative association in accordance with the Law on Cooperatives;
- A call to seek preliminary consultation under the framework of the project;
- Dissemination of contact information including phone number, email, website, and digital platform, to the public;
- Public announcement of the project implementation period, activity schedule, expression of interest timeline, and subproject application submission deadline.

Those materials would be published on a dedicated SGP Web platform, which must be:

- Provide downloadable application forms and guidance materials;
- Information on key program personnel, partner organizations, and stakeholders, categorized by region;

- Regularly update and publish information on the subproject application period, training and selection activities;
- Enable feedback collection and grievance redress mechanisms.

The PMU shall be responsible for ensuring that the site is maintained in both Mongolian and English, and is regularly updated to promote transparency and accessibility.

III.6. PREPARATION OF THE PLAN WORKSHOPS ON INFORMATION DISSEMINATION

To complete the information dissemination campaign, the PMU will develop a plan to disseminate to organize a series of workshops at aimag and soum levels in collaboration with local governors and facilitating agency (FA). These plans will aim to:

- Introduce the objectives and procedures of the SGP to herders and herder's cooperatives, women led cooperatives, vulnerable groups and other stakeholder;
- Explain the benefits and responsibilities of establish or joining cooperatives;
- Introduce SBMs, grant requirements, and application process;
- Provide training on registering with the virtual cooperative platform, completing the application form, and preparing the required documentation.

To ensure the plan is tailored to local conditions and remains inclusive and accessible:

- Special efforts shall be made to engage women, youth, and households from vulnerable groups;
- Accommodate participants with limited literacy or digital access;

TABLE 1. Process Flow of Stakeholder Activities in Implementing Demand-Driven Small Grant Programs

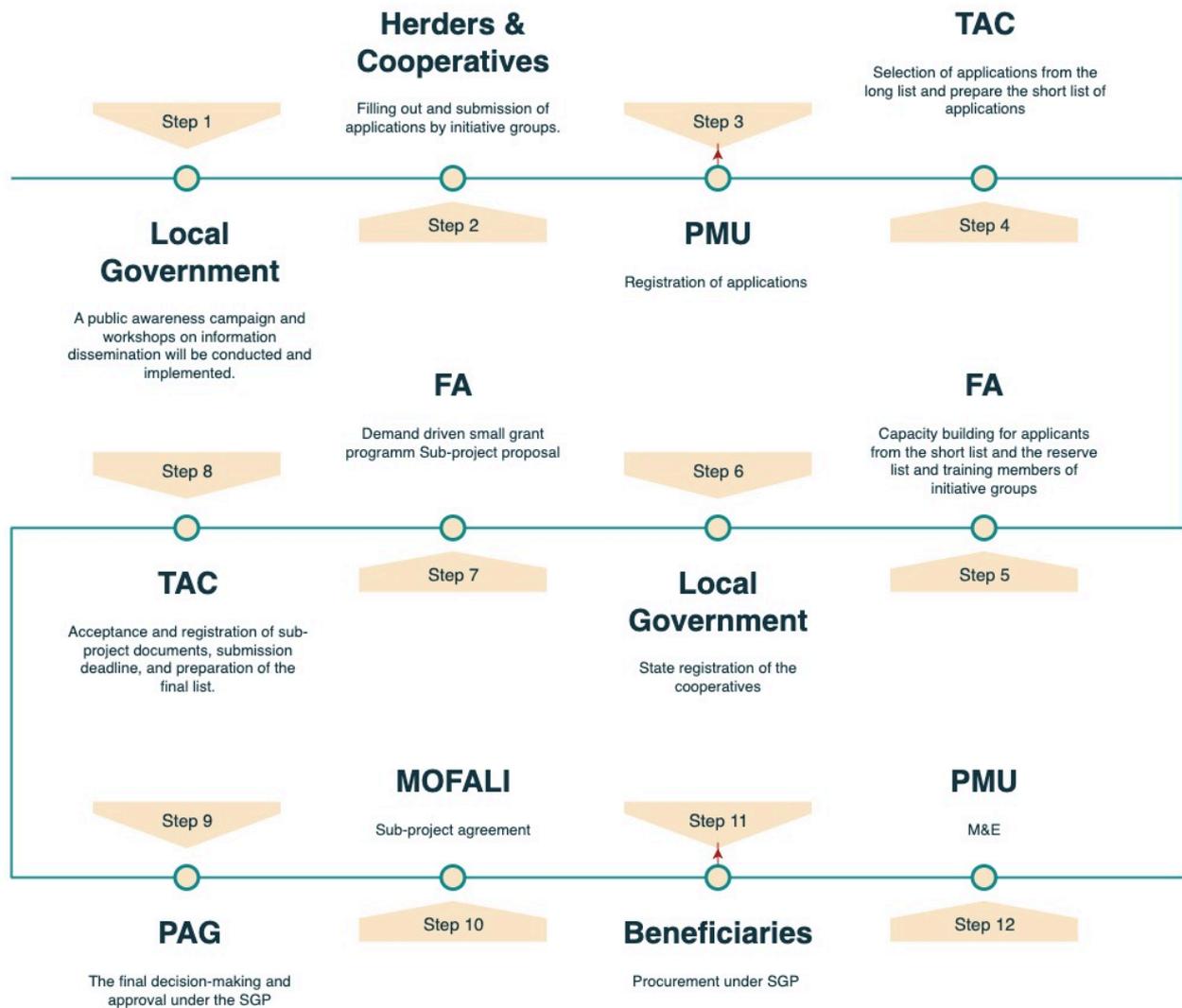


TABLE 2. GOVERNANCE/APPROVAL FLOW PSC/PAG/TAC/PMU/FA ROLES AND SEQUENCING

Name of Activity	Implementation Period	Participant	Document / Methodology / Data Source	Responsible for Implementation
Name: A public awareness campaign and workshops on information dissemination will be conducted and implemented.	7 Days	To all herders, herder households, and herder cooperatives in the target locations.	Under SGIM, the activities outlined in Sections 4.1.1 and 4.1.2 of the Pre-Selection stage shall be implemented in accordance with the documents specified in Sections 3.6 and 3.7 of the Preparation and Approval of Documents stage.	PMU supported by Local Government and Facilitating Agency
Name: Filling out and submission of applications by initiative groups.	7 Days	All herders, cooperatives at all levels, individuals seeking to establish new cooperatives, and cooperatives intending to form intermediary cooperatives and participate in the DDSGP are eligible to apply.	In accordance with Annex 1, initiative groups shall register on the Virtual Cooperative Digital Platform and complete and submit their applications. Activity 4.1.3 under SGIM shall be implemented.	PMU supported by Local Government and Facilitating Agency
Name: Registration of applications by PMU	Registration shall be organized based on the cut-off date.	PMU	The PMU shall formally register and record each submission in a centralized database to facilitate tracking and review. Activity 4.1.4 under SGIM shall be implemented.	PMU will process eligible applications and forward to the TAC
Name: Selection of applications from the long list and prepare the short list of applications	7 Days	TAC	In accordance with Section 4.2.1 of the SGIM, applications will be selected from the Long List and a Short List will be prepared.	PMU supported by TAC
Name: Capacity building for applicants from the short list and the reserve list and training members of initiative groups	14 Days	Representatives of all cooperatives included in the Short List and the Reserve List shall participate. Attendance will be mandatory for at least one core member from each initiative group.	In accordance with Sections 4.2.2 and 4.2.3 of the SGIM, training and capacity-building activities shall be organized.	PMU supported by Local Government and Facilitating Agency
Name: State registration of the cooperatives	45 Days	Herders and cooperatives wishing to establish new cooperatives, renew existing cooperative, or merge into associate cooperative.	Following the activities specified in Sections 4.2.2 and 4.2.3, opportunities and conditions will be created for establishing new cooperatives and reorganizing existing ones. At the parrallel, sub-project proposals will be accepted, and cooperatives will be assisted in registering with the state registration authority.	PMU supported by Local Government
Name: Demand driven small grant programm Sub-project proposal		Cooperatives	In accordance with Section 4.2.4 of the SGIM, fully prepared SGP Sub-project Proposals shall be received.	PMU supported by Facilitating Agency
Name: Acceptance and registration of sub-project documents, submission deadline, and preparation of the final list.	7 Days	The cooperatives shall submit [the documents] to the PMU and the FA. The TAC will assess all accepted sub-project proposals using a comprehensive scoring matrix.	In accordance with Sections 4.2.5 and 4.2.6 of the SGIM, Sub-project Proposals from cooperatives shall be received and registered, and upon the close of the registration period, a Final List shall be prepared.	PMU supported by TAC

Name: The final decision-making and approval under the SGP	7 Days	Project Advisory Group meeting	In accordance with Section 4.2.7 of the SGIM, the PAG shall convene to make the final decision and approval under the SGP.	PMU supported by PSC/PAG
Name: Sub-project agreement	7 Days	PMU, MOFALI, selected Cooperatives	Once the Sub-project is approved by the PAG, MOFALI shall conclude a Sub-project Agreement with the cooperatives in accordance with Section 4.2.8 of the SGIM.	PMU supported by MOFALI
Name: Procurement under SGP	in accordance with the Sub-project agreement	An organization selected through competitive procurement.	In accordance with Section 4.2.9 of the SGIM, the financing and implementation of the procurement of works, goods, and services shall be carried out.	Cooperatives

PART IV. THE IMPLEMENTATION STAGE OF THE DEMAND-DRIVEN SMALL GRANTS PROGRAM

This section outlines the sequence of activities that will be carried out once the Program has been officially launched. These procedures ensure transparency, efficiency, and inclusivity throughout the grant application, selection, and contracting process.

IV.1. PRESELECTION STAGE

IV.1.1. PUBLIC AWARENESS CAMPAIGN

Following the preparation of outreach materials and digital platforms, a public awareness campaign will be launched to formally introduce the Small Grants Program to the broader public. This campaign will be led by the Facilitating Agency and PMU in partnership with local governments.

Campaign channels will include:

- Television, radio, social media broadcasts and website;
- In-person community meetings and mobile outreach teams in remote area;
- Promotional banners and posters in soum government offices, livestock markets, and cooperative centers;
- Announcements through herders' associations, women's groups.

IV.1.2. WORKSHOPS ON INFORMATION DISSEMINATION

In parallel with mass communications, in-person information workshops will be conducted in each of the participating aimags and soums. These workshops serve as a direct channel for herders and rural stakeholders to gain clarity on the Program.

The workshops will:

- Be facilitated by Facilitating Agency, PMU and local government representatives;
- Include practical demonstrations of the application process;
- Feature Q&A sessions to address common concerns;
- Provide hard copies of SBM templates and user guides.

IV.1.3. FILLING OUT AND SUBMISSION OF APPLICATIONS BY INITIATIVE GROUPS

Once informed through outreach and workshops, interested herders may voluntarily organize into initiative groups to prepare and submit an initial application to the SGP. Applications will be accepted through the virtual cooperative platform, and herders, primary cooperatives, secondary cooperatives, cooperative associations, and national cooperative associations will be required to register on the platform. Applicants must:

- Comply with cooperative laws (at least with 9 members);
- In cases where a cooperative is not registered, express the intention to register as a cooperative;
- Propose only one sub-project per cooperative.

Using guidance provided in the SBM packages and with support from consultants (if needed), the group will:

- Complete the Initial Application Form;
- Describe their sub-project concept and expected outputs;
- Express readiness to co-finance and commit to cooperative formation.

An acknowledgment of application receipt will be informed for each applicant.

IV.1.4. REGISTRATION OF APPLICATIONS BY PMU

Upon receipt of applications, the PMU will formally register and log each submission into a centralized database for tracking and review. Each application will be assigned a unique code and categorized by:

- Bagh, Soum and aimag;
- Sector (e.g., wool shearing, fiber sorting, etc.);
- Proposed investment scale and estimated budget;
- Gender and age, vulnerability indicators.

The PMU shall ensure that all minimum eligibility requirements have been duly satisfied. Incomplete or clearly ineligible applications will be flagged and returned with feedback, while eligible applications will be forwarded to the Technical Appraisal Committee for review.

A summary list of registered applications will be published for public transparency, including anonymized descriptions of sub-project types and regions.

IV.2. SELECTION STAGE

IV.2.1. SELECTION OF APPLICATIONS FROM THE LONG LIST AND PREPARE THE SHORT LIST OF APPLICATIONS

Following registration, the Technical Appraisal Committee (TAC) shall review the completeness of all preliminary applications that meet the eligibility requirements, identify those in compliance, and advance them to the 'Cooperative Sub-project Proposal Preparation Stage'.

The registration of preliminary applications, constituting the Long List, shall be carried out through the Virtual Cooperative Platform. The receipt of applications and their enrollment into the digital platform shall be organized by the PMU in collaboration with the Facilitating Agency and local government authorities. The Preliminary Application Form to be registered on the platform has been reviewed and endorsed by the World Bank.

The Technical Appraisal Committee (TAC) shall review the completeness and compliance of applications registered on the virtual platform and included in the Long List against the following criteria:

- Completeness of the preliminary application and clarity of the expression of interest;
- Alignment with the objectives of the SGP;
- Technical viability and relevance of the proposed sub-project;
- Readiness and motivation of the group to form a cooperative. Or whether the cooperative has been established;
- Basic understanding of business and operation;
- Geographic, gender, and socio-economic balance among applicants.

The TAC will review applications and assign numerical scores. Based on the following results:

- A Short List of top-ranking initiative groups will be established;
- A Reserve List will also be prepared in case any shortlisted group withdraws or fails to comply with selection requirements.

Approved Short List and Reserve List will be published by the PMU on the Virtual Cooperative Platform and notice boards at the aimag and soum levels.

IV.2.2. CAPACITY BUILDING FOR APPLICANTS FROM THE SHORT LIST AND THE RESERVE LIST

Herders and Cooperatives included in the Short List will receive targeted technical and organizational support to help them prepare for the next stage from PMU and FA. This support includes:

- Assistance in union of cooperatives, governance and eligibility;
- Advisory support to prepare the Formalized Sub-Project Proposal;
- Guidance on co-financing mobilization, environmental and social screening, and procurement planning.

IV.2.3. TRAINING MEMBERS OF INITIATIVE GROUPS

To strengthen institutional capacity and ensure readiness for implementation, all shortlisted initiative groups will undergo structured training sessions, delivered by experts, trainers and overseen by the PMU.

The training will include modules on:

- Cooperative formation and governance structures;
- Business planning and operational management;
- Financial record-keeping and co-financing requirements;
- Procurement responsibilities and local market engagement;
- Environmental and social safeguards;
- Monitoring, milestone reporting, and compliance with SGP conditions.

Attendance will be mandatory for at least one core members of each initiative group. Participants will receive a certificate of completion, which will be included in their final application package.

These sessions serve as a critical filter to ensure that only motivated and prepared cooperatives advance to the next stage of the SGP.

IV.2.4. SGP SUB PROJECT PROPOSAL, AND STATE REGISTRATION OF THE COOPERATIVE

Initiative Groups included in the Short List shall prepare a Sub-project Proposal under the SGP. Cooperatives that are already registered and operating under state registration may proceed directly to the preparation of the Sub-project Proposal, while newly established primary cooperatives, as well as secondary cooperatives and cooperative unions, may also prepare a Sub-project Proposal and participate in the SGP.

IV.2.4.1. COOPERATIVE REGISTRATION

With the support of PMU and local government offices, each initiative group shall be submit following documents:

- Process and approval of the cooperative's charter;
- Election of the cooperative's Board of Directors;
- Opening of the cooperative's bank account;
- Official registration with the state administrative authority responsible for registration.

Only legally registered cooperatives will be eligible to submit a formalized sub project proposal and compete for a SGP.

IV.2.4.2. GRANT PROPOSAL PACKAGE AND COST SHARING

The full proposal package prepared by cooperatives for financing under Small Grand shall include:

- A detailed business plan based on a Standard Business Model;

- A financing plan with co-financing contribution documented;
- Procurement plan for major equipment and services;
- Environmental and social screening forms, including mitigation measures (if applicable);
- An implementation schedule incorporating key financial criteria aligned with the disbursement phases;
- Roles and responsibilities of cooperative members.

The small grant can finance a minimum of 15 cooperatives of each of the business proposals with a maximum ceiling of USD 50,000 (Fifty Thousand US Dollars) i.e. nearly 180,000,000 MNT. Trainers, experts and consultants may assist the cooperatives in drafting formalized proposals, provided that the content reflects the cooperative's ownership and vision.

The completed application package will be submitted to the PMU for formal registration and eligibility screening ahead of the final stage of SGP.

IV.2.4.3. INELIGIBLE ACTIVITIES UNDER SMALL GRANT

The following is a list of activities which are not eligible for financing from the grant:

- Activities that do not comply with Bank Safeguard Policies: Activities that do not comply with World Bank environmental and social safeguard policies, as described in the project's Environmental and Social Management Framework (ESMF);
- Overhead and management costs of cooperatives/herders which are not directly and exclusively linked to the grant activities;
- Funding of activities through third parties those are not part of the Grant Agreement nor formally linked with the lead cooperatives;
- Purchase of land, motor vehicles, establishment of factory, etc.;
- General education activities including scholarship, school fees, apart from the use of schools that serve as a community focal point in target areas for knowledge and skill demonstration and extension.

IV.2.5. ACCEPTANCE AND REGISTRATION OF SUB-PROJECT DOCUMENTATION

Once the cooperatives finalize and submit their proposal packages, the PMU will initiate the formal acceptance and administrative review of the submissions. The following steps will be undertaken:

- Assign a unique code to each submitted application;
- Verify that all required documents are complete and properly signed and stamped;
- Cooperative state registration;
- Cross-check eligibility criteria of co-financing confirmation;
- Record environmental screening status and safeguard category.

Incomplete or non-compliant applications will be returned to the applicant with comments for correction—provided deadlines permit resubmission. Once accepted, proposals will be forwarded to the Technical Appraisal Committee for evaluation in the final competition.

IV.2.6. DEADLINE FOR SUBMITTING DOCUMENTS AND FINAL LIST

After publicly announced deadline, no additional proposals or modifications will be accepted.

The TAC will evaluate all accepted sub project proposals using a detailed scoring matrix based on:

- Technical feasibility and economic viability;
- Cooperative capacity and governance readiness;
- Inclusiveness (gender, youth, vulnerable households);
- Feasibility of the implementation and procurement plan;
- Management of environmental and social risk mitigation;
- The potential to create employment, increase income, and produce marketable products.

Based on evaluation scores, the TAC will finalize a Final List, categorized as follows:

- Sub-project proposals can be directly included in the SGP;
- List of sub-project proposals that may be included in the SGP subject to the availability of funds;
- Unsuccessful proposals, with justifications.

The final list will be formally approved by the PMU and disclosed publicly, following World Bank transparency requirements.

IV.2.7. THE FINAL DECISION-MAKING AND APPROVAL UNDER THE SGP

This is the stage for the formal selection of cooperatives, constituting a competitive, transparent, and technically detailed evaluation process aimed at identifying high-quality and effective sub-projects.

IV.2.7.1. *Evaluation Process*

The Project Steering Committee (PSC) or Project Advisory Group (PAG) will assess the following key dimensions:

- Technical Baseline: Production model, technology, and target outcomes.
- Business Efficiency: Financial model, co-financing, and actual cash flow.
- Social Impact: Employment, income, and participation of women, youth, and vulnerable groups.
- Institutional Capacity of Cooperatives: Internal governance and management readiness.
- Safeguard Compliance: Risk assessment and mitigation measures.
- Geographic and Sectoral Balance: Region and type of investment.

IV.2.7.2. Approval Process

The PSC/PAG approve following decisions:

- Available Sub-project budget ceiling;
- Diversity and equity considerations.

This decision will be submitted to the PMU for endorsement and forwarded to MOFALI for formal approval.

IV.2.7.3. Disclosure and Feedback

Results will be communicated through official letters and publicly disclosed on the Program portal and notice boards. Each cooperative will receive:

- A notification of results (accepted, reserved, or not accepted);
- A copy of the evaluation summary (upon request);
- An opportunity to appeal or request feedback.

IV.2.8. SUB-PROJECT AGREEMENT

Following the final selected cooperatives, the MOFALI—acting as the contracting authority—will initiate the grant agreement signing process with each successful applicant. This formalizes the contractual framework for implementation, reporting, and compliance.

IV.2.8.1. Agreement Structure

Each Agreement will be a legally binding document between MOFALI (represented by the PMU) and the cooperative. It will outline:

- The total grant amount and approved budget categories;
- The cooperative's co-financing obligation;
- The disbursement schedule, linked to milestone achievements;
- Roles and responsibilities of the cooperative, PMU, and Facilitating Agency;
- Procurement, financial management, and safeguard compliance requirements;
- Monitoring, reporting, and verification procedures;
- Terms and conditions for asset use and title transfer;
- Provisions for dispute resolution, termination, and return of funds (if needed).

Each agreement will be tailored based on the cooperative's proposal and appraisal outcome but follow a standard format approved by MOFALI and aligned with JSDF and World Bank rules.

IV.2.8.2. Pre-signing Verification

Before signing, the PMU will ensure that:

- The cooperative is legally registered and operational;
- Co-financing has been deposited or formally committed;
- Bank accounts are opened and accessible;

- A trained management team is in place;
- Any additional safeguard conditions are met.

The PMU assigned to the cooperative will verify these conditions and assist in resolving any gaps.

IV.2.8.3. Disbursement and Tranche Scheduling

The funds under Small Grants will be disbursed to the partners in multiple tranches, contingent upon milestone verification (e.g., equipment procurement agreement, work performance agreement, documentation of activity start). The fund disbursement schedule, otherwise called the “Disbursement Schedule and proposed milestones for triggering payment” is part of the grant proposal and will be annexed to the Agreement and specify:

- Expected timing;
- Verification documents required (delivery notes, invoices, photos, etc.);
- Responsibilities of the cooperative and reporting.

IV.2.8.4. The contract will be signed in triplicate

- one for the cooperative,
- one for the PMU, and
- one for MOFALI’s official records.

Upon signing the agreement, the Demand-Driven Small Grant Program will officially move into the implementation stage.

IV.2.9. PROCUREMENT PROCEDURE UNDER SGP

Procurement under the SGP shall adhere to the World Bank’s Procurement Regulations for Investment Project Financing Borrowers (PRs), pursuant to Sections 1.02 (k) and 2.03 (c) (ii) (B) (2) (c) of the Letter Agreement. Upon signing the grant agreement, cooperatives will begin procuring the goods, work and services outlined in their approved sub-projects in accordance with the procedures outlined Annex 3.

IV.2.9.1. Procurement by Cooperatives

Procurement of goods, works, and services shall be supported through the digital platform, enabling cooperatives to organize and carry out their purchases. Financing may be provided based on the cooperative’s sales and purchase agreements and price quotations. They must adhere to the procedures and thresholds specified in this Grant Manual, which include:

- Competitive Quotations: For contracts above a set threshold (to be defined in the Grant Manual), at least three competitive quotations must be collected through a request for quotations (RFQ) using a national standard bidding document in accordance with Paragraph 5.3, 5.4, 5.5 and 6.7) of PRs;
- Simplified Direct Procurement: For very low-value contracts, **with value less than \$1,000**) a simplified procedures may be applied;

- Use of Registered Suppliers: Procurement shall require purchasing from an entity officially authorized to supply the products;
- Transparency and Documentation: All procurement steps must be documented to the digital platform—including RFQ, evaluation of quotations, justification of selection, and signed contracts.

Procurement must be duly reported to the PMU.

IV.2.9.2. Additional Support

On digital platform PMU will possible to support cooperatives:

- Training them on procurement rules;
- Assisting with bid preparation and quotation requests;
- Reviewing supplier qualifications and proposed contracts;
- Helping verify delivery and quality of equipment;
- Submitting procurement documentation to the PMU for tranche disbursement.

The PMU shall not undertake procurement on behalf of cooperatives, except under exceptional circumstances (e.g., capacity constraints, force majeure, or upon the cooperative's request with prior authorization).

IV.2.9.3. Procurement Monitoring by PMU

- Randomly audit procurement files for compliance;
- Validate that procured items match the specifications and quantities in approved budgets;
- Flag irregularities or potential fraud and initiate corrective actions.

IV.2.10. SUSPENSION OR TERMINATION OF SUBPROJECT

If the subproject is suspected of being used for purposes other than those approved, or if it becomes necessary to terminate the sub project agreement for any of the following reasons, the PMU shall conduct a preliminary review, obtain the approval of the PSC/PAG, and deliver a notice of termination of the subproject agreement.

IV.2.10.1. Grounds for Termination include

- Failure to fulfill the obligations stipulated under the sub project agreement;
- Finance the activities not reflected in the approved subproject proposal;
- Misappropriation or misuse of assets;
- Suspension of operations during the sub project implementation period, or significant reduction in implementation capacity due to changes in organizational structure or management;
- Other circumstances identified through PMU monitoring, supervision, and evaluation that pose serious risks to the expected outcomes of the subproject.

The PMU shall send a written notice to the cooperative explaining the grounds for termination. If no response is received from the cooperative, or if the explanation provided is deemed unsatisfactory, the PMU shall prepare an order to terminate the sub project agreement and submit it to the PSC/PAG for decision.

IV.2.10.2. Consequences of termination

- The PMU shall transfer the financed assets to the local government administration.
- The transferred equipment may be reallocated by the PMU to another cooperative implementing a similar subproject included in the reserve list.
- The PMU shall submit a report to the PSC/PAG including the following information: official correspondence related to the termination of the sub project agreement, list of equipment, utilization report, and progress on measures for restoration of unused assets.

IV.2.11. SUSTAINABILITY AND CLOSURE OF THE SGP

As stipulated in Chapter IX of the Project Operations Manual, the Program shall aim to fully achieve its objectives during implementation, and after project closure, to generate good practices and ensure conditions for sustained continuation. To contribute to strengthening local herder cooperatives in adopting sustainable production practices, a sustainability and closure plan shall be prepared and implemented from the beginning through to the end of the project.

IV.2.11.1. Closure Plan of the sub project

Subprojects shall be phased out through the gradual transfer of assets, stepwise transfer of ownership and responsibility to local governments and other stakeholders, ensuring sustainable operations, scaling-up and dissemination of good practices, and commitments to continuous utilization, maintenance, and service provision.

To ensure sustainability, the following outcomes and performance indicators shall be incorporated into the sub project agreement:

- Increased participation of national and local policymakers to sustain project-supported activities;
- Support for the replication (scaling-out and scaling-up) of successful practices;
- Application of acquired knowledge and skills in practice, and promotion and dissemination of improved wool and cashmere production methods in the respective local areas.

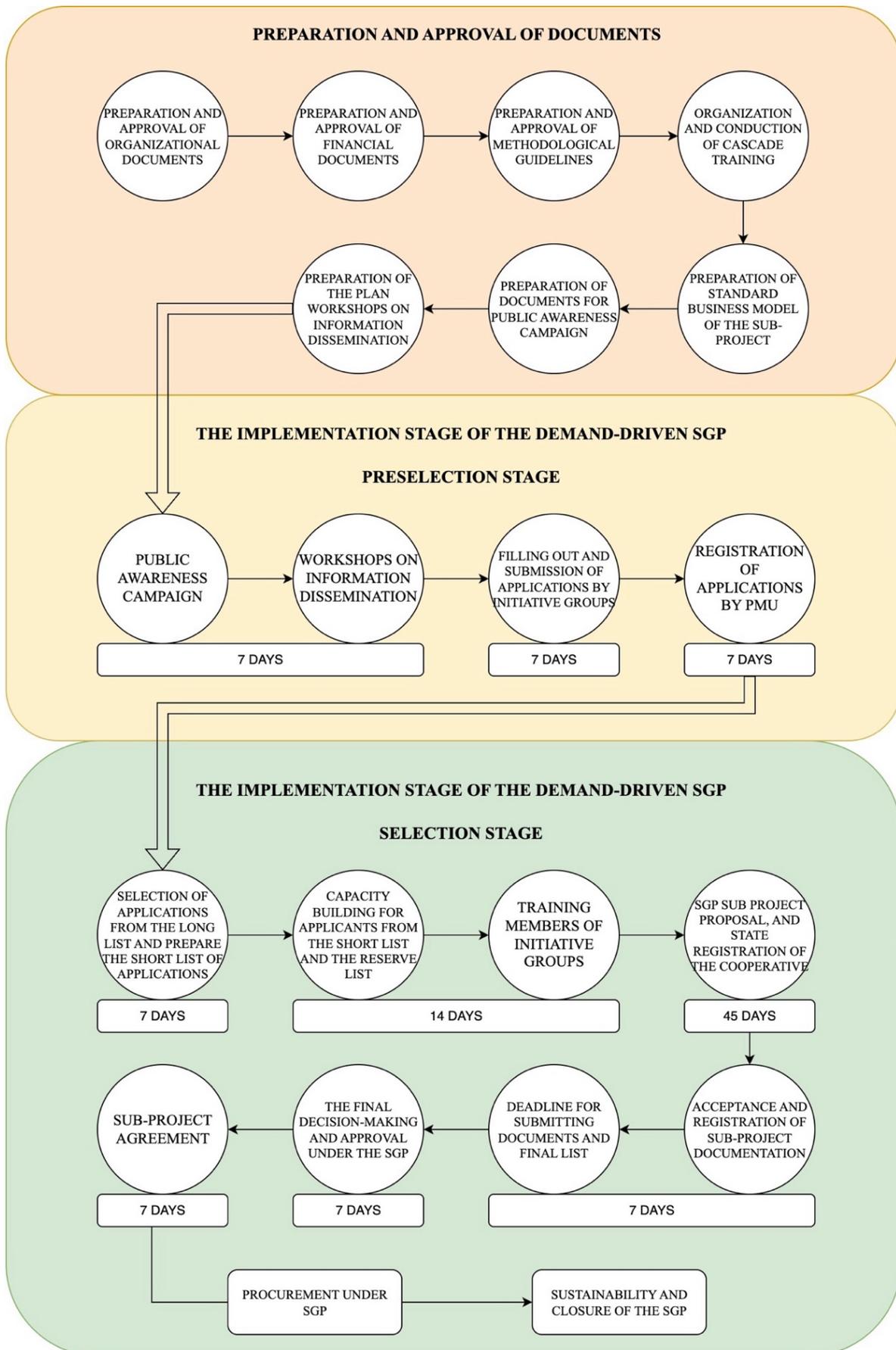
IV.2.11.2. Ownership and Transfer of Assets

In accordance with Article 76, 80 and 81 of Chapter IX of the Law on State and Local Property, and as stipulated in the sub project agreement, cooperatives who participating in the sub projects shall acquire the rights to possess, use, manage, and own the assets financed through the SGP as goods, works, and services.

Assets acquired under the agreement shall remain under the cooperative's possession, and upon expiry of the term set forth in the sub project agreement, they shall be formally transferred to the cooperative if:

- have been used for designated purpose;
- the contractual conditions have been met; and
- monitoring reports are satisfactory.

TABLE 3. THE IMPLEMENTATION OF THE DEMAND-DRIVEN SGP



ANNEX 1. ACTIVITY AND PAYMENT SCHEDULE

Sl. No.	Instalment	Cooperation Name	Cooperatives co-financing amount	VCPLC, MOFALI Contribution amount	Total Cost (MNT)	Milestone and Reports
1	First Instalment					Upon Signing Agreement and Submission of Work plan
2	Second Instalment					
3	Third Instalment					
4	Fourth Instalment					
5	Fifth Instalment					
6	Sixth Instalment					
	TOTAL					

ANNEX 2. MILESTONE PAYMENT SCHEDULE

	Milestone	Description	Amount	Due date	Payment criteria
1	Milestone 1				Contract sign
2	Milestone 2				Completion of task 1
3	Milestone 3	Grant closure		2026-12-31	Completion of all task etc

ANNEX 3. PROCUREMENT REGULATIONS

1. Purpose

This procedure establishes the steps for procuring small-value goods, works, and services by cooperatives under sub-grant programs, ensuring compliance with the **World Bank Procurement Regulations for IPF Borrowers** and national procurement standards.

2. Scope

Applicable to:

- All cooperatives receiving sub-grants under the project.
- Procurements of **small value** (thresholds as per the Grant Manual and Financing Agreement).
- Goods, works, and non-consulting services using **Request for Quotations (RFQ)** method.

3. Governing Principles:

- Value for Money
- Economy and Efficiency
- Integrity and Transparency
- Fair Competition
- Fit for Purpose
- Compliance with Anti-Corruption Guidelines

4. Procurement Method - RFQ (Request for Quotations):

- Used for simple, low-value procurements.
- Minimum **three qualified suppliers** invited using **national standard bidding document** acceptable to the World Bank.

5. Roles and Responsibilities

- **Cooperative Procurement Committee:** Oversees process, ensures compliance.
- **Project Implementing Unit (PIU):** Provides oversight, reviews documentation.

6. Step-by-Step Procedure

6.1 Planning

- Prepare a **Procurement Plan** aligned with Sub-project Business plan.
- Confirm thresholds requirements in the Grant Manual.

6.2 Preparation of RFQ

- Use **Standard RFQ Template** (see Annex 1).
- Include:
 - Description of goods/works/services.
 - Delivery/completion schedule.
 - Evaluation criteria (lowest price, compliance).
 - Terms and conditions (payment, warranty, penalties).
 - Bank's inspection and audit rights.

6.3 Invitation

- Identify at least **three qualified suppliers**.
- Send RFQ by email or hand delivery.
- Allow reasonable response time (minimum 7 days).

6.4 Evaluation

- Open quotations at a set time.
- Prepare **Evaluation Report** (see Annex 2).
- Select lowest evaluated responsive quotation.

6.5 Award and Contract

- Issue **Purchase Order or Contract** using standard format.
- Ensure contract includes:
 - Scope and specifications.
 - Price and payment terms.
 - Delivery schedule.
 - Dispute resolution clause.

6.6 Record Keeping

- Maintain:
 - RFQ copies.
 - Quotations received.
 - Evaluation report.
 - Signed contract.
- Records retained for **audit and disclosure**.

7. Compliance and Oversight

- PIU verifies adherence to WB regulations.
- Cooperatives submit procurement documentation for review to the Technical working group/PIU/FA.
- Complaints mechanism available for bidders.

8. Annexes

- RFQ Template, Evaluation Report Template, Purchase Order/Contract Template (National standard documents available at www.tender.gov.mn)
Annex 4: Fraud and Corruption requirements & Bank's right to audit and inspect (conditions to all contracts under the sub-projects)

References

- World Bank Procurement Regulations for IPF Borrowers (Sep 2025), in particular, Paragraph 3.32, 5.3, 5.4, 5.5, 6.7 and 6.8).
- National Standard Bidding Document, RFQ (2025)

Steps Included

- 1. Planning**
 - a. Prepare Procurement Plan
 - b. Align with Cooperative's sub-project business plan
- 2. RFQ Preparation**
 - a. Use Standard RFQ Template (National standard)
 - b. Include Scope, Schedule, Terms for evaluation and contract
- 3. Invitation**
 - a. Invite and collect quotations from at least 3 suppliers
 - b. Allow minimum 7 days response
- 4. Evaluation**
 - a. Open quotations
 - b. Prepare Evaluation Report
 - c. Select lowest responsive bid
- 5. Award & Contract**
 - a. Issue Purchase Order/Contract
 - b. Include terms and conditions – from RFQ (use template of National standard)
- 6. Record Keeping**
 - a. Maintain RFQs, Quotations, Evaluation Report, Contract
- 7. Compliance & Oversight**

- a. Identify who verifies adherence (Technical committee)
- b. Submit docs for review to the relevant parties (PIU or FA)
- c. Complaints mechanism

ANNEX 4. FRAUD AND CORRUPTION

(Text in this Appendix shall not be modified)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders, consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

a. Defines, for the purposes of this provision, the terms set forth below as follows:

i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;

iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

v. "obstructive practice" is:

(a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or

(b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.

b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring mis-procurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or

execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;

d. Pursuant to the Bank's Anti-Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹ (ii) to be a nominated² sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;

e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders, consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect³ all accounts, records and other documents relating to the submission of bids and contract performance, and to have them audited by auditors appointed by the Bank.

¹ For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

² A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

³ Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

ANNEX 5. CONFLICT OF INTEREST POLICY AND FORMS

1. Purpose

This Annex sets out short, practical procedures to prevent and manage Conflicts of Interest (Col) during the Small Grants Program (SGP). The Policy applies to TAC, PMU, FA, PAG, PSC, Local Government representatives, and all experts involved in SGP evaluation and decision-making.

2. What is a Conflict of Interest?

A Conflict of Interest exists when personal, financial, family, or professional relationships may influence—or appear to influence—objective judgment in the SGP process.

Types of Col:

- **Actual:** conflict exists now
- **Potential:** may arise in the future
- **Perceived:** others could reasonably believe a conflict exists

3. Prohibited Conduct

The following conduct is not allowed:

1. Participating in evaluation or approval of proposals submitted by relatives, business partners, employers, or clients
2. Providing confidential information to applicants
3. Influencing TAC scoring or PAG decisions
4. Accepting gifts, favors, or benefits from cooperatives or suppliers

4. Required Actions

All individuals involved in SGP decision-making must:

1. **Submit a signed Col Declaration Form** before participating
2. **Declare new conflicts immediately**
3. **Recuse themselves** where a conflict exists
4. **Follow PMU instructions** on disclosure and handling of conflicts

PMU maintains a **Col Register** and stores records for auditing.

5. How Conflicts Are Managed

1. Individual discloses conflict
2. PMU reviews and records the disclosure
3. PMU decides on the action: recusal, replacement, or permitted participation with safeguards
4. TAC/PAG decisions involving conflicts are invalid unless recusal rules were followed

6. Sanctions for Non-Compliance

Failure to declare conflicts may result in:

- Removal from TAC/PAG/FA/PMU duties
- Cancellation of cooperative applications affected

- Reporting to relevant authorities or the World Bank

CoI DECLARATION FORMS

FORM 5A — TAC MEMBER DECLARATION

I, _____, TAC Member, declare that:

1. I have read and understood the SGP Conflict of Interest Policy.
2. I have **no conflict of interest** with any cooperative under evaluation, **OR** (select one):
3. I disclose the following potential/actual conflicts (relatives, financial interests, employment, advisory roles):
4. I commit to recuse myself where required.

Signature: _____

Date: _____

FORM 5B — PMU STAFF DECLARATION

I, _____, PMU staff, declare that:

- I have no relationship with any applicant cooperative that could influence my duties **OR** I disclose the following:
- I understand that failure to disclose may result in disciplinary action.

Signature: _____

Date: _____

FORM 5C — FA STAFF DECLARATION

I, _____, FA staff, confirm that:

- I have no conflict regarding cooperatives I support
- I will not influence TAC scoring or PAG decisions
- I disclose the following conflicts (if any):

Signature: _____

Date: _____

FORM 5D — PAG/PSC MEMBER DECLARATION

I, _____, as member of PAG/PSC, disclose:

- Any personal or financial interests with cooperatives under consideration:

Signature: _____

Date: _____

ANNEX 6. ELIGIBILITY AND ESF EXCLUSION CHECKLIST

1. Summary of Eligibility and ESF Requirements

Eligibility Criteria.

To qualify for the Small Grants Program (SGP), applicants must meet **all** of the following requirements:

1. **Be a legally registered cooperative** with at least **nine (9)** members and formally adopted bylaws;
2. **Be registered on and actively using the Project digital platform**, demonstrated by at least **one login and one interaction in the last ninety (60) days**;
3. **Have no outstanding compliance, regulatory, or sanction issues**; and
4. Demonstrate a **commitment to inclusion**, specifically participation of **women-led** and **vulnerable herder households**.

ESF Exclusions.

Proposals are **ineligible** if they involve:

- a. Land acquisition or physical/economic displacement;
- b. Significant civil works beyond the scope of small grants;
- c. Activities in/affecting critical habitats or protected areas;
- d. Hazardous materials beyond permitted limits;
- e. Child or forced labor;
- f. Violation of animal welfare or biosecurity norms.

2. Administrative Information

Item	Information
Cooperative Name	_____
Soum / Aimag	_____
Registration Number	_____
Digital Platform Registration Verified (Y/N)	_____
Date Reviewed	_____
Reviewed by (PMU)	_____

3. Part A — Eligibility Checklist (PASS/FAIL)

All items below must be marked YES to pass eligibility.

A1. Legal Status

Requirement	YES	NO
Cooperative is legally registered under Mongolian Cooperative Law	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative has at least nine (9) members	<input type="checkbox"/>	<input type="checkbox"/>
Official bylaws are adopted and available	<input type="checkbox"/>	<input type="checkbox"/>
Governing board is formally elected	<input type="checkbox"/>	<input type="checkbox"/>

A2. Compliance and Governance

Requirement	YES	NO
No outstanding legal, regulatory, or sanction issues	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative has no conflict of interest with PMU/FA/TAC members	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative agrees to comply with the Anti-Corruption Guidelines	<input type="checkbox"/>	<input type="checkbox"/>

A3. Digital Platform Usage

Requirement	YES	NO
Registered on the Virtual Cooperative Platform	<input type="checkbox"/>	<input type="checkbox"/>
At least one login within the past 60 days	<input type="checkbox"/>	<input type="checkbox"/>
At least one user interaction (submission, update, upload, etc.)	<input type="checkbox"/>	<input type="checkbox"/>

4. Part B — ESF Exclusion Checklist (ESS1/ESS2/ESS3/ESS4/ESS6)

(If any item = YES → automatic FAIL)

ESF Excluded Activity	YES	NO
B1. Land acquisition or restriction of land access	<input type="checkbox"/>	<input type="checkbox"/>
B2. Physical or economic displacement (ESS5)	<input type="checkbox"/>	<input type="checkbox"/>
B3. Construction of new buildings or major civil works	<input type="checkbox"/>	<input type="checkbox"/>
B4. Activities inside or affecting critical habitats or protected areas (ESS6)	<input type="checkbox"/>	<input type="checkbox"/>
B5. Use/storage/disposal of hazardous materials beyond ESMF thresholds (ESS3)	<input type="checkbox"/>	<input type="checkbox"/>
B6. Child labor / forced labor (ESS2)	<input type="checkbox"/>	<input type="checkbox"/>
B7. Activities posing significant community health & safety risks (ESS4)	<input type="checkbox"/>	<input type="checkbox"/>
B8. High-Risk ES classification under ESMF	<input type="checkbox"/>	<input type="checkbox"/>
B9. Non-compliance with animal welfare / veterinary or biosecurity norms	<input type="checkbox"/>	<input type="checkbox"/>

5. Part C — Risk Classification (ESMF Requirement)

Risk Category	Tick One
Low Risk	<input type="checkbox"/>
Moderate Risk	<input type="checkbox"/>

(High Risk activities are not eligible for SGP)

6. Part D — Final PASS/FAIL Determination

Item	Result
Eligibility (Part A)	PASS <input type="checkbox"/> / FAIL <input type="checkbox"/>
ESF Exclusion (Part B)	PASS <input type="checkbox"/> / FAIL <input type="checkbox"/>
Risk Category (Part C)	Compliant <input type="checkbox"/> / Not compliant <input type="checkbox"/>

FINAL DECISION:

- PASS — Proceed to Shortlist and Training**
- FAIL — Application is not eligible**

7. Part E — PMU Certification

I certify that the above information is complete and accurate, and that this cooperative meets/does not meet the eligibility requirements for the Small Grants Program.

Name (PMU): _____

Position: _____

Signature: _____

Date: _____

ANNEX 7. CALL FOR PROPOSALS (CFP) NOTICE TEMPLATE

1. Purpose of the Call

The Project Management Unit (PMU) invites legally registered herder cooperatives to submit Expressions of Interest and Applications for participation in the **Small Grants Program (SGP)** under the “Virtual Cooperatives of Pastoral Livestock Communities Project,” financed by the Japan Social Development Fund (JSDF) and administered by the World Bank.

The SGP aims to improve productivity, strengthen cooperative governance, expand digital participation, and support women-led and vulnerable herder households.

2. Who Can Apply? (Eligibility Criteria)

Applicants **must meet all** of the following requirements:

1. **Legally registered cooperative** with at least **nine (9)** members and formally adopted bylaws;
2. **Registered on and actively using the Project digital platform**, demonstrated by at least **one login and one interaction within the past ninety (60) days**;
3. **No outstanding compliance, regulatory, or sanction issues**;
4. Commitment to inclusion of **women-led** and **vulnerable herder households**.

Reference: SGIM Section 1.2

3. ESF Exclusion Criteria (Activities Not Eligible)

Applications are **NOT eligible** if proposed activities involve:

- Land acquisition or physical/economic displacement
- Significant civil works
- Activities in or affecting **critical habitats** or protected areas
- Use/storage of hazardous materials beyond permitted thresholds
- Child or forced labor
- Activities inconsistent with animal welfare, veterinary, or biosecurity norms
- Any activity classified as **High Risk** under the Environmental and Social Management Framework (ESMF)

Reference: SGIM Section 4.2.4.3.

4. Types of Activities Eligible for Support

Examples of eligible SGP activities (illustrative):

- Small-scale equipment for wool, cashmere, yak, camel fiber, milk processing
- Digital tools to support cooperative management
- Cooperative-level quality improvement, collection, grading tools
- Pasture and livestock management improvements
- Training, community mobilization, and service delivery support
- Cooperative governance and digital literacy strengthening
- Storage, small shelters, drying racks, or small rehabilitations (non-civil works)
- Other activities that do not conflict with World Bank regulations

5. Required Documents

Applicants must submit the following through the digital platform:

1. Completed **SGP Application Form** (Annex 8)
2. Copy of cooperative registration certificate
3. Copy of bylaws and governance documents
4. List of members and governing board
5. Digital platform account confirmation
6. Additional documents as required by PMU

6. Submission Modality

Applications must be submitted **exclusively through the Virtual Cooperative Platform** at:

[<https://coop.mofa.gov.mn/web/login>]

7. Application Timeline

Stage	Date
CFP Announcement	_____
Application Deadline	_____
Eligibility + ESF Screening	_____
Shortlisting & Training	_____
Proposal Submission	_____

8. Overview of the Selection Process

1. Submission of Application (Annex 8)
2. Eligibility + ESF Exclusion Screening (Annex 6)
3. Shortlisting
4. Mandatory Training Participation
5. Full Proposal Submission (Annex 9)
6. TAC Technical Evaluation
7. PAG Final Approval
8. Subgrant Agreement Signing
9. Implementation & Procurement
10. Milestone Verification and Closure

Reference: SGIM Section 4.2.

9. Contact Information

For questions or technical support:

Project Management Unit (PMU)

Virtual Cooperatives of Pastoral Livestock Communities Project

Email: _____

Phone: _____

Website: _____

ANNEX 8. SMALL GRANTS PROGRAM (SGP) APPLICATION FORM + BASELINE DATA FORM

SECTION 1. GENERAL INFORMATION (COOPERATIVE LEVEL)

Item	Information
Cooperative Name	_____
Soum / Aimag	_____
Legal Registration Number	_____
Year of Establishment	_____
Total Number of Members	_____
Women Members	_____
Women-Headed Households	_____
Vulnerable Households	_____
Chairperson Name	_____
Phone	_____
Email	_____

Attachments Required:

- Registration Certificate
- Cooperative Bylaws
- List of Members
- Governance Structure Document

SECTION 2. GOVERNANCE & DIGITAL READINESS

2.1 Governance Structure

Requirement	Yes	No
Official bylaws adopted	<input type="checkbox"/>	<input type="checkbox"/>
Governing board elected	<input type="checkbox"/>	<input type="checkbox"/>
Annual meeting held in last 12 months	<input type="checkbox"/>	<input type="checkbox"/>
Financial records maintained	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative bank account active	<input type="checkbox"/>	<input type="checkbox"/>

2.2 Cooperative-Level Digital Readiness

Indicator	Yes	No
Registered on the Virtual Cooperative Platform	<input type="checkbox"/>	<input type="checkbox"/>
At least one login within past 60 days	<input type="checkbox"/>	<input type="checkbox"/>
At least one interaction within past 60 days	<input type="checkbox"/>	<input type="checkbox"/>
Digital focal point assigned	<input type="checkbox"/>	<input type="checkbox"/>
Focal point contact	_____	

SECTION 3. HOUSEHOLD-LEVEL BASELINE DATA

(To be completed for each household; attach additional copies as needed.)

3.1 Household Identification and Demographics

Item	Information
Household ID by platform	_____
Name of Household Head	_____
Sex	<input type="checkbox"/> Male <input type="checkbox"/> Female
Age	_____ years
Household Size	_____ persons
Women-headed household?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Vulnerable household?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Disability in household?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Chronic illness?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date joined cooperative	___ / ___ / _____
Past training participation	<input type="checkbox"/> Yes <input type="checkbox"/> No

3.2 Household Location & Remoteness

Indicator	Response
Distance from soum center (km)	_____ km
Winter camp → soum distance	_____ km
Summer camp → soum distance	_____ km
Road access condition	<input type="checkbox"/> Easy <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> No access
Winter isolation risk	<input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High
Summer flood/river risk	<input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High

Remoteness Index (PMU):

Low Medium High

3.3 Livestock Composition (Five Species + Animal Breed/Color Classification)

Species Quantity Breed/Color Type (quality info)

Sheep	_____	_____
Goats	_____	_____
Cattle	_____	_____
Horses	_____	_____
Camels	_____	_____

3.4 Livestock Productivity & Annual Output

A. Fiber Products

Product	Annual Quantity (kg)	Annual Income (MNT)
Cashmere	_____	_____
Sheep wool	_____	_____
Yak down	_____	_____
Camel wool	_____	_____

Product Annual Quantity (kg) Annual Income (MNT)
 Coarse hair _____

B. Dairy Production

Product Quantity Income (MNT)
 Milk (liters/year) _____
 Butter / curds _____
 Other dairy _____

C. Hides & Skins

Product Quantity Income (MNT)
 Hides _____
 Skins _____

3.5 Digital Device Ownership (Household Level)

Device Type	Available?	Quantity	Regular Use?
Smartphone	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Basic phone	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Tablet	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Laptop	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Desktop computer	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Solar charger / power bank	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No

3.6 Mobile Network Usage

Indicator	Response
Primary operator	<input type="checkbox"/> Unitel <input type="checkbox"/> Skytel <input type="checkbox"/> Mobicom <input type="checkbox"/> G-Mobile <input type="checkbox"/> Other: _____
Secondary operator	_____
Signal at household	<input type="checkbox"/> Good <input type="checkbox"/> Moderate <input type="checkbox"/> Weak <input type="checkbox"/> None
Signal at winter camp	<input type="checkbox"/> Good <input type="checkbox"/> Moderate <input type="checkbox"/> Weak <input type="checkbox"/> None
Signal at summer camp	<input type="checkbox"/> Good <input type="checkbox"/> Moderate <input type="checkbox"/> Weak <input type="checkbox"/> None
SMS reliable?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Voice reliable?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Frequent interruptions?	<input type="checkbox"/> Yes <input type="checkbox"/> No

3.7 Internet Access & Data Usage

Indicator	Response
Uses mobile data?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Monthly consumption	<input type="checkbox"/> <3GB <input type="checkbox"/> 3–10GB <input type="checkbox"/> 10–30GB <input type="checkbox"/> >30GB
Home broadband available?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Satellite internet?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Indicator	Response
If yes, system	<input type="checkbox"/> Starlink <input type="checkbox"/> Other: _____
Internet adequate for digital platform?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Frequent drops?	<input type="checkbox"/> Yes <input type="checkbox"/> No

SECTION 4. COOPERATIVE-LEVEL BASELINE SUMMARY (PMU Completed)

Indicator	Value
Total households surveyed	_____
Average herd size	_____
Average income	_____
% women-headed households	_____%
% vulnerable households	_____%
Digital readiness score	_____
Remoteness levels	Low ___% / Medium ___% / High ___%

SECTION 5. VULNERABILITY INDEX (PMU Completed)

Indicator	Yes	No
Herd size below soum average	<input type="checkbox"/>	<input type="checkbox"/>
Herd size ≤200 head	<input type="checkbox"/>	<input type="checkbox"/>
Women-headed household	<input type="checkbox"/>	<input type="checkbox"/>
Disability present	<input type="checkbox"/>	<input type="checkbox"/>
Chronic illness	<input type="checkbox"/>	<input type="checkbox"/>
High remoteness	<input type="checkbox"/>	<input type="checkbox"/>
Income below poverty	<input type="checkbox"/>	<input type="checkbox"/>

Vulnerability Score:

Low Medium High

SECTION 6. PRELIMINARY ESF SCREEN (SHORT FORM)

Exclusion Item	Yes	No
Land acquisition / displacement	<input type="checkbox"/>	<input type="checkbox"/>
Major civil works	<input type="checkbox"/>	<input type="checkbox"/>
Critical habitat risk	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials	<input type="checkbox"/>	<input type="checkbox"/>
Child / forced labor risk	<input type="checkbox"/>	<input type="checkbox"/>
Biosecurity/veterinary concerns	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 7. DECLARATION BY THE COOPERATIVE

We declare that:

1. All information submitted is accurate and complete;
2. Member households have consented to provide their baseline data;

3. This baseline will be used to compare against completion indicators;
4. We agree to comply with all Project rules and requirements.

Authorized Representative:

Name: _____

Position: _____

Signature: _____

Date: _____

Stamp (optional): _____

ANNEX 9. SMALL GRANTS PROGRAM (SGP) PROPOSAL & BUSINESS PLAN TEMPLATE

SECTION 1. BASIC INFORMATION

Item	Information
Cooperative Name	_____
Soum / Aimag	_____
Registration Number	_____
Proposal Title	_____
Submission Date	_____
Contact Person	_____
Phone / Email	_____

TAC Link: Geographic equity (auto-scored)

SECTION 2. EXECUTIVE SUMMARY (Max. 250 words)

Summarize:

- The problem
- Proposed solution
- Beneficiaries
- Budget request + co-financing
- Expected results

TAC Link: Value for money, feasibility

SECTION 3. NEEDS ASSESSMENT & JUSTIFICATION

3.1 Baseline Challenges (Based on Annex 8)

Describe:

- Key production challenges
- Quality limitations
- Digital access gaps
- Market barriers
- Issues affecting women/vulnerable/youth
- Vulnerability indicators (low herd size, remoteness, etc.)

3.2 Why This Subproject Is Necessary

Provide evidence using:

- Baseline productivity data
- Income gaps
- Remoteness challenges
- Market quality requirements
- Digital platform usage gaps

TAC Link: Technical feasibility (20), inclusion (10)

SECTION 4. PROPOSED SUBPROJECT DESCRIPTION

4.1 Activities and Outputs

Activity	Description	Beneficiaries	Output	Indicators
----------	-------------	---------------	--------	------------

Activity 1	_____	_____	_____	_____
------------	-------	-------	-------	-------

Activity 2	_____	_____	_____	_____
------------	-------	-------	-------	-------

*Outputs must be **measurable**.*

4.2 Technical Feasibility Explanation

Describe:

- Why the selected technology or intervention is appropriate
- Suitability for local environment
- Availability of skilled operators
- Evidence from similar contexts

TAC Link: Technical feasibility (20 points)

SECTION 5. MARKET LINKAGE & VIABILITY

5.1 Current Market Situation

Describe:

- Main buyers
- Price trends
- Volume demands
- Existing buying relationships

5.2 Market Opportunity Created by This Subproject

Explain:

- Expected improvement in quality / grading
- New buyers accessible
- Higher price potential
- Collective marketing improvements

TAC Link: Market viability (15 points)

SECTION 6. GOVERNANCE & IMPLEMENTATION CAPACITY

6.1 Cooperative Governance Strength

Governance Element	Description
Bylaws and leadership	_____
Financial systems	_____
Member participation	_____

Governance Element	Description
Digital focal point	_____
Decision-making procedures	_____

6.2 Project Management Capacity

Explain:

- Procurement ability
- Record-keeping capacity
- Digital reporting
- Past experience with donor projects

TAC Link: Governance (15 points) — Threshold: ≥3/5 required

SECTION 7. ESF & OHS READINESS

7.1 ESF Risk Summary

- Confirm **no exclusions** from Annex 6
- Confirm risk level = Low / Moderate
- Summarize required mitigation (if any)

7.2 OHS Readiness

- Safe operation of tools/machinery
- Training requirements
- Environmental management (if applicable)

TAC Link: ESF/OHS readiness (15 points) — Threshold: ≥3/5 required

SECTION 8. BENEFICIARIES & INCLUSION PLAN

8.1 Target Groups

Group	Count	% of Total
Total households	_____	100%
Women-headed households	_____	_____%
Vulnerable households	_____	_____%
Youth	_____	_____%
People with disabilities	_____	_____%

8.2 Inclusion Strategy

Describe:

- How women will participate
- How vulnerable households benefit
- Leadership roles
- Digital inclusion measures

TAC Link: Inclusion (10 points) — Threshold ≥3/5 required

SECTION 9. TECHNICAL SPECIFICATIONS (IF EQUIPMENT REQUESTED)

Item	Specifications	Qty	Unit Cost	Justification
------	----------------	-----	-----------	---------------

TAC Link: Value-for-money (10), Technical feasibility (20)

SECTION 10. BUDGET & CO-FINANCING PLAN

10.1 Budget Summary

Category	SGP Requested	Co-Financing	Total
Equipment	_____	_____	_____
Training	_____	_____	_____
Operations	_____	_____	_____
Other	_____	_____	_____
TOTAL	_____	_____	_____

10.2 Co-Financing Readiness

Source	Cash	Confirmed?
Cooperative	_____	_____ <input type="checkbox"/> Yes <input type="checkbox"/> No
Private sector partners	_____	_____ <input type="checkbox"/> Yes <input type="checkbox"/> No _____

TAC Link: Co-financing (10 points)

SECTION 11. VALUE-FOR-MONEY ANALYSIS

Explain:

- Cost-effectiveness
- Cost per beneficiary
- Long-term benefits
- Sustainability
- Avoidance of duplication

TAC Link: Value-for-money (10 points)

SECTION 12. RISK ANALYSIS & MITIGATION PLAN

Risk	Likelihood	Severity	Mitigation
_____	Low/Med/High	Low/Med/High	_____
_____	Low/Med/High	Low/Med/High	_____

SECTION 13. IMPLEMENTATION TIMELINE

Activity Month 1 Month 2 Month 3 Month 4 Month 5 Month 6

_____	<input type="checkbox"/>					
_____	<input type="checkbox"/>					

SECTION 14. MONITORING & EXPECTED RESULTS

Indicators must align with:

- Annex 8 Baseline
- SGIM Results Framework
- WB PDO indicators

Describe:

- Outputs
- Outcomes
- Methods of verification
- Digital reporting steps

SECTION 15. DECLARATION

We certify the accuracy of this proposal and commit to:

- ESF compliance
- OHS standards
- Digital reporting
- Participation in monitoring and learning activities

Name: _____ Position: _____

Signature: _____ Date: _____

Stamp: _____

ANNEX 10. SMALL GRANTS PROGRAM (SGP) BUDGET TEMPLATE

SECTION 1. BUDGET SUMMARY

Cost Category	SGP Requested (MNT)	Co-Financing (MNT)	Total (MNT)
Equipment	_____	_____	_____
Training / Capacity Building	_____	_____	_____
Operations / Consumables	_____	_____	_____
Services (e.g., transport)	_____	_____	_____
Other Eligible Costs	_____	_____	_____
TOTAL	_____	_____	_____

Notes:

- VAT eligibility must follow grant rules
- Co-financing may be **cash or in-kind**

SECTION 2. DETAILED BUDGET WITH SPECIFICATIONS

(This section supports WB Shopping/RFQ procurement requirements)

Item Description	Technical Specifications	Qty	Unit Cost (MNT)	Total Cost (MNT)	SGP Share	Co-Financing	Justification / Output
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____

Guidance for Cooperatives:

- Technical specifications must be **clear, measurable, and procurement-ready**
- Unit cost estimations must be based on **market prices**
- Justification must show **direct link to proposed subproject outputs**

SECTION 3. CO-FINANCING PLAN

Source	Cash (MNT))	Confirmed? (Y/N)	Description
Cooperative	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
Private sector partners	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
TOTAL	_____	_____		

Notes:

- In-kind contributions must be **quantifiable** (example: labor hours × standard rate, building use × valuation)
- Co-financing is a TAC scoring category (**10 points**)

SECTION 4. VALUE-FOR-MONEY ANALYSIS

(This section is directly used by TAC scorers)

Criterion	Explanation Required
Cost-efficiency	How the proposed budget delivers outputs at reasonable cost
Cost per beneficiary	Total cost / number of benefiting households
Comparison to market prices	Evidence that unit prices are realistic
Avoidance of duplication	Confirmation that no donor duplication exists
Sustainability	Describe how benefits continue beyond the grant

TAC Link: 10 points – Value-for-money

SECTION 5. IMPLEMENTATION COST ALIGNMENT

Activity (from Proposal Section 4/Timeline)	Required Budget Item(s)	Amount	Notes
Activity 1	_____	_____	_____
Activity 2	_____	_____	_____
Activity 3	_____	_____	_____

Purpose:

Ensures **budget aligns with activities**, avoiding inconsistencies.

SECTION 6. OHS & ESF COST PROVISIONS

Confirm whether the budget includes:

Item	Included? (Y/N)	Notes
PPE equipment (gloves, eye protection, boots)	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
Safety signage / first-aid	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
Safe installation costs	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
ESF mitigation costs (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____

SECTION 7. DECLARATION

We confirm that:

1. The budget is accurate and based on verifiable data.
2. Requested items comply with SGIM, and WB procurement rules.
3. Co-financing contributions are real and confirmable.
4. No duplicated or ineligible items are included.

Authorized Representative:

Name: _____
 Position: _____
 Signature: _____
 Date: _____

ANNEX 11. PROCUREMENT PLAN AND RFQ PACK

PART I — PROCUREMENT PLAN TEMPLATE

1. GENERAL INFORMATION

Field	Information
Cooperative Name	_____
Subproject Title	_____
Date Prepared	_____
Prepared By	_____
Contact Phone / Email	_____
Digital Platform Registration Verified	<input type="checkbox"/> Yes <input type="checkbox"/> No

2. PROCUREMENT SUMMARY

Category	Quantity/Value
Total Number of Items	_____
Total Estimated Cost (MNT)	_____
Procurement Methods	<input type="checkbox"/> RFQ <input type="checkbox"/> Direct (<1,000,000 MNT)
Number of RFQs Required	_____
Procurement Period	_____ months

3. DETAILED PROCUREMENT PLAN

#	Item Description & Technical Specifications	Qty	Estimated Unit Cost (MNT)	Estimated Total (MNT)	Method (RFQ/Direct)	3 Quotes Needed?	Market Price Source	Planned RFQ Date	Planned Contract Date	Planned Delivery Date	Responsible Person
1	_____	—	_____	_____	<input type="checkbox"/> RFQ <input type="checkbox"/> Direct	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____	_____	_____	_____
2	_____	—	_____	_____	<input type="checkbox"/> RFQ <input type="checkbox"/> Direct	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____	_____	_____	_____
3	_____	—	_____	_____	<input type="checkbox"/> RFQ <input type="checkbox"/> Direct	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____	_____	_____	_____

4. MARKET PRICE JUSTIFICATION

Item	Evidence & Market Reference	Supplier / Source	Date Obtained
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Note:

Market price evidence may include:

- supplier catalogue

- screenshot
- online shop reference
- quotation by phone/email
- past procurement price

5. PROCUREMENT METHOD JUSTIFICATION

Item	Method	Justification (Mandatory for Direct Procurement)
_____	RFQ / Direct	_____
_____	RFQ / Direct	_____

Direct procurement allowed only if:

- item cost < 1,000,000 MNT
- item is unique / single-source
- emergency replacement (with PMU approval)

6. DELIVERY & VERIFICATION PLAN

Stage	Description
Expected supplier	_____
Contract signing	_____
Delivery date	_____
Delivery verification method	<input type="checkbox"/> Photo <input type="checkbox"/> On-site <input type="checkbox"/> Digital upload
OHS compliance verified	<input type="checkbox"/> Yes <input type="checkbox"/> No
ESF compliance verified	<input type="checkbox"/> Yes <input type="checkbox"/> No

7. ROLES & RESPONSIBILITIES

Role	Person	Responsibilities
Cooperative Procurement Focal Point	_____	RFQ distribution & quote collection
Cooperative Chairperson	_____	Approval & contract signing
PMU Procurement Specialist	_____	Compliance review
FA Field Coordinator	_____	Support & verification
Digital Platform Admin	_____	RFQ upload & data management

8. PROCUREMENT READINESS CHECKLIST (PMU Validation)

Requirement	Yes	No
Specifications clear & procurement-ready	<input type="checkbox"/>	<input type="checkbox"/>
Budget aligned with Annex 10	<input type="checkbox"/>	<input type="checkbox"/>
Procurement method correct	<input type="checkbox"/>	<input type="checkbox"/>
RFQ documents prepared	<input type="checkbox"/>	<input type="checkbox"/>
Supplier list identified	<input type="checkbox"/>	<input type="checkbox"/>
Delivery plan feasible	<input type="checkbox"/>	<input type="checkbox"/>
OHS costs included	<input type="checkbox"/>	<input type="checkbox"/>
ESF risks screened	<input type="checkbox"/>	<input type="checkbox"/>

PART II — RFQ PACK

RFQ TEMPLATE 1 — INVITATION LETTER

(Date)

RFQ No.: _____

To: [Supplier Name]

The [Cooperative Name], under the Virtual Cooperatives of Pastoral Livestock Communities Project (JSDF TFOC2460), invites you to submit a quotation for:

Item	Technical Specifications	Quantity	Delivery Location
1	_____	_____	_____
2	_____	_____	_____

Deadline for submission: _____

Submission method: Digital Platform Email Hard copy

Your quotation must include:

- unit & total prices
- delivery period
- warranty
- compliance with specifications
- supplier registration documents

Signed: _____

Name / Position / Cooperative Stamp

RFQ TEMPLATE 2 — INSTRUCTIONS TO SUPPLIERS

(World Bank Shopping Requirements)

Suppliers must:

1. Quote prices in MNT
2. Quote for **all items**
3. Submit before deadline
4. Provide legally valid business registration
5. Meet technical specifications

Evaluation will be based on:

- lowest evaluated price
- full compliance with specifications
- delivery time
- warranty conditions

No negotiation is allowed.

RFQ TEMPLATE 3 — SUPPLIER QUOTATION FORM

Supplier Name	_____
Contact	_____
Date	_____

Item	Unit Price (MNT)	Qty	Total Price (MNT)	Delivery Time	Warranty	Remarks
1	_____	_____	_____	_____	_____	_____
2	_____	_____	_____	_____	_____	_____

Authorized Signature: _____

Stamp: _____

RFQ TEMPLATE 4 — BID SUBMISSION REQUIREMENTS NOTICE

Supplier must attach:

- Completed quotation form
- Registration certificate
- Tax certificate (if applicable)
- Warranty documents
- Product datasheets (if required)

Non-compliant submissions may be rejected.

RFQ TEMPLATE 5 — BID EVALUATION & COMPARISON FORM

(Minimum 3 quotations required)

Supplier	Total Cost	Technical Compliance	Delivery Time	Score	Ranking
Supplier A _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____	_____	1 / 2 / 3
Supplier B _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____	_____	_____
Supplier C _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____	_____	_____

Recommended Supplier: _____

Evaluation Committee:

1. _____
2. _____
3. _____

RFQ TEMPLATE 6 — PURCHASE ORDER (PO) / SUPPLY CONTRACT

PO No.: _____

Date: _____

Supplier: _____

Cooperative: _____

Items:

Item Qty Unit Cost Total

____ _
____ _

Delivery deadline: _____

Warranty: _____

Payment terms: _____

Other terms: WB Procurement Regulations (2025) apply.

Signed:

Cooperative: _____

Supplier: _____

RFQ TEMPLATE 7 — DELIVERY & RECEIPT VERIFICATION FORM

Item	Qty Delivered	Condition	Verified By	Date
1	_____	<input type="checkbox"/> Good <input type="checkbox"/> Damaged	_____	_____
2	_____	<input type="checkbox"/> Good <input type="checkbox"/> Damaged	_____	_____

Attachments required:

- Photos
- Invoice
- Delivery Note
- Installation evidence (if applicable)

PMU Verification: _____

Date: _____

ANNEX 12. CO-FINANCING POLICY AND VERIFICATION TEMPLATE

SECTION 1. PURPOSE OF THE CO-FINANCING POLICY

This Annex establishes:

1. The **rules** governing co-financing under the Small Grants Program (SGP)
2. Eligible and ineligible types of co-financing
3. Methods for calculating and valuing in-kind contributions
4. Required documentation
5. Verification procedures used by the PIU/PMU
6. Conditions for approval, rejection, or modification

Co-financing strengthens community ownership, ensures sustainability, and forms a **mandatory evaluation criterion** under the TAC Scoring Matrix (10 points).

SECTION 2. DEFINITIONS

Co-financing

Financial contribution provided by the cooperative or partner organizations toward the implementation of the subproject.

Cash co-financing

Direct monetary contribution deposited into the cooperative's account for subproject activities.

SECTION 3. CO-FINANCING REQUIREMENTS

1. All co-financing must be:
 - Measurable
 - Documented
 - Verifiable
 - Directly linked to the subproject activities
 - Free from conflict of interest
 - Non-duplicative (cannot be funded by another donor)
2. Minimum level of co-financing:
 - 10 percent of the total project size
3. Cash contributions must be transferred into the cooperative's project account **before disbursement**, unless otherwise approved by PMU.

SECTION 4. ELIGIBLE CO-FINANCING

4.1 Eligible Cash Contributions

- Deposits into the cooperative's bank account
- Private sector partners

4.

SECTION 5. INELIGIBLE CO-FINANCING

Co-financing cannot include:

- Loans or credit
- Contributions from other WB-funded projects
- Non-verifiable contributions
- Depreciation of old assets
- Theoretical or estimated benefits without evidence
- Labor by minors
- Contributions that create conflict of interest
- Double-counting of any item

SECTION 7. CO-FINANCING VERIFICATION PROCESS

Verification is conducted at **three stages**:

Stage 1: During Proposal Submission (TAC Evaluation)

Cooperative must submit:

1. Completed Co-Financing Form (Annex 12-A)
2. Supporting documentation (quotes, ownership evidence, labor plans)
3. Bank statement (for cash contributions)
4. Signed declaration (Annex 12-B)

TAC checks:

- Credibility
- Value-for-money
- Link to outputs
- Non-duplication
- Governance capacity

Stage 2: Before Subgrant Agreement Signing

PMU verifies:

- Cash contributions are deposited (if applicable)
- Documentation completeness
- No conflict of interest

Stage 3: During Implementation & Closure (Annex 21 & Annex 25)

PMU verifies delivery of co-financing through:

- Receipts

Non-delivery of co-financing may lead to:

- Reduction of grant amount
- Termination
- Suspension
- Reimbursement obligation

SECTION 8. CO-FINANCING FORM (ANNEX 12-A)

8.1 SUMMARY TABLE

Source	Cash (MNT)	In-kind (MNT)	Total (MNT)	Verified?
Cooperative	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Private Sector partners	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
TOTAL	_____	_____	_____	

SECTION 9. DECLARATION (Annex 12-B)

We hereby declare that:

1. All co-financing amounts stated are accurate and verifiable
2. No duplicated funding from other donors is included
3. All contributors have agreed to provide their stated contributions
4. All documentation provided is true and complete
5. Any false declaration may lead to termination of the grant

Authorized Representative (Cooperative):

Name: _____

Position: _____

Signature: _____

Date: _____

PMU Verification:

Name: _____

Signature: _____

Date: _____

ANNEX 13. SELECTION CRITERIA MATRIX (WEIGHTED)

SECTION 1. MAIN SCORING TABLE (100 POINTS)

#	Criterion	Weight	TAC Rating (0–5)	Weighted Score Formula	Final Score
1	Technical Feasibility	20	___	(Rating/5) × 20	___
2	Market Linkage / Viability	15	___	(Rating/5) × 15	___
3	Governance & Implementation Capacity	15	___	(Rating/5) × 15	___
4	ESF / OHS Readiness	15	___	(Rating/5) × 15	___
5	Inclusion (Women, Vulnerable, Youth)	15	___	(Rating/5) × 15	___
6	Remoteness	10	___	(Rating/5) × 10	___
7	Value-for-Money	10	___	(Rating/5) × 10	___

TOTAL SCORE (max 100) | ___ / 100 |

SECTION 2. SUB-CRITERIA DETAILS (TAC_Scoring Integrated)

1. TECHNICAL FEASIBILITY (20 pts)

Sub-criterion	Explanation	Raw Score (0–5)	Weighted Result
Technical justification	Logic, training, suitability	___	(/5×5)
Increased cashmere and wool yield	Baseline + projection	___	(/5×10)
Income increase viability	Market-based calculations	___	(/5×5)

Final TF Score = sum of weighted components (max 20)

2. MARKET LINKAGE & VIABILITY (15 pts)

Sub-criterion	Explanation	Raw Score (0–5)	Weighted
Market evidence	Letters, MOUs, price offers	___	(/5×10)
Market viability	Sustainability, buyer access	___	(/5×5)

3. GOVERNANCE & IMPLEMENTATION CAPACITY (15 pts)

(Threshold: ≥3/5)

Sub-criterion	Explanation	Raw Score	Weighted
Legal & administrative readiness	Registration, bylaws, compliance	___	(/5×3)
Financial management	Records, transparency	___	(/5×4)
Operational stability	Regular activities	___	(/5×3)
HR & training capacity	Qualified staff	___	(/5×3)
Digital readiness	Platform use	___	(/5×2)

4. ESF / OHS READINESS (15 pts)

(Threshold: ≥3/5)

Sub-criterion	Explanation	Raw Score	Weighted
ESF Screening	Annex 6 compliance	___	(/5×3)
ESMP quality	Risk mitigation	___	(/5×4)
OHS plan & PPE	Required safety	___	(/5×4)
Biosecurity / Animal welfare	Sector-specific	___	(/5×2)
ESF documentation	Completeness	___	(/5×2)

5. INCLUSION (15 pts)

(Threshold: ≥3/5)

Sub-criterion	Explanation	Raw Score	Weighted
Women beneficiaries	WHH %	___	(/5×5)
Vulnerable groups	Youth, disabled, remote	___	(/5×5)
Inclusion measures	Activities benefiting target groups	___	(/5×5)

6. REMOTENESS (10 pts)

Sub-criterion	Explanation	Raw Score	Weighted
Aimag-level equity	Underserved aimag	___	(/5×4)
Soum-level equity	Soum remoteness	___	(/5×4)
Distance factor	Distance from center	___	(/5×2)

7. VALUE-FOR-MONEY (10 pts)

Sub-criterion	Explanation	Raw Score	Weighted
Cost per beneficiary	Efficiency	___	(/5×4)
Price reasonableness	Based on Annex 16	___	(/5×3)
Budget structure	No duplication	___	(/5×3)

SECTION 3. THRESHOLD CHECK (MANDATORY)

Criterion	Rating (0–5)	Pass/Fail
Governance	___	≥3 required
ESF/OHS	___	≥3 required
Inclusion	___	≥3 required

If any = <3 → Proposal FAIL (not evaluated further).

SECTION 4. TIE-BREAKER LOGIC

If TOTAL scores are tied:

1. Higher Inclusion score wins
2. If tied → Higher Geographic Equity score
3. If still tied → Higher Value-for-Money score

ANNEX 14. TAC APPRAISAL REPORT TEMPLATE

1. BASIC PROJECT INFORMATION

Field	Details
Proposal ID	_____
Cooperative Name	_____
Aimag / Soum	_____
Subproject Title	_____
Date of Review	_____
TAC Session No.	_____

2. DOCUMENTS REVIEWED BY TAC

- Annex 8 – SGP Application Form
- Annex 9 – Proposal & Business Plan
- Annex 10 – Budget Template
- Annex 11 – Procurement Plan & RFQ Pack
- Annex 12 – Co-financing Documentation
- Annex 13 – Scoring Matrix
- Annex 6 – ESF Exclusion Checklist
- Other supporting documents (list):

3. SUMMARY OF PROPOSAL

A concise summary prepared by TAC:

- Main objective
- Core activities
- Target beneficiaries
- Requested grant amount
- Co-financing amount
- Key expected results

Text (max 10 lines):

4. TAC SCORING RESULTS (FROM ANNEX 13)

4.1 Weighted Scores (Final)

Criterion	Weight	Score (0–5)	Weighted Result
Technical Feasibility	20	___	___
Market Linkage / Viability	15	___	___
Governance & Implementation Capacity	15	___	___
ESF / OHS Readiness	15	___	___
Inclusion	10	___	___

Criterion	Weight	Score (0–5)	Weighted Result
Remoteness	5	___	___
	10	___	___
Value-for-Money	10	___	___
TOTAL SCORE	100	—	___/100

4.2 Threshold Check (Mandatory)

Criterion	Score	Minimum Required	Pass/Fail
Governance	___	≥3/5	<input type="checkbox"/> Pass <input type="checkbox"/> Fail
ESF & OHS	___	≥3/5	<input type="checkbox"/> Pass <input type="checkbox"/> Fail
Inclusion	___	≥3/5	<input type="checkbox"/> Pass <input type="checkbox"/> Fail

If any FAIL → Proposal cannot be approved.

4.3 Tie-breaker Check (if applicable)

Used when two or more proposals have identical total scores.

1. Higher Inclusion Score
2. If tied → Higher Geographic Equity Score
3. If tied → Higher Value-for-Money Score

Notes:

5. RISK ASSESSMENT SUMMARY

Risk Category	Level	TAC Notes
Technical Feasibility Risk	Low / Medium / High	_____
Financial Risk	Low / Medium / High	_____
Governance Risk	Low / Medium / High	_____
Environmental & Social Risk	Low / Medium / High	_____
Procurement Risk	Low / Medium / High	_____
Sustainability Risk	Low / Medium / High	_____

6. TAC FINDINGS & JUSTIFICATION

TAC must summarize key strengths and weaknesses:

Strengths:

- _____
- _____
- _____

Weaknesses / Gaps:

- _____
- _____

Required Conditions (if approved with conditions):

- _____
- _____

7. TAC FINAL DECISION

- APPROVE
- APPROVE WITH CONDITIONS
- RETURN FOR REVISION & RESUBMISSION
- REJECT

Justification:

8. REQUIRED CORRECTIVE ACTIONS (IF ANY)

Issue	Required Action	Responsible	Deadline
-------	-----------------	-------------	----------

_____	_____	_____	_____
_____	_____	_____	_____

9. SIGNATURES OF TAC MEMBERS

Name	Position	Signature	Date
1	_____	_____	_____
2	_____	_____	_____
3	_____	_____	_____
4	_____	_____	_____
5	_____	_____	_____

(Quorum requirement applies as defined in SGIM Section 3)

ANNEX 15. PIU COMPLIANCE & VERIFICATION CHECKLIST

1. BASIC INFORMATION

Field	Value
Cooperative Name	_____
Proposal ID	_____
Aimag / Soum	_____
Date of PIU Review	_____
PIU Officer	_____
Stage of Review	<input type="checkbox"/> Pre-TAC <input type="checkbox"/> Pre-Agreement <input type="checkbox"/> Implementation <input type="checkbox"/> Milestone Verification <input type="checkbox"/> Closure

2. LEGAL & ADMINISTRATIVE COMPLIANCE

Requirement	Yes	No	Notes
Cooperative is legally registered and valid	<input type="checkbox"/>	<input type="checkbox"/>	
Bylaws exist and are up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	
Cooperative leadership is formally appointed	<input type="checkbox"/>	<input type="checkbox"/>	
Membership list verified (>9 members)	<input type="checkbox"/>	<input type="checkbox"/>	
No sanctions / legal disputes	<input type="checkbox"/>	<input type="checkbox"/>	
Subgrant eligibility confirmed (Annex 6)	<input type="checkbox"/>	<input type="checkbox"/>	

3. DIGITAL PLATFORM COMPLIANCE

Requirement	Yes	No	Notes
Cooperative registered in digital platform	<input type="checkbox"/>	<input type="checkbox"/>	
At least one login in past 60 days	<input type="checkbox"/>	<input type="checkbox"/>	
At least one interaction in last 60 days	<input type="checkbox"/>	<input type="checkbox"/>	
Digital focal point assigned	<input type="checkbox"/>	<input type="checkbox"/>	
Beneficiary households correctly registered	<input type="checkbox"/>	<input type="checkbox"/>	
Upload of application/proposal completed	<input type="checkbox"/>	<input type="checkbox"/>	

4. SAFEGUARDS (ESF) COMPLIANCE

Requirement	Yes	No	Notes
Annex 6 – Eligibility & Exclusion Checklist completed	<input type="checkbox"/>	<input type="checkbox"/>	
No land acquisition or displacement involved	<input type="checkbox"/>	<input type="checkbox"/>	
No civil works exceeding “minor repairs”	<input type="checkbox"/>	<input type="checkbox"/>	
Activities do not affect critical habitats	<input type="checkbox"/>	<input type="checkbox"/>	
No hazardous materials beyond permitted amounts	<input type="checkbox"/>	<input type="checkbox"/>	
No child or forced labor	<input type="checkbox"/>	<input type="checkbox"/>	
ESMP required?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
ESMP prepared and reviewed	<input type="checkbox"/>	<input type="checkbox"/>	
Risk category confirmed (Low/Moderate)	<input type="checkbox"/>	<input type="checkbox"/>	

5. OHS (OCCUPATIONAL HEALTH & SAFETY) COMPLIANCE

Requirement	Yes	No	Notes
OHS plan submitted (aligned with Annex 18)	<input type="checkbox"/>	<input type="checkbox"/>	
PPE costs included (Annex 10 budget)	<input type="checkbox"/>	<input type="checkbox"/>	
Hazard identification completed	<input type="checkbox"/>	<input type="checkbox"/>	
Mitigation measures specified	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency procedures defined	<input type="checkbox"/>	<input type="checkbox"/>	
Animal handling safety addressed	<input type="checkbox"/>	<input type="checkbox"/>	

6. PROCUREMENT & FM COMPLIANCE

6.1 Procurement (Annex 11)

Requirement	Yes	No	Notes
Procurement method appropriate (RFQ / Direct)	<input type="checkbox"/>	<input type="checkbox"/>	
Specs are clear and procurement-ready	<input type="checkbox"/>	<input type="checkbox"/>	
Market survey evidence provided	<input type="checkbox"/>	<input type="checkbox"/>	
RFQ Pack complete (Invitation + Quotation Form + Evaluation + PO)	<input type="checkbox"/>	<input type="checkbox"/>	
Eligible items only (Annex 16)	<input type="checkbox"/>	<input type="checkbox"/>	
No conflict of interest	<input type="checkbox"/>	<input type="checkbox"/>	

6.2 Financial Management

Requirement	Yes	No	Notes
Budget consistent with Annex 10	<input type="checkbox"/>	<input type="checkbox"/>	
Costs realistic & VFM justified	<input type="checkbox"/>	<input type="checkbox"/>	
Cooperative bank account verified	<input type="checkbox"/>	<input type="checkbox"/>	
Internal financial procedures adequate	<input type="checkbox"/>	<input type="checkbox"/>	
Previous financial issues?	<input type="checkbox"/>	<input type="checkbox"/>	

7. CO-FINANCING VERIFICATION (Annex 12)

Requirement	Yes	No	Notes
Co-financing form complete (Annex 12-A)	<input type="checkbox"/>	<input type="checkbox"/>	
Cash co-financing deposited (if required)	<input type="checkbox"/>	<input type="checkbox"/>	
In-kind valuation correct	<input type="checkbox"/>	<input type="checkbox"/>	
Documentation complete	<input type="checkbox"/>	<input type="checkbox"/>	
Verification feasible	<input type="checkbox"/>	<input type="checkbox"/>	

8. TECHNICAL VALIDATION (LINKED TO ANNEX 13)

Requirement	Yes	No	Notes
Technical feasibility justified	<input type="checkbox"/>	<input type="checkbox"/>	
Market linkage evidence credible	<input type="checkbox"/>	<input type="checkbox"/>	

Requirement	Yes	No	Notes
Inclusion measures adequate	<input type="checkbox"/>	<input type="checkbox"/>	
Proposal consistent with local conditions	<input type="checkbox"/>	<input type="checkbox"/>	
Proposal avoids duplication with other programs	<input type="checkbox"/>	<input type="checkbox"/>	

9. RISK RATING SUMMARY

Risk Category	Level	Notes
Technical	Low / Medium / High	_____
FM	Low / Medium / High	_____
Procurement	Low / Medium / High	_____
ESF	Low / Medium / High	_____
OHS	Low / Medium / High	_____
Sustainability	Low / Medium / High	_____

10. PIU FINAL VERDICT

- COMPLIANT – Eligible for TAC Review**
- CONDITIONALLY COMPLIANT – Needs Corrections**
- NON-COMPLIANT – Cannot Proceed**

PIU Comments / Required Actions:

11. PIU SIGNATURE

Name	Position	Signature	Date
_____	PIU Officer	_____	_____

ANNEX 16. GRIEVANCE REDRESS MECHANISM (GRM) STANDARD OPERATING PROCEDURE (SOP)

1. PURPOSE OF THE GRM

The Grievance Redress Mechanism (GRM) provides a **transparent, accessible, fair, confidential, and timely process** for receiving, evaluating, and resolving complaints related to:

- The Small Grants Program (SGP)
- Subgrant application and TAC decisions
- Procurement and financial management
- ESF/OHS issues
- Actions by PIU, FA, cooperatives, suppliers, or project staff

GRM supports stakeholder engagement, promotes accountability, and aligns with **World Bank ESS10**.

2. PRINCIPLES OF THE GRM

- GRM must be:

Accessible

- Multiple channels (digital, phone, in-person, written).

Transparent

- Clear rules, timelines, responsibilities.

Fair & Non-retaliatory

- Complainants protected from any harm or retaliation.

Confidential

- Names and personal details protected.

Inclusive

- Women, youth, vulnerable groups, remote herders fully included.

Timely

- Standard resolution timeframe: **30 calendar days**.

Documented

- Full record in GRM registry (digital + hard copy).

3. TYPES OF GRIEVANCES COVERED

Administrative / procedural

- Errors or delays in application processing
- TAC evaluation concerns
- Eligibility/Exclusion disputes

Financial and procurement

- Misuse of funds
- Fraud, corruption, conflict of interest
- Supplier complaint regarding RFQ transparency

ESF and OHS

- Safety concerns
- Environmental risks
- Animal welfare complaints

Social inclusion

- Exclusion of women, youth, vulnerable groups
- Discrimination

Community-level issues

- Disputes among cooperative members
- Miscommunication or misinformation

Serious complaints (red flag)

- Sexual exploitation and abuse (SEA/SH)
- Violence, threats, harassment
- Corruption under Annex 4 (Anti-Fraud Policy)

Serious cases → IMMEDIATE escalation to PIU Manager + WB Safeguards Team.

4. GRIEVANCE INTAKE CHANNELS

Grievances may be submitted through **any** of the following:

4.1 Digital Platform

Built-in “Submit Grievance” function.

4.2 Email

[Insert official project email]

4.3 Phone Hotline

[Insert hotline number]

Available 09:00–18:00, Mon–Fri.

4.4 In-person submission

Aimag / soum FA field coordinators accept written or verbal complaints.

4.5 Suggestion/complaint boxes

Installed at:

- Aimag project offices
- Cooperative offices

4.6 Written letters

Addressed to PIU Director.

5. GRIEVANCE HANDLING PROCESS (8 STEPS)

STEP 1: Receive the grievance (Day 0)

- FA/PIU staff log complaint
- Assign a unique GRM ID
- Acknowledge receipt within **3 days**

STEP 2: Register the grievance

Record in GRM Registry:

- Name (optional)
- Contact
- Type of grievance
- Date
- Evidence

STEP 3: Categorize the grievance

- Category A: Minor (administrative)
- Category B: Moderate (financial, procurement, ESF)
- Category C: Serious (fraud, OHS risk, SEA/SH)

STEP 4: Assign responsible unit

- FA Field Coordinator (A)
- PIU Specialists (B)
- PIU Director + WB Safeguards (C)

STEP 5: Investigate (within 10 days)

- Collect facts
- Interview parties
- Review documents

STEP 6: Prepare resolution

Resolution must include:

- Findings
- Corrective measures
- Timeline
- Responsible party

STEP 7: Communicate resolution (within 30 days)

- Verbal + written
- Explanation must be understandable and respectful

STEP 8: Close the case OR escalate

A case is closed when:

- Complainant accepts resolution
- All corrective actions implemented

If complainant is unsatisfied → escalate to:

- PIU Director → then
- Steering Committee → then
- World Bank GRS (if required)

6. GRIEVANCE REGISTRY FORMAT

Field	Information
GRM ID	_____
Name (optional)	_____
Contact	_____
Date Received	_____
Submission Channel	Digital / Phone / In-person / Email / Box
Category	A / B / C
Description	_____
Responsible Officer	_____
Investigation Start	_____
Investigation End	_____
Proposed Resolution	_____
Status	Open / Resolved / Escalated / Closed
Date Closed	_____

7. SPECIAL PROCEDURES FOR SERIOUS CASES

SEA/SH (Sexual Exploitation and Abuse / Sexual Harassment)

- Immediate confidentiality
- Referral to national protection agencies
- Notify WB Safeguards Specialist within **24 hours**
- Zero tolerance

Fraud and Corruption (Annex 4)

- Immediate notification of PIU Director
- Suspension of activity if needed
- Internal investigation
- Potential law enforcement referral

OHS or environmental danger

- Activity must STOP immediately
- OHS inspection conducted
- Mitigation implemented before resuming

8. DISCLOSURE AND PUBLIC COMMUNICATION

The GRM procedures must be disclosed:

- On the project digital platform
- At aimag and soum government offices
- At cooperative offices
- During all training events
- In application & proposal forms

Posters must include hotline + QR code for digital submission.

9. RESPONSIBILITIES

FA Field Coordinator

- First point of contact
- Log and categorize grievances
- Conduct basic fact-finding
- Report weekly to PIU

PIU Specialists (Safeguards, Procurement, FM)

- Investigate moderate grievances
- Apply corrective actions
- Document investigation findings

PIU Director

- Oversees full system
- Handles escalated cases
- Reports to Steering Committee
- Ensures compliance with WB rules

Steering Committee

- Final level of resolution before WB
- Reviews systemic issues annually

World Bank GRS (Global Grievance Redress Service)

For unresolved cases: <https://>_____ Email: _____

ANNEX 17. ESF SCREENING FORM & ESMP TEMPLATE

PART A – ESF SCREENING FORM (FOR ALL SUBPROJECTS)

Purpose:

To determine the environmental and social risk level (Low or Moderate), identify exclusion triggers (Annex 6), and determine whether an ESMP is required.

Completed by: **FA**

Verified by: **PIU**

1. BASIC INFORMATION

Field	Information
Proposal ID	_____
Cooperative Name	_____
Subproject Title	_____
Aimag / Soum	_____
Date of Screening	_____
Screened by	_____
Contact	_____

2. EXCLUSION CHECK (Annex 6)

If **YES** to any → **INELIGIBLE**.

Question	Yes	No	Notes
Involves land acquisition or loss of access to pasture	<input type="checkbox"/>	<input type="checkbox"/>	
Requires resettlement or displacement	<input type="checkbox"/>	<input type="checkbox"/>	
Includes civil works beyond minor repairs	<input type="checkbox"/>	<input type="checkbox"/>	
Affects critical habitats or protected areas	<input type="checkbox"/>	<input type="checkbox"/>	
Requires hazardous chemicals or fuel storage	<input type="checkbox"/>	<input type="checkbox"/>	
Risks child or forced labor	<input type="checkbox"/>	<input type="checkbox"/>	
Violates animal welfare or biosecurity standards	<input type="checkbox"/>	<input type="checkbox"/>	
Includes procurement of ineligible items (Annex 16)	<input type="checkbox"/>	<input type="checkbox"/>	

If any **“YES”** → **STOP & MARK AS INELIGIBLE**

3. PROJECT ACTIVITIES

Select all that apply:

- Procurement of small equipment
- Minor repairs (painting, floor repair, lighting)
- Livestock fiber processing
- Storage / post-harvest handling
- Cooperative training
- Digital tools installation

- Value chain activities
- Other: _____

4. ENVIRONMENTAL RISKS

Potential Risk	Yes	No	Notes
Dust, noise, small waste	<input type="checkbox"/>	<input type="checkbox"/>	
Water use or wastewater generation	<input type="checkbox"/>	<input type="checkbox"/>	
Handling of sharp or electrical tools	<input type="checkbox"/>	<input type="checkbox"/>	
Energy use (solar, wires)	<input type="checkbox"/>	<input type="checkbox"/>	
Fire or electrical hazards	<input type="checkbox"/>	<input type="checkbox"/>	
Animal handling injuries	<input type="checkbox"/>	<input type="checkbox"/>	
Waste from wool/cashmere processing	<input type="checkbox"/>	<input type="checkbox"/>	

5. SOCIAL RISKS

Risk	Yes	No	Notes
Exclusion of women/vulnerable groups	<input type="checkbox"/>	<input type="checkbox"/>	
Internal cooperative conflict	<input type="checkbox"/>	<input type="checkbox"/>	
Complaints from community	<input type="checkbox"/>	<input type="checkbox"/>	
SEA/SH concerns	<input type="checkbox"/>	<input type="checkbox"/>	
Data privacy risks (digital platform)	<input type="checkbox"/>	<input type="checkbox"/>	

6. OHS RISKS

Risk	Yes	No	Notes
Hazardous tools (shearing, blades)	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical equipment	<input type="checkbox"/>	<input type="checkbox"/>	
Slips, trips, falls	<input type="checkbox"/>	<input type="checkbox"/>	
Lack of PPE	<input type="checkbox"/>	<input type="checkbox"/>	
Risk to pregnant women	<input type="checkbox"/>	<input type="checkbox"/>	
Animal handling & biosecurity	<input type="checkbox"/>	<input type="checkbox"/>	

7. RISK CLASSIFICATION

Category	Description	Assigned
LOW RISK	Predictable, reversible impacts, simple mitigation	<input type="checkbox"/>
MODERATE RISK	Localized impacts requiring ESMP	<input type="checkbox"/>
INELIGIBLE	One or more exclusion triggers	<input type="checkbox"/>

8. ESMP REQUIREMENT

Condition	Required?
If Low Risk	<input type="checkbox"/> ESMP NOT required (standard OHS guidance only)
If Moderate Risk	<input type="checkbox"/> ESMP REQUIRED

Condition **Required?**
 If Ineligible STOP

9. SIGNATURES

Screened by FA: _____ Date: _____
 Verified by PIU Safeguards Specialist: _____ Date: _____

PART B – ESMP TEMPLATE (FOR MODERATE-RISK SUBPROJECTS)

Purpose:

To identify specific environmental and social risks and define mitigation, monitoring, and reporting measures.

1. SUBPROJECT DETAILS

Field	Details
Cooperative Name	_____
Subproject Title	_____
Location	_____
Activity Description	_____

2. IDENTIFIED RISKS & MITIGATION MEASURES

Table 1 – Environmental Risks & Mitigation

Risk	Mitigation Measure	Responsible	Timing
Dust/noise	Use enclosed space, maintain equipment	Coop	During operation
Small waste	Segregate & dispose at designated sites	Coop	Weekly
Electrical hazards	Proper wiring, certified electrician	Vendor/Coop	Installation
Fire risks	Fire extinguisher, no smoking signs	Coop	Before operation

Table 2 – Social Risks & Mitigation

Risk	Mitigation	Responsible	Timing
Gender exclusion	Ensure ≥30% women participation	Coop	Implementation
Vulnerable groups excluded	Targeted outreach, flexible timing	Coop/FA	Pre-implementation
SEA/SH	Code of conduct, confidential GRM	Coop/PIU	Throughout
Community complaints	GRM posters + hotline	FA/PIU	Immediate

Table 3 – OHS Risks & Mitigation

Risk	Mitigation	Responsible	Timing
Sharp tools	Provide PPE, training	Coop	Before use
Electric equipment	Regular inspection	Coop	Monthly
Slips & falls	Clear pathways	Coop	Continuous
Animal injuries	Safe handling training	Coop	Before activity

3. MONITORING PLAN

Indicator	Means of Verification	Frequency	Responsible
PPE available and used	Visual checks	Monthly	FA
Waste disposed properly	Photos, records	Monthly	Coop
Inclusion of women/vulnerable	Attendance lists	Every training	Coop
GRM functioning	GRM logbook	Monthly	PIU

4. REPORTING REQUIREMENTS

The cooperative must report:

- Quarterly E&S compliance (Annex 20 link)
- Any incident/accident within **48 hours**
- Serious incident (SEA/SH, severe injury) → immediate notice

Reports submitted to:

1. **FA**
2. **PIU**

5. TRAINING REQUIREMENTS

Minimum:

- OHS training for all equipment users
- Animal handling & biosecurity
- Waste management
- GRM awareness & SEA/SH prevention

6. ESMP IMPLEMENTATION BUDGET

Item	Cost (MNT)	Notes
PPE	_____	Required
OHS signage	_____	
Waste management materials	_____	
Training	_____	
Contingency	_____	

7. APPROVAL

Cooperative Representative: _____ Date: _____

FA: _____ Date: _____

PIU: _____ Date: _____

ANNEX 18. MONITORING & EVALUATION (M&E) FRAMEWORK

1. PURPOSE OF THE M&E FRAMEWORK

This Annex defines:

- The indicators used to monitor progress toward the PDO
- Data sources and responsible entities
- Monitoring frequency
- Digital platform reporting requirements
- Verification methods for subgrant performance
- ESF and OHS monitoring requirements
- Closure evaluation and attribution logic

It ensures systematic, transparent, and results-based monitoring aligned with World Bank standards.

2. RESULTS CHAIN OVERVIEW

Inputs → Activities → Outputs → Outcomes → PDO Results

This M&E Framework tracks:

1. **PDO-Level Indicators**
2. **Intermediate Results Indicators**
3. **Subgrant-Level Monitoring Indicators**
4. **ESF & OHS Monitoring Indicators**
5. **Digital Platform Utilization Indicators**

3. PDO-LEVEL INDICATORS

These indicators measure the project's impact on beneficiaries and cooperatives.

PDO Indicator	Definition	Baseline	Target	Frequency	Data Source
PDO 1: Increase in the number of herders accessing digital services	Number of unique users with active platform interactions	To be established via Annex 8	+30% increase	Quarterly	Platform analytics
PDO 2: Improvement in quality and value of livestock products (wool, cashmere)	Yield, quality grade, price realization	Baseline via Annex 8	+10% increase	Semi-annual	Coop records, market data
PDO 3: Increase in cooperative capacity and service delivery	Composite index: governance, financial systems, digital use	Baseline via Annex 9 & screening	+20% improvement	Annual	PIU verification
PDO 4: Improved inclusion of women and vulnerable households	Share of women/vulnerable beneficiaries in project activities	Baseline via Annex 8	≥30% participation	Quarterly	Participant lists

4. INTERMEDIATE RESULTS INDICATORS (IRIs)

IRI	Definition	Target	Frequency	Responsible
IRI 1: Cooperatives submitting complete applications	Applications meeting all SGIM requirements	100%	Per CFP cycle	FA
IRI 2: Subprojects completed with satisfactory rating	Based on Annex 21 milestone verification	≥90%	Quarterly	PIU
IRI 3: Digital platform active users	“Active = ≥1 login + ≥1 interaction every 60 days”	75% of registered	Monthly	Platform admin
IRI 4: Training delivered to cooperatives	Capacity-building modules completed	≥1,000 participants	Quarterly	FA
IRI 5: Adoption of good practices	Evidence of SOP use, improved methods	+20%	Semi-annual	PIU/FA
IRI 6: Number of grievances resolved	GRM closure rate	≥90%	Quarterly	PIU

5. SUBGRANT-LEVEL PERFORMANCE INDICATORS

This section evaluates each cooperative's project results.

5.1 Market Indicators

Indicator	Measurement	Source
Number of active buyers engaged	Count	Letters, MOUs
Change in average selling price	% change	Receipts
Sales volume of improved products	kg or units	Co-op records

5.2 Inclusion Indicators

Indicator	Measurement
Participation of women, youth, vulnerable groups	%
Adoption of women-friendly practices	Yes/No
Activities scheduled at accessible times	Yes/No

6. ESF & OHS MONITORING INDICATORS

Indicator	Requirement	Frequency	Source
ESMP implementation	All measures completed	Quarterly	Annex 18
OHS compliance	PPE, safe operation	Monthly	Field visits
Waste management	Proper disposal	Monthly	Photos/records
Incident reporting	Within 48 hours	As needed	PIU logs
SEA/SH reporting	ZERO tolerance	Continuous	GRM

7. DIGITAL PLATFORM MONITORING

7.1 Usage Metrics

Indicator	Definition	Frequency
Active users	≥1 login + ≥1 action every 60 days	Monthly
Total interactions	Views, uploads, submissions	Monthly

Indicator	Definition	Frequency
CFP submissions via platform	% digital vs paper	Per CFP
GRM cases submitted digitally	%	Quarterly

7.2 Data Quality

Requirement	Metric
Completeness	≥95% of fields filled
Accuracy	Cross-check with FA/PIU data
Timeliness	Updates within 7 days

8. VERIFICATION METHODS

PIU conducts:

- Field visits
- Procurement/audit checks
- Cross-check of prices vs Annex 16
- ESF verification (Annex 18)
- Review of cooperative accounting records
- Verification of co-financing (Annex 12)

FA conducts:

- Routine monitoring
- Attendance tracking
- Training evaluation
- Supportive supervision

Digital platform conducts:

- Automated logs
- User activity analytics
- Timestamped submissions

9. REPORTING STRUCTURE

Report Type	Prepared By	Submitted To	Frequency
Subgrant progress report	Cooperative	FA/PIU	Quarterly
FA field monitoring report	FA	PIU	Monthly
ESF monitoring report	PIU Safeguards	PIU Director	Quarterly
Consolidated project M&E Report	PIU M&E Officer	WB	Semi-annual
Annual Results Report	PIU	PSC + WB	Annual

10. DATA STORAGE & SECURITY

All M&E data must be:

- Stored in the **digital platform**
- Backed up every 30 days

- Accessible only to authorized users
- Compliant with data privacy rules

11. M&E RESPONSIBILITIES

Cooperatives

- Collect raw data
- Submit reports
- Maintain financial/procurement evidence

FA

- Validate cooperative data
- Provide monitoring reports
- Train cooperatives on M&E

PIU

- Consolidate reports
- Conduct verification
- Report to WB
- Manage GRM & ESF systems

ANNEX 19. SGP SUBGRANT PROGRESS REPORT TEMPLATE

Report Type:

- Quarterly Progress Report
- Technical Progress Report
- Financial Progress Report
- Incident / ESF Report

Reporting Period: From _____ To _____

Submission Date: _____

1. BASIC INFORMATION

Field	Details
Cooperative Name	_____
Subgrant Agreement No.	_____
Aimag / Soum	_____
Subproject Title	_____
Contact Person	_____
Phone / Email	_____
Reporting Quarter	Q1 / Q2 / Q3 / Q4
Total Grant Amount	_____ MNT
Co-financing Committed	_____ MNT

2. SUMMARY OF PROGRESS

Brief narrative summary (5–10 lines):

- Key achievements
- Challenges
- Activities completed
- Activities planned
- Any delays or deviations

Summary Text:

3. PROGRESS AGAINST WORK PLAN & MILESTONES (Annex 21 link)

Milestone	Planned Date	Actual Date	Status	Evidence	Remarks
M1	_____	_____	<input type="checkbox"/> Completed <input type="checkbox"/> In progress <input type="checkbox"/> Delayed	_____	_____
M2	_____	_____	<input type="checkbox"/> Completed <input type="checkbox"/> In progress <input type="checkbox"/> Delayed	_____	_____
M3	_____	_____	<input type="checkbox"/> Completed <input type="checkbox"/> In progress <input type="checkbox"/> Delayed	_____	_____
M4	_____	_____	<input type="checkbox"/> Completed <input type="checkbox"/> In progress <input type="checkbox"/> Delayed	_____	_____

4. PROCUREMENT PROGRESS (Annex 11 link)

Item	Procurement Method	Status	Number of Quotes	Selected Supplier	PO Issued?	Delivery Status	Remarks
_____	RFQ/ Direct	<input type="checkbox"/> Not started <input type="checkbox"/> Ongoing <input type="checkbox"/> Completed	—	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	RFQ/ Direct	<input type="checkbox"/> Not started <input type="checkbox"/> Ongoing <input type="checkbox"/> Completed	—	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____

Attach required documents:

- RFQ invitation
- Quotations
- Evaluation sheet
- PO/Contract
- Delivery notes

5. FINANCIAL PROGRESS (Annex 24 alignment)

5.1 Expenditure Summary

Category	Budget (MNT)	Actual Expenditure (MNT)	Variance	Remarks
Goods	_____	_____	_____	_____
Services	_____	_____	_____	_____
Training	_____	_____	_____	_____
Minor repairs	_____	_____	_____	_____
OHS Items	_____	_____	_____	_____
Other	_____	_____	_____	_____

5.2 Co-financing Delivery

Type	Committed (MNT)	Delivered (MNT)	% Delivered	Evidence
Cash	_____	_____	_____	Bank slip
In-kind	_____	_____	_____	Photos/valuation
Third-party	_____	_____	_____	Letter

6. DIGITAL PLATFORM USAGE

Indicator	Value	Notes
Number of logins (60-day window)	_____	
Number of interactions (uploads, submissions)	_____	
Digital focal point assigned?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Application/procurement documents uploaded?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

7. ESF & OHS COMPLIANCE (Annex 18 link)

7.1 ESMP Implementation

Measure	Status	Evidence	Remarks
Waste management	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____

Measure	Status	Evidence	Remarks
PPE provided & used	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
Electrical safety maintained	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
Animal handling safety	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
Training completed	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____

7.2 INCIDENT REPORTING

Type of Incident	Date	Severity	Reported within 48h?	Action Taken
OHS	_____	Low/Med/High	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
Environmental	_____	Low/Med/High	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
SEA/SH	_____	Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
Other	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____

8. PARTICIPATION & INCLUSION

Group	Number Participated	%	Remarks
Women	_____	_____	
Youth	_____	_____	
Vulnerable households	_____	_____	
Disabled persons	_____	_____	

GRM awareness activities conducted:

Yes No

Materials used: _____

9. CHALLENGES & RISKS

Describe any emerging risks or implementation issues.

Text:

10. PLANS FOR NEXT QUARTER

Brief list of activities planned for the next period.

11. COOPERATIVE DECLARATION

We confirm that:

- The information in this report is accurate
- All expenditures follow SGIM rules
- Procurement was conducted per Annex 11
- ESF & OHS measures were followed
- Incident reporting obligations were met

Authorized Representative:

Name: _____

Position: _____

Signature: _____

Date: _____

ANNEX 20. MILESTONE ACCEPTANCE AND DELIVERABLES VERIFICATION TEMPLATE

1. BASIC INFORMATION

Field	Details
Cooperative Name	_____
Subgrant Agreement No.	_____
Subproject Title	_____
Aimag / Soum	_____
Reporting Period	_____
Verification Conducted By	FA / PIU / Joint
Verification Date	_____

2. MILESTONE SUMMARY (FROM SUBGRANT AGREEMENT)

Milestone No.	Description	Planned Completion Date	Budget Allocated (MNT)	Verification Required
M1	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
M2	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
M3	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
M4	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No

3. VERIFICATION OF MILESTONE COMPLETION

For each milestone:

Milestone ID: M__

Verification Criteria	Yes	No	Evidence Required	Comments
Activity completed as described	<input type="checkbox"/>	<input type="checkbox"/>	Photos, reports	
Goods/services delivered	<input type="checkbox"/>	<input type="checkbox"/>	PO, invoices, delivery notes	
Procurement followed WB rules	<input type="checkbox"/>	<input type="checkbox"/>	RFQ pack, evaluation	
ESF/OHS requirements met	<input type="checkbox"/>	<input type="checkbox"/>	ESMP logs, PPE evidence	
Co-financing delivered (Annex 12)	<input type="checkbox"/>	<input type="checkbox"/>	Bank slip, valuation	
Digital platform updated	<input type="checkbox"/>	<input type="checkbox"/>	Screenshot, uploads	
Beneficiaries participated	<input type="checkbox"/>	<input type="checkbox"/>	Attendance lists	

Status of Milestone:

- Fully Achieved
 Achieved with Minor Adjustments
 Partially Achieved
 Not Achieved

4. EVIDENCE ATTACHED

Tick all evidence provided:

4.1 Procurement Evidence

- RFQ Invitation
- 3 Quotations (or Direct justification)
- Bid Evaluation Form
- Purchase Order
- Delivery Note
- Supplier Invoice
- Photos of delivered goods

4.2 Technical/Activity Evidence

- Training Report
- Attendance Sheets
- Photos/Videos
- Technical Acceptance Certificate
- Installation Report

4.3 Financial Evidence

- Payment receipts
- Bank transfer slips
- Budget vs actual expenditure table

4.4 Co-Financing Evidence (Annex 12)

- Cash deposit slip
- In-kind valuation sheet
- Supporting documents (rentals, equipment, labor)

4.5 ESF/OHS Evidence (Annex 18)

- PPE usage evidence
- Waste management photos
- Incident report (if any)
- OHS training documentation

5. RISK ASSESSMENT FOR THIS MILESTONE

Risk Type	Low	Medium	High	Comments
Technical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Financial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
ESF/OHS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

6. PIU/FA VERDICT ON MILESTONE

6.1 Acceptance Decision

- ACCEPTED** – Eligible for disbursement
- ACCEPTED WITH CONDITIONS** – Minor corrections required
- REQUIRES REVISION** – Major gaps identified
- REJECTED** – Milestone not achieved

6.2 Corrective Actions (If applicable)

Issue Identified	Required Action	Responsible Party	Deadline
_____	_____	_____	_____
_____	_____	_____	_____

7. DISBURSEMENT RECOMMENDATION

Milestone	Amount Requested (MNT)	Amount Recommended (MNT)	Remarks
M_____	_____	_____	_____
M_____	_____	_____	_____

- Recommend disbursement**
- Withhold disbursement**
- Partial disbursement**

8. OVERALL COMMENTS

9. SIGN-OFF

FA

Name: _____

Signature: _____

Date: _____

PIU

Name: _____

Signature: _____

Date: _____

ANNEX 21. SUB-GRANT AGREEMENT TEMPLATE

THIS SUB-GRANT AGREEMENT

This Sub-Grant Agreement (“Agreement”) is entered into on the ___ day of _____ 20___,

BETWEEN

The Project Implementation Unit (PIU)

under the Ministry of Food, Agriculture and Light Industry (MOFALI) of Mongolia, implementing the *Virtual Cooperatives of Pastoral Livestock Communities Project* (JSDF Grant No. TFOC2460) (hereinafter referred to as the “PIU” or “Grantor”)

AND

[Name of Cooperative],

a legally registered cooperative under the laws of Mongolia,
Registration No.: _____
Address: _____
Represented by: _____
(hereinafter referred to as the “Cooperative” or “Grantee”)

The PIU and the Cooperative are hereinafter jointly referred to as the “Parties.”

SECTION 1. PURPOSE OF THE AGREEMENT

1.1 The purpose of this Agreement is to provide a **Small Grant** to the Cooperative for the implementation of the sub-project entitled:

“ _____ ”
(the “Sub-Project”).

1.2 The Sub-Project aims to:

- Improve livestock product quality and productivity;
- Strengthen cooperative governance and service delivery;
- Enhance digital adoption and market access;
- Promote inclusion of women and vulnerable herder households; and
- Ensure compliance with Environmental and Social Framework (ESF) requirements.

1.3 This Grant is financed by the **Japan Social Development Fund (JSDF)** and administered by the **World Bank**.

SECTION 2. GRANT AMOUNT AND CO-FINANCING

2.1 The PIU agrees to provide the Cooperative with a grant amount not exceeding:

MNT _____.

2.2 The Cooperative commits to provide co-financing in accordance with **Annex 12 (Co-financing Policy and Verification Template)** as follows:

- Cash contribution: MNT _____

- In-kind contribution: MNT _____
- Third-party contribution (if any): MNT _____

3.3 Failure to deliver the committed co-financing may result in suspension or termination of this Agreement.

SECTION 3. DURATION

3.1 This Agreement shall become effective on the date of signature by both Parties.

3.2 The Agreement shall remain valid until completion of the Sub-Project and formal grant closure in accordance with **Annex 25 (Grant Closure Report Template)**, unless terminated earlier.

SECTION 4. OBLIGATIONS OF THE COOPERATIVE

The Cooperative shall:

4.1 Implement the Sub-Project strictly in accordance with the approved **Annex 9 (Proposal and Business Plan)**.

4.2 Use Grant funds **exclusively** for eligible expenditures listed in **Annex 16 (Eligible and Ineligible Items)**.

4.3 Comply with procurement procedures set forth in **Annex 11 (Procurement Plan and RFQ Pack)**.

4.4 Maintain proper financial records and supporting documents for a minimum of **five (5) years**.

4.5 Comply with all Environmental, Social, and Occupational Health and Safety (OHS) requirements in accordance with **Annex 6, Annex 18, and Annex 17**.

4.6 Submit reports and information as required under **Annex 19 (M&E Framework)** and **Annex 20 (Progress Report Template)**.

4.7 Cooperate fully with PIU, FA, auditors, and World Bank supervision missions.

SECTION 5. OBLIGATIONS OF THE PIU

The PIU shall:

5.1 Disburse Grant funds in accordance with Section 7 of this Agreement.

5.2 Provide implementation oversight, monitoring, and technical guidance.

5.3 Conduct verification of milestones and deliverables in accordance with **Annex 21**.

5.4 Ensure transparency, fairness, and responsiveness in grievance handling in line with **Annex 17 (GRM SOP)**.

SECTION 6. MILESTONES AND DELIVERABLES

6.1 Milestones and deliverables are defined in **Annex 21 (Milestone Acceptance and Deliverables Verification Template)**.

6.2 Disbursement of Grant funds shall be **milestone-based**.

SECTION 7. DISBURSEMENT

7.1 Grant funds shall be disbursed in tranches upon:

- Achievement of agreed milestones;
- Submission of required evidence;
- Compliance with ESF, procurement, and financial rules;
- Verification and approval by the PIU.

7.2 The PIU may withhold, delay, or reduce disbursement in case of non-compliance.

SECTION 8. USE OF GRANT FUNDS

8.1 Grant funds shall not be used for:

- Any ineligible items listed in Annex 16;
- Civil works beyond minor repairs;
- Salaries, utilities, or recurring operational costs;
- Vehicles, industrial machinery, or veterinary pharmaceuticals;
- Any unlawful or non-project-related purposes.

SECTION 9. OWNERSHIP, USE, AND TRANSFER OF ASSETS

9.1 In accordance with **Articles 76, 80 and 81 of Chapter IX of the Law of Mongolia on State and Local Property**, and **Section 4.2.11.2 of the SGIM**, all goods, works, and services financed under this Agreement shall initially constitute **state and/or local government property**.

9.2 During the implementation period, the Cooperative is granted the right to **possess, use, and manage** such assets solely for the approved purposes of the Sub-Project.

9.3 **Ownership of assets shall not be transferred** to the Cooperative during the validity of this Agreement.

9.4 Upon expiry of this Agreement, the assets may be formally transferred to the Cooperative **in accordance with the Civil Code of Mongolia and the Law on State and Local Property**, provided that:

- the assets have been used for their designated purposes;
- all contractual obligations have been fully met;
- monitoring and closure reports are satisfactory; and
- no outstanding financial, procurement, or safeguards issues remain.

9.5 The transfer of ownership shall be effected through a **separate asset transfer act** approved by the competent authority.

9.6 In case of misuse, non-compliance, or early termination, the PIU reserves the right to reclaim or reassign the assets in accordance with applicable law.

SECTION 10. FRAUD AND CORRUPTION

10.1 The Cooperative shall comply with **Annex 4 (Integrity, Anti-Fraud and Anti-Corruption Procedures)**.

10.2 Any fraudulent, corrupt, coercive, or collusive practices may result in immediate termination and referral to relevant authorities and the World Bank.

SECTION 11. INCIDENT REPORTING

11.1 Any serious incident (OHS, ESF, SEA/SH, financial irregularity) shall be reported to the PIU within **48 hours**.

SECTION 12. AMENDMENTS

12.1 This Agreement may be amended only by written agreement signed by both Parties.

SECTION 13. SUSPENSION AND TERMINATION

13.1 The PIU may suspend or terminate this Agreement in case of:

- Material breach of contractual obligations;
- ESF or procurement violations;
- Fraud or corruption;
- Failure to achieve milestones without justification.

SECTION 14. GOVERNING LAW

14.1 This Agreement shall be governed by the laws of Mongolia, consistent with applicable World Bank policies and JSDF requirements.

SECTION 15. SIGNATURES

FOR THE PIU (DIRECTOR):

Name: _____

Title: _____

Signature: _____

Date: _____

FOR THE COOPERATIVE (GRANTEE):

Name: _____

Title: _____

Signature: _____

Date: _____

Stamp: _____

ANNEX 22. DISBURSEMENT REQUEST FORM

1. BASIC INFORMATION

Field	Information
Cooperative Name	_____
Sub-Grant Agreement No.	_____
Subproject Title	_____
Aimag / Soum	_____
Reporting Period	_____
Date of Request	_____
Disbursement Request No.	1 / 2 / 3 / Final

2. DISBURSEMENT REQUEST SUMMARY

Item	Details
Total Grant Amount (MNT)	_____
Total Disbursed to Date (MNT)	_____
Amount Requested This Tranche (MNT)	_____
Remaining Grant Balance (MNT)	_____
Related Milestone(s)	M1 / M2 / M3 / M4
Type of Disbursement	<input type="checkbox"/> Advance <input type="checkbox"/> Reimbursement <input type="checkbox"/> Final

3. BANK ACCOUNT DETAILS (GRANTEE)

Field	Information
Account Name	_____
Bank Name	_____
Branch	_____
Account Number	_____
Currency	MNT
Account Holder	Cooperative

(Account must be dedicated to the Sub-Grant and verified by PIU)

4. MILESTONE COMPLETION REFERENCE

This disbursement request relates to the following verified milestone(s):

Milestone No.	Description	Verification Date	Verified by (FA/PIU)
M__	_____	_____	_____
M__	_____	_____	_____

Milestone Acceptance Form attached (Annex 21)

5. EXPENDITURE SUMMARY (LINK TO ANNEX 10)

Budget Category Approved Budget (MNT) Actual Expenditure (MNT) Amount Claimed (MNT)

Goods	_____	_____	_____
Services	_____	_____	_____
Training	_____	_____	_____
Minor Repairs	_____	_____	_____
OHS / ESF Items	_____	_____	_____
Other	_____	_____	_____
TOTAL	_____	_____	_____

6. PROCUREMENT COMPLIANCE CHECK (ANNEX 11)

For expenditures claimed under this request:

Requirement	Yes	No	Remarks
Procurement followed approved method (RFQ / Direct)	<input type="checkbox"/>	<input type="checkbox"/>	
Minimum quotations obtained (if RFQ)	<input type="checkbox"/>	<input type="checkbox"/>	
Bid evaluation completed	<input type="checkbox"/>	<input type="checkbox"/>	
Purchase Order / Contract issued	<input type="checkbox"/>	<input type="checkbox"/>	
Goods/services delivered	<input type="checkbox"/>	<input type="checkbox"/>	
Items eligible under Annex 16	<input type="checkbox"/>	<input type="checkbox"/>	

7. CO-FINANCING STATUS (ANNEX 12)

Type	Committed (MNT)	Delivered (MNT)	% Delivered	Evidence Attached
Cash	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
In-kind	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
Third-party	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No

8. ESF & OHS COMPLIANCE CONFIRMATION

- ESF Screening completed (Annex 18)
- ESMP implemented (if required)
- OHS measures in place (PPE, training)
- No unresolved incidents or violations
- Any incidents reported within 48 hours

Remarks (if any):

9. ATTACHMENTS CHECKLIST

Please tick all documents attached:

- Milestone Acceptance & Verification Form (Annex 21)
- Procurement documents (RFQ, quotations, evaluation, PO)
- Supplier invoices and delivery notes

- Proof of payment (bank transfer slips)
- Co-financing evidence (Annex 12)
- ESF / OHS evidence (Annex 18)
- Photos / supporting evidence

10. DECLARATION BY THE COOPERATIVE

We hereby certify that:

- The information provided in this Disbursement Request is true and correct;
- All expenditures claimed are eligible and incurred in accordance with the Sub-Grant Agreement;
- Procurement, financial management, and ESF requirements have been fully complied with;
- No funds have been used for ineligible purposes.

Authorized Representative of the Cooperative

Name: _____
 Position: _____
 Signature: _____
 Date: _____
 Stamp: _____

11. FA VERIFICATION

Item	Verified
Milestone completion confirmed	<input type="checkbox"/> Yes <input type="checkbox"/> No
Supporting documents reviewed	<input type="checkbox"/> Yes <input type="checkbox"/> No
Site visit conducted (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Recommendation	<input type="checkbox"/> Approve <input type="checkbox"/> Approve with conditions <input type="checkbox"/> Reject

Comments:

Name: _____
 Position: FA Field Coordinator
 Signature: _____
 Date: _____

12. PIU APPROVAL

Review Area	Status
Technical	<input type="checkbox"/> Cleared <input type="checkbox"/> Issues
Financial	<input type="checkbox"/> Cleared <input type="checkbox"/> Issues
Procurement	<input type="checkbox"/> Cleared <input type="checkbox"/> Issues
ESF / OHS	<input type="checkbox"/> Cleared <input type="checkbox"/> Issues

Final Decision:

Approved for Disbursement

Partially Approved

Not Approved

Approved Amount (MNT): _____

Name: _____

Title: _____

Signature: _____

Date: _____

ANNEX 23. FINANCIAL REPORT TEMPLATE

1. BASIC INFORMATION

Field	Information
Cooperative Name	_____
Sub-Grant Agreement No.	_____
Subproject Title	_____
Aimag / Soum	_____
Reporting Period	From _____ To _____
Report Type	<input type="checkbox"/> Quarterly <input type="checkbox"/> Interim <input type="checkbox"/> Final
Date of Submission	_____

2. FINANCIAL SUMMARY

Item	Amount (MNT)
Total Approved Grant Amount	_____
Total Grant Disbursed to Date	_____
Grant Expenditure This Period	_____
Cumulative Grant Expenditure	_____
Remaining Grant Balance	_____
Total Co-financing Committed	_____
Co-financing Delivered to Date	_____

3. STATEMENT OF EXPENDITURES (SOE)

(Aligned with Annex 10 – Budget Template)

Budget Category	Approved Budget (MNT)	Expenditure This Period (MNT)	Cumulative Expenditure (MNT)	Balance (MNT)
Goods	_____	_____	_____	_____
Services	_____	_____	_____	_____
Training	_____	_____	_____	_____
Minor Repairs	_____	_____	_____	_____
OHS / ESF Items	_____	_____	_____	_____
Other (specify)	_____	_____	_____	_____
TOTAL	_____	_____	_____	_____

4. DETAILED EXPENDITURE LIST

Date	Description	Supplier / Payee	Invoice No.	Budget Line	Amount (MNT)	Payment Method
_____	_____	_____	_____	_____	_____	Cash / Bank
_____	_____	_____	_____	_____	_____	Cash / Bank

(Attach invoices, receipts, delivery notes)

5. CO-FINANCING REPORT (ANNEX 12 LINK)

5.1 Cash Co-financing

Source	Committed (MNT)	Delivered (MNT)	Date	Evidence
Cooperative	_____	_____	_____	Bank slip
Other	_____	_____	_____	_____

5.2 In-Kind Co-financing

Item / Service	Estimated Value (MNT)	Delivered (Yes/No)	Evidence
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	Photos / valuation
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	Photos / valuation

6. BANK RECONCILIATION

Item	Amount (MNT)
Opening Balance	_____
Grant Funds Received	_____
Expenditures Paid	_____
Closing Balance	_____

Bank Account No.: _____
Bank Name: _____

(Attach bank statement for reporting period)

7. COMPLIANCE DECLARATION

The Cooperative confirms that:

- All expenditures are eligible and comply with SGIM and Sub-Grant Agreement
- Procurement followed Annex 11 procedures
- No ineligible expenditures were incurred
- ESF and OHS requirements were complied with
- Financial records are complete and accurate

8. ISSUES / VARIANCES (IF ANY)

Explain any budget variances, delays, or issues:

9. AUTHORIZATION

Prepared by:

Name: _____

Position: _____

Signature: _____

Date: _____

Reviewed and Approved by Cooperative:

Name: _____

Position: _____

Signature: _____

Date: _____

Stamp: _____

10. FA / PIU REVIEW (FOR OFFICIAL USE)

FA Verification

- Financial report reviewed
- Supporting documents complete
- Site verification conducted (if applicable)

Comments: _____

PIU Approval

- Approved
- Approved with conditions
- Not approved

Approved Amount (if applicable): _____ MNT

Name: _____

Title: _____

Signature: _____

Date: _____

ANNEX 24. GRANT CLOSURE REPORT TEMPLATE

1. BASIC INFORMATION

Field	Information
Cooperative Name	_____
Sub-Grant Agreement No.	_____
Subproject Title	_____
Aimag / Soum	_____
Grant Start Date	_____
Grant Completion Date	_____
Date of Closure Report	_____

2. SUMMARY OF SUBPROJECT IMPLEMENTATION

Provide a concise summary (10–15 lines) covering:

- Objectives of the subproject
- Main activities implemented
- Key outputs delivered
- Overall performance

Narrative Summary:

3. ACHIEVEMENT OF MILESTONES (ANNEX 21 REFERENCE)

Milestone	Description	Status	Verification Date	Remarks
M1	_____	<input type="checkbox"/> Completed <input type="checkbox"/> Not completed	_____	_____
M2	_____	<input type="checkbox"/> Completed <input type="checkbox"/> Not completed	_____	_____
M3	_____	<input type="checkbox"/> Completed <input type="checkbox"/> Not completed	_____	_____
M4	_____	<input type="checkbox"/> Completed <input type="checkbox"/> Not completed	_____	_____

All agreed milestones have been satisfactorily achieved.

4. OUTPUTS AND RESULTS (ANNEX 19 LINK)

4.1 Technical Outputs

Output	Planned	Achieved	Evidence
Equipment procured	_____	_____	Photos, PO
Trainings delivered	_____	_____	Attendance
Members served	_____	_____	Lists

4.2 Results / Outcomes

Indicator	Baseline	Endline	Change
Product quality	_____	_____	_____
Productivity	_____	_____	_____
Income (if applicable)	_____	_____	_____
Digital platform usage	_____	_____	_____

5. FINANCIAL CLOSURE (ANNEX 24 REFERENCE)

Item	Amount (MNT)
Total Grant Amount Approved	_____
Total Grant Disbursed	_____
Total Grant Expenditure	_____
Unspent Balance (if any)	_____
Co-financing Committed	_____
Co-financing Delivered	_____

- Final Financial Report (Annex 24) attached and approved
- No outstanding financial issues

6. PROCUREMENT COMPLETION (ANNEX 11 LINK)

- All procurements completed in compliance with SGIM
- All goods/services delivered and accepted
- Procurement files complete and archived
- No outstanding procurement disputes

Remarks (if any):

7. ESF, OHS AND GRM COMPLIANCE (ANNEX 18 & 17)

- ESF Screening and ESMP requirements fully complied with
- OHS measures implemented and maintained
- No unresolved incidents or accidents
- All grievances addressed and closed

If incidents occurred, briefly summarize resolution:

8. ASSET STATUS AND OWNERSHIP (ANNEX 22 & SGIM 4.2.11.2)

8.1 Inventory of Assets Financed

Asset	Quantity	Condition	Location
_____	_____	<input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	_____
_____	_____	<input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	_____

8.2 Ownership and Transfer Status

- Assets used strictly for designated purposes
- Contractual obligations fully met
- Monitoring and verification reports satisfactory

Recommendation:

- Proceed with formal asset transfer to the Cooperative
- Do not transfer assets (specify reason): _____

(Final transfer subject to approval under the Law on State and Local Property and a separate asset transfer act.)

9. SUSTAINABILITY AND POST-CLOSURE ARRANGEMENTS

Describe how the Cooperative will:

- Continue using the assets
- Maintain equipment
- Sustain services and benefits

10. LESSONS LEARNED AND GOOD PRACTICES

Key lessons and recommendations for future subprojects:

11. DECLARATION BY THE COOPERATIVE

We hereby confirm that:

- The Subproject has been completed in accordance with the Sub-Grant Agreement;
- All Grant funds were used for eligible purposes only;
- All reporting and compliance obligations have been fulfilled.

Authorized Representative:

Name: _____
 Position: _____
 Signature: _____
 Date: _____
 Stamp: _____

12. FA VERIFICATION

- Closure report reviewed
- Field verification conducted
- All requirements satisfied

Comments: _____

13. PIU FINAL APPROVAL

- Grant closed satisfactorily
- Grant closed with conditions (specify)
- Grant not closed (issues outstanding)

Approved by:

Name: _____

Title: _____

Signature: _____

Date: _____

ANNEX 25. SGIM RACI MATRIX

R – Responsible, A – Accountable, C – Consulted, I – Informed

I. PREPARATION STAGE (SGIM Part III)

Activity	PSC	PAG	TAC	PMU	FA	Local Govt	Coop
Develop SGIM	A	A	C	R	C	I	I
Approve SGIM (WB+MOFALI)	A	A	I	R	I	I	I
Sign MOUs with Local Gov	I	I	I	R	C	A	I
Establish TAC	A	A	R	R	I	I	I
Recruit/Contract FA	A	A	-	R	R	I	I
Develop Methodological Guidelines	I	I	I	R	R	I	I
Develop Financial Documentation	I	I	I	R	R	I	I
Cascade Training Tier 1	-	-	-	A	R	C	I
Cascade Training Tier 2	-	-	-	C	R	C	R

II. PRE-SELECTION STAGE (SGIM 4.1)

Activity	PSC	PAG	TAC	PMU	FA	Local Govt	Coop
Public Awareness Campaign	I	I	-	A	R	R	I
Information Dissemination Workshops	I	I	-	A	R	R	I
Application Submission	-	-	-	C	C	C	R
Registration of Applications	-	-	-	R	C	-	I

III. SELECTION STAGE (SGIM 4.2)

Activity	PSC	PAG	TAC	PMU	FA	Local Govt	Coop
Longlist–Shortlist Selection	-	-	R	C	C	-	I
Shortlist Capacity Building	-	-	-	C	R	C	R
Training Initiative Groups	-	-	-	C	R	C	R
Cooperative State Registration	-	-	-	C	C	A	A

Sub-Project Proposal Preparation	-	-	-	C	C	-	R
Eligibility Screening	-	-	C	R	C	-	I
TAC Technical Evaluation	-	C	R	C	C	-	I
Final Decision (PAG/PSC)	A	A	C	C	-	-	I

IV. IMPLEMENTATION STAGE (PROCUREMENT + FM + M&E)

Procurement under SGP (4.2.9)

Activity	PSC	PAG	TAC	PMU	FA	Local Govt	Coop	MOFALI
Sub-Project Agreement Signing	I	I	-	R	-	I	R	A, R
Procurement Planning	-	-	-	C	C	-	R	I
RFQ Preparation	-	-	-	C	C	-	R	-
Supplier Invitation	-	-	-	C	C	-	R	-
Quotation Evaluation	-	-	-	C	C	-	R	-
Purchase Contract Signing	-	-	-	I	I	I	A	-
Procurement Documentation Submission	-	-	-	R	C	-	R	A
Sub-Project Agreement (including Purchase contracts) implementation monitoring - supervision	I	I	I	R	R	C	R	A, R

V. DISBURSEMENT, MONITORING & TERMINATION

Activity	PSC	PAG	TAC	PMU	FA	Local Govt	Coop
Milestone Verification	-	-	-	A	C	C	R
Tranche Disbursement	-	-	-	A	C	-	I
M&E Reporting	-	-	-	A	C	C	R
Risk Reporting	-	-	-	A	C	C	R
Termination Proposal	A	A	-	R	-	C	I
Asset Transfer After Termination	C	-	-	R	-	R	R
Closure Plan Preparation	-	-	-	A	C	C	R
Final Reporting	A	A	-	R	C	C	I