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"VIRTUAL COOPERATIVES OF PASTORAL LIVESTOCK COMMUNITIES" PROJECT (VCPLCP) – P174733

(Sub-Grant Implementation Manual – SGIM)

2026



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STATUS, HIERARCHY AND USE OF THIS DOCUMENT

This document is intended to form part of the Sub-Grant Implementation Manual (SGIM) and, where required, of the Project Operations Manual (POM). It may also be used on a stand-alone basis by the Project Management Unit (PMU), the General Authority for Veterinary Services (GAVS), local administrations, veterinarians, Eligible Virtual Cooperatives and service providers in preparing, appraising, contracting, implementing, supervising and closing sub-projects aimed at improving access to veterinary services.

The table below sets out the legal and operational hierarchy of the governing documents and the role each performs in relation to this Manual.

Document	Status and use in relation to this document
Grant Agreement	Prevailing (controlling) document. This document may not conflict with the eligibility, sub-grant, procurement, environmental and social, disbursement or oversight provisions of the Grant Agreement.
POM	Implementation document. On the basis of agreement with the World Bank, this document may amend or supplement the POM.
SGIM	Operations manual of the small-grant program. This document may be incorporated into the SGIM as a self-contained annex or chapter.
"One Soum — One Veterinary Service Center" document	Policy and technical proposal consolidated into this document in conformity with the Project structure and the requirements of the Grant Agreement.

ANTI-CORRUPTION GUIDELINES

Implementation of the "One Soum — One Veterinary Service Center" (1S1V) Program shall comply with Section 2.02 of the Letter Agreement, Section 11 of the Project Operations Manual, the Anti-Corruption Guidelines, and the provisions of the Anti-Corruption Law of Mongolia.

GENERAL PROVISIONS

The Sub-Grant Implementation Manual constitutes an integral part of JSDF Letter Agreement No. TF0C2460 and of the Project Operations Manual (POM). The Manual is approved by the World Bank and the Ministry of Food, Agriculture and Light Industry (MOFALI) pursuant to the provisions of the Letter Agreement — in particular Section 1.02, paragraphs (o), (p), (q) and (r); Section 2.01, Part 2(a); Section 2.03, paragraphs (b)(ii) and (c); and row (5) of the table in Section 3.01 — as well as Component 2(a) of the Project Operations Manual. This approval forms part of the implementation framework of the "One Soum — One Veterinary Service Center" (1S1V) Program.

Under the "One Soum — One Veterinary Service Center" (1S1V) initiative, the Virtual Cooperatives Project (VCP) was designed as a complementary intervention to the Livestock Commercialization Project (LCP) and its support to Private Veterinary Units (PVUs). Whereas the LCP's PVU program strengthens institutional and technical capacity at the aimag level through private veterinary service providers, the VCP reinforces that effort by bringing veterinary services directly to the soum level. Through a standardized package — a veterinary service facility, laboratory equipment and digital connectivity upgrades — the VCP strengthens front-line service delivery and links aimag-level capacity building with local implementation. This integrated



framework improves disease surveillance, reduces livestock losses caused by dzud, drought and infectious disease, and ultimately supports the productivity and export competitiveness of the national livestock sector.

BACKGROUND AND RATIONALE

Livestock husbandry is a pillar of Mongolia's economy and the foundation of its food security, rural livelihoods and export earnings. In a country administratively organized into 22 aimags and 339 soums, the resilience of herder households depends directly on reliable local veterinary services. Improving animal health is therefore inseparable from securing a safe food supply, protecting national biosecurity, and sustaining the competitiveness of Mongolia's livestock sector in regional and global markets.

The risk of transboundary and emerging infectious diseases — foot-and-mouth disease, peste des petits ruminants, lumpy skin disease, avian influenza, rabies and anthrax — continues to grow. Recurrent climate shocks, high livestock mobility, expanding regional trade and increasingly complex food supply chains amplify vulnerability and underscore the imperative of strengthening veterinary service systems at the soum level. Strengthening these local systems creates first-line capacity to detect, prevent and respond to disease threats, safeguarding herder livelihoods and national biosecurity. Although annual disease-related mortality figures vary, reports of the Food and Agriculture Organization of the United Nations (FAO) and national assessments consistently highlight that disease outbreaks deepen vulnerability during climate shocks and inflict compounding losses on weakened herds.

Mongolia loses millions of head of livestock every year to disease and natural disasters: the 2023–2024 dzud alone is estimated to have killed more than 9 million animals — roughly 13 percent of the national herd — causing economic losses in excess of USD 820 million. Such shocks severely erode household coping capacity, rural incomes and national export potential. By strengthening veterinary capacity at the soum level, the 1S1V Program protects animal health in the smallest administrative unit of Mongolia and reduces the sudden losses caused by dzud and drought that gravely threaten herder livelihoods and heighten mortality risk. At the household level, reduced losses translate directly into improved incomes and resilience; at the local level, the Program shields animal health from climate and disease risks; and at the national level, it stabilizes livestock production and supports the growth of export markets for products of animal origin.

The refinement of the "One Soum — One Veterinary Service Center" (1S1V) Program is grounded in the delivery of veterinary services at the soum level to Eligible Virtual Cooperatives as a comprehensive package. The packages are expected to be demand-driven. Each package combines the supply and installation of a small, standardized veterinary service center facility with essential laboratory equipment, vaccine cold-chain upgrades and digital information tools, creating the conditions for veterinarians to work in a biosecure and adequate environment. This integrated approach raises disease detection and response capacity while giving herder households reliable access to modern veterinary services. By reducing livestock losses caused by dzud, drought and infectious disease, the Program increases household incomes locally, stabilizes livestock production nationally and supports export market growth. The continuous improvement of these packages will underpin the sustainability, accountability and long-term resilience of Mongolia's pastoral livestock economy.

The "One Soum — One Veterinary Service Center" concept centers on supporting, at the soum level, a standardized service facility, basic laboratory capacity, essential equipment, a biosecure



environment, vaccine cold-chain capacity, digital information systems and qualified human resources. Within the framework of this SGIM document, the concept is implemented through support agreements as a demand-driven sub-project model for improving access to veterinary services, designed for Eligible Virtual Cooperatives in the target soums.

Within the limits of the Grant Agreement and the Project's scope, this activity is also consistent with Mongolia's broader policy objectives, including the "Vision-2050" long-term development policy, the Government Action Program, Parliament Resolution No. 36 of 2022, Parliament Resolution No. 64 of 2024, and implementation of the Law on Animal Health.

PART ONE. OBJECTIVE AND REQUIREMENTS

OBJECTIVE

The objective of the "One Soum — One Veterinary Service Center" (1S1V) Program, implemented under the "Virtual Cooperatives of Pastoral Livestock Communities" (VCPLC) Project, is to support, at the soum level, a standardized service facility, basic laboratory capacity, essential equipment, a biosecure environment, vaccine cold-chain capacity, digital information systems and qualified human resources.

The goal of the "One Soum — One Veterinary Service Center" (1S1V) Program is to establish a reliable, demand-driven veterinary service system at the soum level and to give pastoral herders regular access to essential animal health services. By equipping soum veterinarians and administrations with a standardized service facility, basic laboratory capacity, a biosecure environment, an upgraded vaccine cold-chain system, a digital information platform and qualified personnel, the Program strengthens local resilience against animal disease and raises livestock productivity.

Nationwide, the 1S1V Program aims to establish fully functional veterinary service centers in thirty soums and to strengthen soum-level capacity. Eight soums with high potential for wool and cashmere raw-material production were selected in the first phase; in these soums, veterinary services are particularly critical for protecting animal health and assuring raw-material quality. For the herder cooperatives of these soums, improved animal health management is needed to build resilience and organizational capacity by reducing losses from natural disasters such as dzud, floods and drought. Building on this priority group, the Program extends the establishment of veterinary service centers to an additional seventeen soums, broadening its coverage and making professional animal health services widely accessible across the country.

To achieve this objective, the Government of Mongolia, with the support of the Japan Social Development Fund (JSDF), is implementing the 1S1V Program with the following priorities:

- reducing transboundary animal diseases;
- reducing livestock losses caused by natural disasters;
- increasing livestock yields (wool and cashmere);
- strengthening the capacity of herder cooperatives in the Project's target soums;
- sustaining the incomes of herder households.

The 1S1V Program shall be implemented in alignment with the Project components set out in the Project Operations Manual, the Project Development Objective (PDO), and the PDO-level and intermediate results indicators in Annex 1. Successful implementation will be measured by:



- establishment of veterinary units in the target soums;
- an increased number of veterinary units in the first-phase soums;
- expanded laboratory equipment in soum-level veterinary service centers;
- improved digital connectivity linking soum veterinary service centers to the unified national system;
- increased vaccine storage capacity in the soums.

GENERAL REQUIREMENTS

Under the technical prioritization criteria agreed with the Bank, selected soums must have large populations of small ruminants (sheep and goats) and yaks, since these species form the core of Mongolia's pastoral livestock economy while being the most exposed to climate shocks and infectious disease. Priority is given to soums with large and diverse herds that contribute substantially to household income, food security and rural livelihoods. Community-based veterinary services are therefore not an optional add-on, but a core condition for achieving the Project's livelihood and resilience objectives. The World Bank's animal health guidance emphasizes that livestock projects should strengthen both public and private animal health services, improve input and service delivery, prevent and control animal diseases, reduce zoonotic risks, and build resilience to climate and emergency shocks. This is particularly relevant in pastoral systems, where fixed, centrally located services often cannot reach mobile herder households in time. By supporting community-based basic veterinary capacity for Eligible Virtual Cooperatives at the soum level and linking it with cooperatives, herders, GAVS and the national reporting system, the 1S1V Program creates the last-mile service platform needed for early detection, timely vaccination, basic diagnostics, responsible use of veterinary medicines, disease reporting and practical advisory support. Effective veterinary service delivery requires a standardized package of core components in each soum: the supply and installation of a community-based veterinary service center facility providing a biosecure and adequate working environment; provision of basic laboratory equipment enabling routine diagnostics and disease detection; and improved digital connectivity linking the soum veterinary service center to the unified national system.

Under the 1S1V Program, the Project designated eight soums as initial targets; the remaining soums are selected using technical prioritization criteria. Eligible soums must conform to the Regional Development Concept approved by Parliament Resolution No. 64 of 5 June 2024 — in particular, soums designated as local development centers. Priority is given to soums with large, diverse herds, greater exposure to animal health risks and a history of transboundary disease outbreaks. In addition, those soums where Eligible Virtual Cooperatives can be established or have been established, and have a demand for community-based veterinary services. Current capacity — existing veterinary infrastructure, laboratory equipment and human-resource availability — is also taken into account. Geographic location matters: the central region (the principal base of wool and cashmere raw-material production), border areas and strategically important regions receive priority. Finally, socio-economic significance is assessed, targeting soums that play a key role in food security, export certification and the resilience of rural livelihoods.

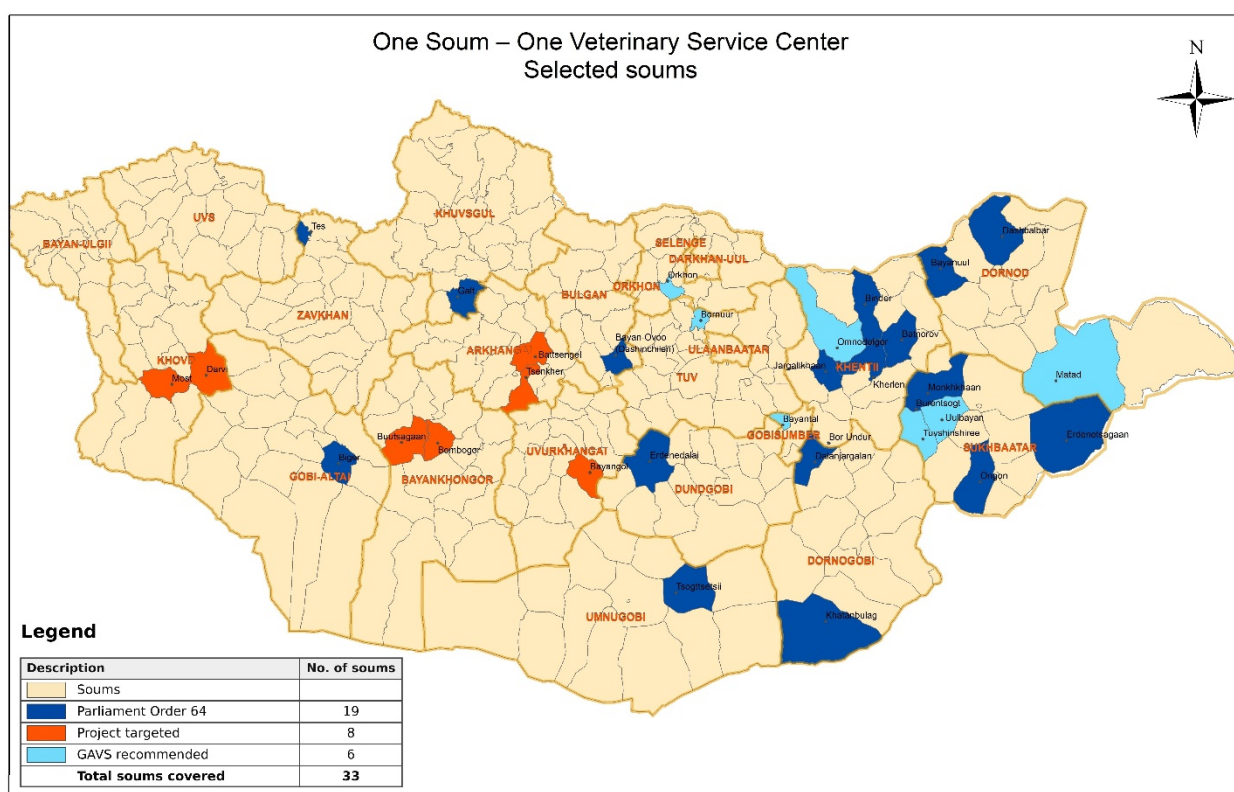
The following soum selection criteria have been defined for the broader 1S1V Program. For the purposes of the SGIM, they are applied as technical prioritization criteria subordinate to Grant Agreement compliance and the Project's geographic rules:

- inclusion among the Project's target soums, or application of the other criteria below;
- Eligible Virtual Cooperative is formed or will be formed;

- designation by MOFALI as a first-phase soum;
- land allocated to the Soum Governor's Office and ready for facility installation;
- livestock numbers: a higher population of small ruminants, or of yaks/camels, than other soums;
- disease risk: first-phase soums with frequent outbreaks, a history of transboundary disease, or high epidemiological risk;
- current capacity: needs and requirements in terms of existing infrastructure (buildings), laboratory capacity, equipment provision and human-resource availability;
- geographic location: strategically important regions;
- socio-economic significance: importance linked to wool and cashmere products (export significance).

The maximum number of 1S1V sub-projects financed within the Project's results framework is thirty (30) soums, inclusive of the Project's eight target soums.

Figure 1. Soum selection based on MOFALI requirements



ENVIRONMENTAL AND SOCIAL REQUIREMENTS

In accordance with the World Bank–approved Environmental and Social Commitment Plan (ESCP) and Environmental and Social Management Framework (ESMF), sub-project proposals shall be prepared only after the PMU and implementing partners have completed the required environmental and social information.

The 1S1V Program carries potential environmental risks that must be managed under the World Bank's Environmental and Social Framework (ESF). These include encroachment on sensitive



habitats through poor site selection, soil and water contamination from veterinary waste, and biosafety issues associated with vaccine storage and disposal. To meet World Bank requirements, land allocation will undergo environmental screening; specially protected areas will be avoided; adequate buffer zones will be established; and pasture-rotation systems will be safeguarded. Veterinary facilities will incorporate waste management systems and biosafety infrastructure, and will be sited in climate-resilient locations that reduce exposure to floods and drought. Facilities must not restrict or contaminate the traditional wells of herder households, and water-quality protection buffer zones will be established. Sanitary operations — carcass disposal, manure removal and facility disinfection — can, if inadequately controlled, contaminate soil and water, generate odor nuisance and spread pathogens.

To mitigate these impacts, facilities will adopt safe carcass burial or incineration practices, establish dedicated manure storage areas with runoff control, and use approved disinfectants that minimize chemical residues. By integrating biosafety regimes, waste treatment systems and community consultation, the Program will strengthen veterinary services while maintaining environmental sustainability and compliance with international standards.

- Site suitability – To minimize contamination risk, sites shall lie outside flood-prone zones and at an adequate distance from residential areas, schools and water sources.
- Buffer zones – To ensure biosafety, minimum protective distances compliant with Mongolian standards shall be maintained between veterinary facilities and sensitive receptors (households, wells, rivers, etc.).
- Waste management – Sites shall include designated areas for the safe disposal of biological waste, sharps and expired vaccines by incineration or sealed burial.
- Biosafety infrastructure – Sites shall accommodate fencing to prevent disease spread, controlled access points and quarantine areas.
- Community consultation – Before finalizing land allocation, the Soum Governor shall consult herder households and local stakeholders to avoid disputes and secure public acceptance.
- Environmental protection – Site selection shall comply with national environmental impact assessment (EIA) requirements and shall not adversely affect specially protected areas, pasture-rotation systems or biodiversity corridors.
- Accessibility – Sites shall be accessible year-round, with road connections that do not disturb fragile ecosystems.

Positive impacts include improved access to veterinary services, stronger animal health, and greater resilience of herder households to dzud and drought. The Program will also create employment for veterinarians, build trust between citizens and local government, and promote equitable service delivery in remote soums. Risks may include land-use conflicts during facility siting, unequal access for vulnerable herder groups, and community concerns over biosafety and waste management. To comply with ESS7 (Indigenous Peoples), ESS10 (Stakeholder Engagement) and ESS4 (Community Health and Safety), the Program will conduct inclusive consultations, operate a transparent grievance redress mechanism, and maintain culturally appropriate communication. Together, these safeguards ensure that veterinary services are not only technically effective but also socially equitable, accepted and sustainable.

PART TWO. ROLES AND RESPONSIBILITIES OF THE PARTIES

2.1. Project Steering Committee (PSC)

Pursuant to Article 10 of Government Resolution No. 176 of 2016, the Project Steering Committee (PSC) provides policy and operational direction to the Project Management Unit (PMU) and reviews and approves project and activity implementation plans so as to ensure that the Project objectives set out in the Letter Agreement are fully achieved within the agreed timeframe. The PSC is also responsible for approving the Sub-Grant Implementation Manual, ensuring implementation of the small-grant program, and taking final decisions approving sub-projects (soums).

2.2. Project Advisory Group (PAG) and Technical Appraisal Committee (TAC)

The Project Advisory Group is established pursuant to Sections 1.02(l) and 2.03(a)(i) of the Letter Agreement, Articles 1, 33 and 37 of Section 4 and Article 97 of Section 8 of the Project Operations Manual. Throughout the implementation period it is fully empowered to ensure the continuous implementation of the Project and, where necessary, to exercise the rights and duties of the Project Steering Committee. The Project Advisory Group is composed of:

- i. the State Secretary of the Ministry of Food, Agriculture and Light Industry (MOFALI);
- ii. the core members of the Project Steering Committee;
- iii. a representative of the General Authority for Veterinary Services (GAVS);
- iv. a representative of the Mongolian University of Life Sciences (MULS);
- v. a representative of the Ministry of Digital Development and Communications (MDDC), as required by Section 2.03(a)(i) of the Letter Agreement;
- vi. a representative of the National Association of Mongolian Agricultural Cooperatives (NAMAC); and
- vii. a representative of the Food, Agriculture and Light Industry Research and Development Center (FALIRDC), the last two as required by Article 37 of Section 4 of the Project Operations Manual.

The Technical Appraisal Committee (TAC) is established by order of the State Secretary of MOFALI pursuant to Sections 1.02(u) and 2.03(a)(ii) of the Letter Agreement and Articles 38 and 39 of Section 4 of the Project Operations Manual. The TAC comprises one representative of the Project Steering Committee, one representative of the Project Advisory Group, the Coordinator (Manager) of the Project Implementation Unit (referred to in Article 38 of Section 4 of the Project Operations Manual as the “LCP PIU Project Manager”), a representative of the PMU, and specialists in local development, information technology, and wool and cashmere; its members elect the chair from among themselves.

The TAC conducts the technical and financial appraisal of each sub-project proposal within its members' fields of expertise, scores each appraisal criterion, and may endorse a proposal, decline to consider it, or return it for revision. All TAC members sign the consolidated minutes evidencing the appraisal, and the TAC chair presents the consolidated appraisal results to the Project Advisory Group. Financing proceeds only after the Project Advisory Group has confirmed the appraisal results in its meeting minutes.



2.3. Project Management Unit (PMU)

The PMU is established pursuant to Article 10 of Government Resolution No. 176 of 2016 and Sections 1.02(m) and 2.03(a)(iii) of the Letter Agreement, and is responsible for implementing the 1S1V Program in accordance with the Letter Agreement, the Project Operations Manual and this Sub-Grant Implementation Manual.

2.4. General Authority for Veterinary Services (GAVS)

The General Authority for Veterinary Services (GAVS) plays the leading role in guiding and overseeing the "One Soum — One Veterinary Service Center" Program. As the national competent authority, GAVS is responsible for selecting eligible soums on the basis of the technical prioritization criteria — livestock numbers, disease risk, existing infrastructure, and socio-economic significance. Once the soums are identified, GAVS defines the items of the standardized package to be delivered: supply and installation of the veterinary service center facility, provision of laboratory equipment, the vaccine cold-chain system, and digital connectivity upgrades. By setting these requirements, GAVS ensures uniformity across all soums, strengthens front-line veterinary services, and aligns local implementation with national strategies for disease surveillance, food safety and export competitiveness.

- GAVS provides national-level policy direction and aligns the 1S1V Program with the VCP strategy.
- It develops and enforces technical standards for the veterinary service center facility, laboratory equipment, the vaccine cold-chain system and digital connectivity, ensuring uniformity across all soums.
- It consolidates soum- and aimag-level epidemiological data, coordinates national disease monitoring, and directs the response to transboundary disease outbreaks.
- GAVS ensures that Program implementation complies with the Grant Agreement, the Project's geographic rules and international veterinary standards.

2.5. Local Administration

The Soum Governor is the principal local authority responsible for the effective implementation of the "One Soum — One Veterinary Service Center" Program. The Governor's responsibilities include:

- Land allocation: preparing a site that meets the standard requirements for facility installation;
- Local coordination: overseeing the installation of the veterinary service center facility, the installation of laboratory equipment and digital connectivity upgrades;
- Resource allocation: providing land use, utility connections and local infrastructure support to the veterinary service center;
- Community engagement: facilitating cooperation among herder households, private veterinarians and local cooperatives;
- Monitoring and reporting: submitting timely information to the unified national veterinary information system.



PART THREE. DEVELOPMENT AND APPROVAL OF DOCUMENTS

The first step in implementing the 1S1V Program is the preparation and formal approval of the Sub-Grant Implementation Manual and related documents. These documents establish the Program's legal standing, transparency and conditions for successful implementation.

The Sub-Grant Implementation Manual defines the organizational structure and respective roles of MOFALI, the PMU, GAVS, local administrations and other stakeholders.

3.1. Organizational Documents

These documents define the structure of the "One Soum — One Veterinary Service Center" (1S1V) Program, the operational rights and duties of stakeholders, governance and organizational arrangements, and the responsibilities of participating Soum Governors and other parties. They shall be reviewed by legal specialists to confirm full compliance with Mongolian law, Japan Social Development Fund policies and sound financial management standards, and shall be approved by the World Bank.

They include the following documents:

- the Sub-Grant Implementation Manual;
- the Memorandum of Understanding to be concluded with local administrations;
- the standard legal templates of the sub-grant agreement.

3.2. Financial Documents

The PMU is responsible for developing and applying sub-project financing guidelines, standard forms and documentation to ensure that Program funds are used efficiently and transparently, in full compliance with Mongolian law and World Bank guidelines and standards.

The financing documentation underpins financial control and monitoring and the accurate, transparent delivery of the package to Project beneficiaries.

They include the following documents:

- grant award procedures and milestone control forms;
- templates for soum-level bookkeeping, financial reporting and internal audit control;
- templates for package requests and cost-justification documentation;
- templates for financial and asset reconciliation reports and sub-project closure reports;
- registers and control templates for equipment and assets procured with Project funds.

Financing of the 1S1V Program follows the financial management and disbursement arrangements of Section 6 of the Project Operations Manual: grant funds flow through the Project's US-dollar Designated Account (DA) and a sub-account opened with the State Treasury, and payments are executed with the authorization of the Ministry of Finance and MOFALI. Semi-annual interim financial reports (IFRs) are submitted to the World Bank within 45 days of the end of each reporting period, and the Project's financial statements are audited annually by an independent auditor appointed by the Mongolian National Audit Office. No cash transfers are made to Virtual Cooperatives and sub-grants are delivered entirely in-kind through centrally procured goods, works and services.

3.3. Methodological Guidelines

GAVS will prepare a detailed, user-friendly package of methodological guidelines aligned with the Project Development Objective indicators to support implementation of the 1S1V Program. The package standardizes key matters — sub-project preparation, soum capacity building, and compliance with land and safeguard requirements — providing a level playing field for all applicants regardless of location, herd size or related studies.

The methodological guidelines cover:

- biosafety requirements;
- the equipment package list (with technical specifications for each item – user manual);
- digital technology (user manual for access to the unified GAVS system);
- methods for recognizing and responding to common (previously recorded) diseases.

These guidelines will be distributed to the selected soums in printed and electronic form.

3.4. Standard Business Model for Sub-Projects

The PMU will develop a Standard Business Model to simplify the preparation of sub-project proposals and to promote technically sound, economically efficient and environmentally responsible investments. The Standard Business Model (SBM) is a sub-project modelling tool that applicant soums can readily adapt to local conditions. It is designed to help soums prepare technical documentation and to give them an equal opportunity to participate in the Program.

The SBM also facilitates technical appraisal and helps reduce the risk of over- or under-planning investment proposals.

The SBM includes:

- core soum information: livestock baseline data, alignment with the Program proposal, human resources, land information, operation and maintenance plans, and safety;
- an operational plan for implementing the Program;
- an Environmental and Social Management Plan (ESMP) for assembly and installation works;
- risk mitigation measures and safeguard considerations;
- indicators for monitoring financial and economic performance.

3.5. Public Information Campaign

A nationwide information campaign will be organized to ensure that potential Eligible Virtual Cooperatives are well informed about the objectives, criteria, application procedures and support mechanisms of the 1S1V Program. Public outreach must be strengthened and clearly targeted in the 70 priority soums identified by Parliament Resolution No. 64. As key regions for livestock production and rural livelihoods, these soums require timely information on veterinary service improvements, cooperative strengthening and disaster risk reduction. With well-informed herder households and cooperatives in these priority soums, the Program promotes transparency, builds trust in services, increases preparedness for challenges such as dzud, floods and drought, and protects the quality of wool and cashmere raw-material production.

Official information letters (from GAVS):



- Eligibility and participation – clearly explain that the beneficiaries are Eligible Virtual Cooperatives that have been formed or will be formed in order to participate in the 1S1V Program,
- how eligible virtual cooperatives in consultation with soum administrations submit sub-project proposals, and which types of activities are eligible for financing.
- Official notification – include the official decisions and announcements confirming that the Program is implemented under the authority of MOFALI with implementation coordinated by GAVS.
- Public announcement – publicize the Project implementation period, the schedule of activities, the window for expressions of interest and the deadline for sub-project applications, ensuring transparent and equal opportunity for all eligible soums and cooperatives.

These materials will be posted on the VCP platform and on a dedicated MOFALI webpage, which will:

- allow application forms and guidance materials to be downloaded;
- present information on key Program staff, partner organizations and stakeholders, organized by region;
- publish regularly updated information on the application window and the selection process;
- enable feedback collection and operation of the grievance redress mechanism.

Program-related grievances shall be received, recorded and resolved through the Project grievance redress mechanism operating under MOFALI and at aimag and soum level, in accordance with Article 72 of the Project Operations Manual.

The PMU is responsible for maintaining the webpage in Mongolian and English and updating it regularly to ensure transparency and accessibility.

3.6. Information Dissemination Training and Workshop Plan

To complement the information campaign, the PMU, together with the Governors of the selected soums and other stakeholders, will prepare a plan for workshops at aimag and soum level.

The plan has the following objectives:

- to introduce the objectives and procedures of the 1S1V Program to the Governors of the selected soums and other stakeholders;
- to explain the Program's benefits and the responsibilities it entails;
- to present the ESMF requirements related to biosafety.



PART FOUR. 1S1V PROGRAM IMPLEMENTATION STAGES

This Part sets out the sequence of activities to be carried out once the Program has formally commenced. These procedures ensure transparency, efficiency and inclusiveness throughout the grant application, selection and contracting process.

4.1. Geographic Selection Stage

Under the overall policy leadership of MOFALI it has been decided to expand the coverage of the program to eligible virtual cooperatives in the geographic areas that were not originally selected as part of the design of the Virtual Cooperatives. Project. Therefore, the General Authority for Veterinary Services (GAVS), together with the Project Management Unit (PMU), would select the soums in which community-based veterinary service centers will be established under the 1S1V Program. The process rests on transparent criteria and is aligned with national priorities. Only soums located within the Project's eligible geographic areas or in other areas formally agreed by the World Bank shall receive financing under this Program

- First-phase soums: selection begins from the 70 soums designated as national priority areas by Parliament Resolution No. 64.
- Land allocation with a biosafety buffer zone: the availability of a suitable site for assembling and installing the veterinary service center facility is a core criterion. Soums must demonstrate readiness to allocate land with a biosafety buffer zone maintaining safe distances from schools, kindergartens, hospitals, residential areas, markets, water sources and specially protected areas, so as to minimize disease transmission risk and protect public health and environmental integrity.
- Soud readiness: GAVS assesses the preparedness of soud administrations and eligible virtual cooperatives, including:
 - vaccine cold-chain capacity: availability and proper operation of cold-chain facilities for safe vaccine storage and distribution;
 - laboratory equipment use: availability of human resources to operate and maintain basic veterinary laboratory equipment for diagnostics and disease control;
 - infrastructure needs: identifying soums lacking essential infrastructure (pre-arranged electricity, water supply, roads, communications access) that require additional support for the veterinary service center to function effectively;
 - availability of qualified veterinarians, technicians and support staff to run community-based veterinary service center, manage the cold-chain system and use the laboratory equipment effectively.
- Production potential: priority is given to soums with high potential for wool and cashmere raw-material production, where improved veterinary services can directly enhance animal health and product quality.
- Climate resilience: soums exposed to natural disasters such as dzud, floods and drought are also considered, ensuring that the veterinary service center contributes to reducing livestock losses and strengthening cooperative resilience.
- History of transboundary disease exposure: priority is given to soums with a history of transboundary animal diseases (FMD, PPR, brucellosis, etc.). This ensures that veterinary service centers are placed at strategic locations that strengthen surveillance, prevention and rapid response capacity.



Final confirmation of soum selection is issued by the Ministry of Food, Agriculture and Light Industry (MOFALI) to ensure conformity with national policy and the legal framework.

4.2. Submission of Applications by Soums

Once soum selection is completed and formally approved by MOFALI, established eligible virtual cooperatives in the selected soum are invited to submit a formal application to PMU. Selection of a soum does not automatically create entitlement to a Sub-grant. Eligible Virtual Cooperatives shall identify and prioritize veterinary service needs through their general meetings and submit applications requesting support. The final Sub-project shall reflect the needs identified by participating cooperatives, taking into account local disease risks, livestock production systems, service gaps and operational sustainability.

Applications must be completed on the approved standard form, with all required fields filled in accurately and verifiably. Applications shall be accompanied by supporting documentation, including evidence of land allocation meeting the biosafety buffer zone requirement, confirmation of infrastructure readiness, evidence of vaccine cold-chain capacity, laboratory equipment provision, and proof of qualified staffing. Applications may be submitted in person at the designated location or through the approved electronic platform, which ensures access for remote soums. All applications must be received within the announced deadline; late applications will not be accepted. The PMU verifies the completeness of each application and sends an official acknowledgement to the submitting soum, confirming its progression to the next stage of Program implementation.

The formal application covers:

- Minutes of the general meeting of the eligible virtual cooperative, endorsing the application and emphasizing the demand-driven nature of the project;
- Registration documents of the eligible virtual cooperative;
- technical feasibility and economic efficiency;
- compliance with geographic and other biosafety requirements;
- soum capacity and governance readiness to support community-based veterinary services;
- the viability of the implementation and operation-and-maintenance plans;
- management of environmental and social risk mitigation measures.

4.3. Information Dissemination Training and Workshops

Sub-project proposals bearing the technical opinion of GAVS undergo technical and financial appraisal by the Technical Appraisal Committee (TAC) in accordance with Articles 35, 38 and 39 of Section 4 of the Project Operations Manual, with the meeting minutes signed by all members. On the basis of the consolidated appraisal results confirmed by the Project Advisory Group (PAG), MOFALI gives final approval to the selection.

To strengthen coordination and accountability, at least one joint workshop involving soum and aimag Governors shall be organized under the "One Soum — One Veterinary Service Center" Program. The workshop participants and target audience will be members of eligible virtual cooperatives. After MOFALI's final approval of soum selection, GAVS, together with the PMU, organizes workshops to ensure transparency, stakeholder engagement and capacity building. The workshops are held both in person and online to maximize access for all selected soums.

Key content includes:



- Program introduction: the objectives, scope and expected results of the 1S1V Program.
- Selection results: announcement of the soums selected under Parliament Resolution No. 64 and explanation of the criteria applied (land allocation, biosafety buffer zone, readiness, infrastructure, human resources, and history of transboundary disease exposure).
- Implementation guidance: clear instructions on the Project timeline, schedule of activities, expression-of-interest procedures and sub-project application deadlines.
- Capacity building: training in vaccine cold-chain management, laboratory equipment use, biosafety practices and infrastructure readiness.
- Digital access: workshops may be held online to ensure the participation of remote soums, reduce costs and broaden stakeholder engagement.
- Stakeholder engagement: open discussion with eligible virtual cooperatives, soum administrations and local stakeholders to clarify roles and build trust.
- MOFALI confirmation: formal announcement of MOFALI's approval of soum selection, ensuring legal and policy conformity.

These workshops serve as a platform for orienting local and aimag priorities, reviewing technical requirements — the veterinary service center facility, laboratory equipment and digital connectivity — and ensuring compliance with the Grant Agreement and the Project's geographic rules. By convening the Governors together, the Program reinforces shared responsibility for disease surveillance, livestock resilience against dzud and drought, and the integration of veterinary services into broader socio-economic development planning. Regular workshops also strengthen transparency, build stakeholder confidence, and enable effective aimag-level oversight of soum-level implementation.

The workshops shall:

- be led by representatives of the PMU and local administrations;
- include practical instruction on the community-based veterinary service center, laboratory equipment and vaccine cold-chain accessories;
- include a question-and-answer session addressing frequently asked questions;
- distribute printed copies of the standard forms and user manuals.

4.4. Final List of Soums and Replacement Arrangements

Following technical appraisal and MOFALI approval, GAVS prepares the final list of soums in the eligible virtual cooperatives have been selected and grants have been awarded.. This final list constitutes the formal basis for Program implementation. Should a selected soum with the selected eligible virtual cooperative prove unable to meet the required conditions (land allocation satisfying the biosafety buffer zone requirement, infrastructure readiness, staffing and the like), a consolidated reserve list of nominated soums is maintained and the administration of the soum concerned is notified immediately. Information dissemination may be conducted in person or online, depending on accessibility and organizational circumstances, and covers the Program's objectives, implementation timeline, application requirements, and the responsibilities of soum administrations and herder cooperatives. This ensures that all parties fully understand their roles and that implementation continues without interruption even where a soum becomes unable to participate. Pre-appraising and formally registering the soums on the reserve list guarantees seamless continuation of the Program. The replacement arrangement allows a soum that can no longer



participate to be substituted promptly, transparently and fairly, in line with national priorities, securing the Program's stability and flexibility.

4.5. Documentation Submission Deadline

All selected eligible virtual cooperatives endorsed by the Ministry of Food, Agriculture and Light Industry (MOFALI) shall compile and submit their formal applications, with all required supporting documents, within the deadline announced by Project Management Unit (PMU). Applications may be submitted in person at the designated location or through the approved electronic platform, ensuring access for remote soums. No additions, amendments or corrections to documents will be accepted after the publicly announced deadline. Should an eligible virtual cooperative miss the deadline or fail to complete its documentation, it will be replaced by another eligible virtual cooperative from the reserve list to safeguard Program continuity. Once the documentation of all selected eligible virtual cooperatives has been finalized and confirmed, the PMU immediately launches the procurement required to establish the community-based veterinary service centers, ensuring timely implementation of the ISIV Program.

4.6 Nature of the Sub-Grant and Procurement Arrangements

Under the ISIV Program, assistance shall be provided to Eligible Virtual Cooperatives in the form of in-kind Sub-grants consisting of veterinary service infrastructure, equipment, cold-chain facilities, digital connectivity improvements and related goods, works and services approved under a Sub-project.

For efficiency, standardization, quality assurance and compliance with the World Bank Procurement Regulations, procurement of goods, works and services financed under the Program shall be carried out centrally by MOFALI through the PMU on behalf of participating Eligible Virtual Cooperatives. Procurement undertaken by the PMU shall not alter the status of the Eligible Virtual Cooperative as the beneficiary of the Sub-grant.

Each approved Sub-project shall identify the Eligible Virtual Cooperative expected to benefit from the proposed investment, describe the services to be provided, and define the arrangements through which cooperative members shall access and utilize those services.

The resulting assets may be located on public land and, where required by applicable laws and regulations, may be registered as public assets under the custody of the Soum Governor's Office or another designated public entity. Such ownership arrangements shall not affect the status of the Eligible Virtual Cooperative as the beneficiary of the Sub-grant or the obligation to ensure that the assets are operated and maintained for the benefit of Eligible Virtual Cooperatives and their members.

The Sub-grant Agreement shall establish the rights and responsibilities of the parties, including arrangements for operation, maintenance, access to services, reporting, monitoring, and protection of assets financed under the Program.



4.7. Sub-Project Agreement

A formal quadripartite sub-project agreement is concluded between the selected Virtual Cooperative, MOFALI, GAVS and the administration of the soum concerned. The agreement contains the following provisions:

- Package list and delivery schedule: defines the approved package and links delivery to milestone completion.
- Roles and responsibilities: defines the the rights and responsibilities of the selected virtual cooperative, soum administration, the PMU, GAVS and MOFALI, including arrangements for operation, maintenance, access to services, reporting, monitoring, and protection of assets financed under the Program.
- Procurement and financial management: establishes procedures ensuring compliance with procurement, financial control and safeguard requirements.
- Monitoring and reporting: details the monitoring, reporting and verification mechanisms ensuring transparency and accountability.
- Asset use and transfer of ownership: defines the conditions of asset use and the process for custodianship .
- Dispute resolution and termination: provides mechanisms for resolving disputes, terminating the agreement and, where necessary, recovering assets.

Pursuant to Section 2.03(c)(ii)(B) of the Letter Agreement, every sub-grant agreement (Form GM-1) shall include the following provisions:

- the right of MOFALI to suspend or terminate the beneficiary's right to use the sub-grant, and to recover all or part of the funds provided, if the beneficiary fails to perform its obligations under the agreement;
- the obligation to carry out sub-grant activities with due diligence and efficiency, at an appropriate professional standard, in conformity with this Manual, the Environmental and Social Commitment Plan (ESCP) and the World Bank's Anti-Corruption Guidelines;
- the obligation to procure in accordance with the Letter Agreement and the Procurement Regulations, and to use the goods, works and services procured exclusively for the purposes of the sub-project;
- the obligation to maintain records and accounts of activities, assets and expenditures, to have them audited by an acceptable independent auditor at the request of the World Bank or MOFALI, and to submit the results;
- the obligation to enable the World Bank, MOFALI and the PMU to inspect the sub-project's activities and related documents on site;
- the obligation to report progress and results against the monitoring and evaluation indicators and to provide any information requested.

Each agreement is tailored to the selected Virtual Cooperative's proposal and appraisal results but follows the standard template approved by MOFALI and consistent with JSDP and World Bank rules.

Before the agreement is signed, the PMU verifies that:

- the eligible Virtual Cooperative is legally ready to receive the support;
- the land has been allocated to the Soum Governor's Office;



- a veterinary professional is employed and in place;
- the additional safeguard conditions have been met.

PMU staff assigned to the soums verify these conditions and assist in remedying any deficiencies.

PART FIVE. THE PACKAGE

5.1. Eligible Activities

- Eligible activities may be financed through centrally procured goods, works and services delivered as in-kind Sub-grants to Eligible Virtual Cooperatives;
- Supply and installation, refurbishment, upgrading, furnishing and fitting-out of facilities dedicated to Project-supported access to veterinary services, where the justification is clearly set out in the approved proposal and the relevant ESF and procurement requirements are met;
- Basic veterinary laboratory equipment, field diagnostic equipment, sample-handling tools, biosafety supplies and related service equipment;
- Vaccine cold-chain storage equipment, refrigerators, cold boxes, temperature monitoring devices and related accessories, where linked to the approved service arrangement;
- Information and communication technology equipment required for digital reporting, advisory services, use of the virtual cooperative platform, feedback and knowledge dissemination — connectivity equipment, computers, printers, software and platform access devices;
- Training, demonstration events and advisory services for cooperative members on disease prevention, animal health, biosafety, prudent use of veterinary medicines, animal welfare, cold-chain awareness, digital reporting and improved production practices;

The costs of such training, demonstration events and advisory services shall be budgeted in the annual work plan and financed from Category (2) "Training" of the Letter Agreement, with the corresponding cost estimates reflected in the Program budget and the Procurement Plan.

- Service protocols, user arrangements, maintenance arrangements, asset registers, information and reporting arrangements, access to the grievance redress mechanism (GRM) and monitoring tools required to implement and supervise the sub-project.

5.2. Indicative Per-Cooperative Investment Package and Alignment with Eligible Activities

No	Eligible activity category	Cost category / package	Quantity	Costing / remarks
1	Assembly, installation and standardization of the veterinary service facility	Veterinary service facility/fit-out justified by the approved sub-project	1 package	Assessed and costed individually on the basis of the site design, ESF screening, market assessment and the SGIM ceiling.
2	Veterinary equipment	Core service kit of the community-based veterinarian	1 kit (15 items) per approved soum/veterinarian	Detailed in Section 5.4; prices established through market quotations and technical comparison.

№	Eligible activity category	Cost category / package	Quantity	Costing / remarks
3	Vaccine cold-chain storage and breeding-service support	Cold-chain and breeding-service items	1 package	Includes a refrigerator where justified by the service model and operation and maintenance capacity. Includes portable vaccine carriers (≥ 18 L, 4 units per soum) for veterinarians to deliver vaccines from the facility to herders.
4	Digital reporting / platform access devices	Unless specifically justified, existing project/platform reporting arrangements and available ICT are used	As required	Each ICT item is justified individually and aligned with the Project's reporting requirements.

5.3. Supply, Assembly and Installation Requirements

All specifications below are established as minimum requirements.

- Design approval: After contract signature, the Contractor shall finalize the proposed facility design in consultation with the Client and obtain formal approval from the Construction Development Center (CDC).
- Area: Single-story sandwich-panel facility with a total area of ≥ 86 m² (12.0 m $\times$ 7.2 m) and a usable area of ≥ 75 m².
- Structure and walls: Steel frame structure. Wall sandwich panels not less than 15 cm thick, with fire-resistant infill of high insulation performance, made of materials harmless to people, animals and the environment, and compliant with building thermal engineering norms.
- Finishes and site works: The color scheme shall be formally agreed with the Client before approval of the detailed working design.
- Utilities (heating): Internal electric heating system.
- Utilities (water supply): A complete internal piping network with a water storage tank of not less than 100 liters and an electric water heater (boiler) in the sanitary room; internal water-supply and sewerage pipes insulated against freezing.
- Utilities (wastewater): A wastewater solution sized for staff numbers and operational load, with capacity for at least 30 days' accumulation and not less than 2 m³ (2,000 liters) — either (a) a two-stage settlement-and-filtration system of proven performance in local conditions, or (b) a sealed, watertight wastewater holding tank; frost-protected, of polyethylene/composite or reinforced concrete construction, fully connected to the internal plumbing.
- Electricity and ventilation: External power connection per the technical conditions. Complete internal and external LED lighting; room air exchange resolved in compliance with applicable norms and standards.

№	Room	Minimum area	Purpose / special requirements
1	Corridor	≥ 5.0 m ²	Main entrance corridor
2	Veterinary service unit (VSU) doctors' office	≥ 13.0 m ²	Workspace of the veterinarians
3	Vaccine storage room	≥ 11.1 m ²	Windowless, insulated, dedicated earthing, ventilated

№	Room	Minimum area	Purpose / special requirements
4	Pharmacy / medicine store	≥ 10.3 m ²	Storage of medicines and biologicals
5	Dry store	≥ 3.8 m ²	Storage of materials and instruments
6	Laboratory	≥ 11.0 m ²	Chemical-resistant surfaces, ready for disinfection
7	Veterinary department (VD) specialists' office	≥ 11.0 m ²	Workspace of technical staff
8	Sanitary room	≥ 3.1 m ²	Moisture-resistant tiling, fully equipped
9	Laboratory corridor	≥ 6.7 m ²	Internal connecting corridor

Sanitary room fit-out requirements:

- Floor and walls: Washable floor-to-ceiling moisture-resistant ceramic wall tiles; anti-slip floor tiles precisely sloped toward the floor drain.
- Sanitary fixtures: Quality ceramic toilet (dual-flush) and ceramic washbasin with chrome/sensor tap.
- Water and boiler system: 100 L stainless-steel water storage tank, water pressure pump, and electric water heater (boiler) of not less than 30 L.
- Accessories: Mirror, hand dryer, soap dispenser, paper holder, odor-trap floor drain and wall-mounted extractor fan, fully installed.

Cold-chain room requirements

- Area and dimensions: Not less than 11.1 m² (minimum 3.82 m × 2.9 m), dedicated to vaccine storage.
- Windows and construction: Entirely windowless; insulated with ≥ 150 mm fire-retardant PIR sandwich panels; concrete floor with 10 cm XPS insulation and a seamless epoxy/rubber finish.
- Ventilation and protection: Forced heat-extraction ventilation fan; lockable door with keypad lock; warning signs and markings.

№	Parameter	Minimum technical requirement
1	Purpose	Storage of veterinary vaccines, biologicals and diagnostic reagents
2	Capacity	25,000–30,000 liters
3	Temperature range and precision	+2°C to +8°C (automatic control); fluctuation not exceeding ±1°C
4	Air circulation	Forced-air circulation system maintaining a uniform internal temperature
5	Dual heating mode	Automatic defrost and heating mode preventing freezing below +2°C in winter
6	Controls and alarms	Microprocessor control with digital display of 0.1°C resolution; audible/visual alarms for high/low temperature, power failure and open door
7	Temperature logging	Continuous temperature recording with a data logger retaining at least 30 days of history
8	Operating conditions	Normal operation at ambient temperatures of –40°C to +35°C
9	Warranty period	Not less than 24 months

5.4. List of Veterinary Equipment

The table below presents the proposed standard equipment package. ELISA readers, biosafety cabinets and comparable laboratory-grade equipment are not included in the standard PVU kit, as they require facility-level diagnostic mandates, trained personnel, quality assurance, testing protocols, consumables and referral arrangements. They may be considered only as separate optional laboratory add-on modules where the approved sub-project documents a specific need and the operation and maintenance capacity.

No	Equipment	Technical specification	Qty	Total price (USD)
1	Incubator (thermostat)	Temperature range: ambient +5°C to 60°C; digital display; heating block/shelves; capacity 20–40 L	1	534.7
2	Centrifuge	Maximum speed ~5,000 rpm; RCF ≥2,500 ×g; 7/10 mL tubes; digital control	1	694.4
3	pH meter	Measuring range 0.00–14.00 pH; automatic temperature compensation (ATC); penetration electrode; digital display	1	277.2
4	Rose Bengal test plate	The plate is pre-coated with antigen; the sample is applied and the result read by observing wide/spot agglutination. Positive/negative results are determined by the reaction color and the degree of agglutination on the plate.	1	69.5
5	Residue analyzer (reader/sensor)	Reading capability from ppm down to ppb level. Type: portable/laboratory. Interface: LCD/computer connection.	1	2,475.7
6	Light microscope	Magnification 40×–1000×. Optics: achromatic objectives 4×, 10×, 40×, 100× (oil immersion); eyepieces: 10× standard; illumination: adjustable LED; focus: coarse and fine; stage: two-axis mechanical; condenser: Abbe 1.25 NA; diaphragm: iris; head: trinocular; power: 110/220 V	1	1,782.5
7	Autoclave	Chamber size: Ø300×520 mm; temperature: 115–129°C; pressure: 0.145–0.165 MPa; power: AC 220 V, 50 Hz; rating: 2.0 kW; material: SUS 304 stainless steel	1	623.6
8	Two-door refrigerator	Temperature range – freezer: –10°C to –20°C; refrigerator compartment: +2°C to +8°C (power: 220 V, 50 Hz); internal capacity: ~300–330 L	1	777.7
9	Laboratory bench	Phenolic/epoxy resin worktop, chemical-resistant, 120–150 cm long, stainless-steel frame, with water tap	1	1,782.5
10	Portable vaccine carrier (refrigerated)	Haier Biomedical (or equivalent), +2°C to +8°C, 12 V / 220 V AC, capacity not less than 18 L	4	1,000.0
11	Cleaning and disinfection mist sprayer	Backpack mist duster with petrol engine; sprays 50–120 micron droplets to a distance of 12–15 m	1	416.6
12	Water storage tank	Capacity 1,000 L	1	305.5
13	Liquid nitrogen storage tank	Vacuum-insulated cryogenic vessel; approximately 20 liters; secure lid; suitable for field transport	1	336.1
14	Magnetic probe	Veterinary magnetic probe suitable for cattle; foreign-body retrieval device	1	69.5

№	Equipment	Technical specification	Qty	Total price (USD)
15	Portable veterinary ultrasound scanner	Portable, battery-operated veterinary ultrasound unit; rectal and abdominal scanning capability; image storage memory; field carrying case; battery life sufficient for field examinations	1	1,805.5
	Total			12,951.2

5.5. List of Soums

The list below groups the nominated soums by region, aimag, soum, category and selection rationale. Implementation will cover the highest-ranked eligible applications that satisfy all eligibility, technical, fiduciary and safeguard requirements

№	Aimag/City	Soum/District	Category/Status	Selection rationale and technical remarks
1. Khangai region				
1.1	Arkhangai	Tsenkher	Core target (VCP)	Major wool and cashmere production center
1.2	Arkhangai	Battsengel	Core target (VCP)	Major wool and cashmere production center; urgent vaccine cold-chain need
1.3	Bayankhongor	Bömbögör	Core target (VCP)	Major wool and cashmere production center; exposed to climate shocks
1.4	Bayankhongor	Buutsagaan	Core target (VCP)	Major wool and cashmere production center; local development center; veterinary facilities require strengthening
1.5	Övörkhangai	Arvaikheer	Core target (VCP)	Regional administrative and veterinary service hub; high livestock flows in the central region
1.6	Övörkhangai	Bayangol	Core target (VCP)	Major wool and cashmere production center; high small-ruminant disease risk
2. Western region				
2.1	Khovd	Darvi	Core target (VCP)	Pre-identified target soum of the Virtual Cooperatives Project; western region with transboundary animal disease risk
2.2	Khovd	Möst	Core target (VCP)	Pre-identified target soum of the Virtual Cooperatives Project; wool and cashmere production area
2.3	Govi-Altai	Biger	First-phase target	Major wool and cashmere production center; high small-ruminant disease risk



2.4	Zavkhan	Tes	First-phase target	History of transboundary animal disease outbreaks
3. Northern region				
3.1	Bulgan	Dashinchilen	First-phase target	Central transit corridor; high livestock concentration
3.2	Khövsgöl	Galt	First-phase target	Local development center
4. Central region				
4.1	Selenge	Orkhon	Nominated by GAVS	Strategically located soum, important for expanding access to veterinary services
4.2	Töv	Bornuur	Nominated by GAVS	Key point for controlling disease in livestock moving toward Ulaanbaatar
5. Eastern region				
5.1	Dornod	Bayan-Uul	First-phase target	History of transboundary animal disease outbreaks; significant for wool and cashmere production and biosafety
5.2	Dornod	Dashbalbar	First-phase target	Transboundary animal disease risk; biosafety significance
5.3	Dornod	Matad	Nominated by GAVS	Transboundary animal disease risk; wool and cashmere production significance
5.4	Sükhbaatar	Tүвшinshiree	Nominated by GAVS	Wool and cashmere production; transboundary disease risk significance
5.5	Sükhbaatar	Ongon	First-phase target	Wool and cashmere production and biosafety significance
5.6	Sükhbaatar	Mönkhkhаan	First-phase target	Wool and cashmere production; animal disease risk significance
5.7	Sükhbaatar	Erdenetsagaan	First-phase target	Border location; transboundary animal disease risk significance
5.8	Khentii	Kherlen	First-phase target	Regional services and veterinary control significance
5.9	Khentii	Batnorov	First-phase target	Wool and cashmere production and biosafety significance
5.10	Khentii	Binder	First-phase target	Biosafety and animal disease risk control significance
5.11	Khentii	Ömnödelger	Nominated by GAVS	Wool and cashmere production; animal health service significance
5.12	Khentii	Jargaltkhaan	First-phase target	Animal health and biosafety significance
5.13	Khentii	Bor-Öндör	First-phase target	Strategically located soum, important for expanding access to veterinary services
6. Gobi region				
6.1	Govisumber	Bayantal	Nominated by GAVS	Strategic transit soum, suitable as a replacement



6.2	Dornogovi	Khatanbulag	First-phase target	Transboundary disease risk; strategic location significance
6.3	Dornogovi	Dalanjargalan	First-phase target	Strategic transit soum, suitable as a replacement
6.4	Dundgovi	Erdenedalai	First-phase target	Wool and cashmere production; suitable as a replacement
6.5	Ömnögovi	Tsogttsetsii	First-phase target	Wool and cashmere production; transboundary disease risk significance
7. Peri-urban / eastern peri-urban region				
7.1	Ulaanbaatar	Baganuur	First-phase target	Peri-urban pasture quarantine zone; nominated soum of the eastern peri-urban area

For procurement and implementation purposes, all nominated soums are grouped by location into the following three lots.

Lotting applies to the supply and installation of the veterinary service center facilities only, which is procured as three separate contracts, one per lot. The veterinary equipment and the office computers, equipment and furniture are each procured under a single nationwide contract covering all implementing soums. For each lot, the facility procurement lot value shown below is therefore the value of the facility contract for that lot, while the total investment figure shows the combined value of all three packages delivered to those soums.

Lot 1 (Western and Khangai region, 12 soums): Tsenkher and Battsengel of Arkhangai; Darvi and Möst of Khovd; Bömbögör and Buutsagaan of Bayankhongor; Arvaikheer and Bayangol of Övörkhangai; Biger of Govi-Altai; Tes of Zavkhan; Dashinchilen of Bulgan; Galt of Khövsgöl. Facility procurement lot value: USD 477,222, for 10 soums to be implemented. Total investment in these soums, including the veterinary equipment and office furniture procured under separate nationwide contracts: USD 635,485

Lot 2 (Northern, Gobi and Ulaanbaatar regions, 8 soums): Orkhon of Selenge; Bornuur of Töv; Baganuur District of Ulaanbaatar; Bayantal of Govisumber; Khatanbulag and Dalanjargalan of Dornogovi; Erdenedalai of Dundgovi; and Tsogttsetsii of Ömnögovi. Facility procurement lot value: USD 334,056, for 7 soums to be implemented. Total investment in these soums, including the veterinary equipment and office furniture procured under separate nationwide contracts: USD 444,839.

Lot 3 (Eastern region, 13 soums): Bayan-Uul, Dashbalbar and Matad of Dornod; Tüvshinshree, Ongon, Mönkhkhааn and Erdenetsagaan of Sükhbaatar; Kherlen, Batnorov, Binder, Ömnödelger, Jargaltkhaan and Bor-Öндör of Khentii. Facility procurement lot value: USD 620,389, for 13 soums to be implemented. Total investment in these soums, including the veterinary equipment and office furniture procured under separate nationwide contracts: USD 826,130.

The list contains more soums than will be implemented. Implementation will cover the 30 soums — 10 in Lot 1, 7 in Lot 2 and 13 in Lot 3 — that first complete the required documentation, including land allocation and utility readiness, and fully secure local participation. Should any soum fail to meet the required conditions, the delivery location will be replaced by another soum on the same lot's list, in which case the unit price shall remain unchanged.

PART SIX. PROCUREMENT

Procurement is undertaken centrally by the PMU on behalf of Eligible Virtual Cooperatives receiving Sub-grants under the Program.

Procurement under the 1S1V Program is carried out in accordance with the World Bank Procurement Regulations for IPF Borrowers as defined in Section 1.02(k) of the Letter Agreement, and on the basis of Section 2.03(c)(ii)(B)(2)(c) of the Agreement,

Delivery of the package shall be effected in several tranches, based on verification of milestone completion and in accordance with the agreed contractual terms. The delivery schedule shall be annexed to the agreement and shall specify:

- the performance and delivery schedule;
- performance verification and acceptance requirements and supporting evidence (handover records, invoices, photographs, etc.);
- the obligations of the Soum Governors and the reporting arrangements.

Upon signature of the agreement, the "One Soum — One Veterinary Service Center" Program formally enters the implementation phase.

6.1. Procurement under the 1S1V Program

Pursuant to Article 70 of Section 7 of the Project Operations Manual, and on the basis of the consent and joint requests of the beneficiary Eligible Virtual Cooperatives and soums, the MOFALI/PMU consolidates requirements for goods of the same type and organizes procurement centrally on behalf of the soums.

Pursuant to Article 70 of Section 7 of the Project Operations Manual, quotation and bid evaluation is performed by an evaluation committee established under the MOFALI/PMU, chaired by the Director of the Strategic Policy and Planning Department of MOFALI and comprising the project coordinator, the grant manager, the procurement specialist and relevant sectoral specialists.

The three procurement packages to be organized under the 1S1V Program, together with their methods, estimated costs and delivery periods, are summarized in the table below.

№	Procurement package	Method	Estimated cost (USD)	Delivery / performance period
1	Supply and installation of "One Soum — One Veterinary Service Center" facilities and equipment (Lot 1 — Western and Khangai; Lot 2 — Northern, Gobi and Ulaanbaatar; Lot 3 — Eastern)	RFQ, open	1,431,666.67	no later than 10 December 2026
2	Supply of veterinary (laboratory) equipment — 30 soums, 15 items	RFQ, open	388,537.50	30 days from contract signature
3	Supply of office computers, equipment and furniture — 30 soums, 570 items	RFQ, open	86,250.00	30 days from contract signature
	Total		1,906,454.17	

The review regime (prior/post review) for each procurement shall follow the Procurement Plan agreed with the World Bank and registered in the STEP system. All procurements are awarded to the lowest-priced substantially responsive quotation.

NOTE: To validate the feasibility of the proposed cost estimates and delivery schedules, a simplified market assessment may be conducted through Early Market Engagement (EME) with potential suppliers for each planned activity.

6.1.1. PMU Procurement (Procurement Plan Proposal)

(a) Supply and installation of the veterinary service center facilities. The supply and installation of the facilities is organized under the Goods category by the Request for Quotations (RFQ) method, taking the following into account:

- conducting early market engagements to pre-assess the pool and capacity of potential suppliers and contractors to ensure that the contract will be completed before the Closing Date of December 31, 2026 (Letter Agreement, Section 3.03), with delivery and acceptance completed by 10 December 2026;
- resolving in advance all technical and regulatory prerequisites — compliance with hygiene, safety and wastewater management standards, land allocation, and the electricity supply arrangements for heating;
- applying geographic lotting of the facility supply and installation only (Lot 1 Western and Khangai; Lot 2 Northern, Gobi and Ulaanbaatar; Lot 3 Eastern) to broaden market participation and facilitate timely delivery.

(b) Procurement of other goods. Other goods — veterinary equipment, office furniture and computers — are procured under the Goods category by the Request for Quotations (RFQ) method, each under a single nationwide contract covering all implementing soums, and are therefore not divided into lots. The following measures shall be taken:

- confirmation of the estimated costs by the General Authority for Veterinary Services under MOFALI;
- a simplified market assessment, engaging licensed potential suppliers to confirm the feasibility of the proposed estimated costs and delivery schedules by early market engagement.

I. GOODS AND NON-CONSULTING SERVICES

No	Reference	Contract title	Budget (USD)	Contracts	Method	Announce	Contract signing	Duration (months)
1.1	GO-RFQ-C2-02/2026	Veterinary equipment	388,537.50	1	RFQ	2026.09.01	2026.09.10	1
1.2	GO-RFQ-C2-03/2026	Office furniture and computer equipment	86,250.00	1	RFQ	2026.09.01	2026.09.10	1
1.3	GO-RFQ-C2-05/2026	Supply and installation of "One Soum — One Veterinary Service Center" facilities and equipment (Lot 1, Lot 2, Lot 3)	1,431,666.67	3	RFQ	2026.09.01	2026.09.10	2
		Subtotal	1,906,454.17					

6.2. Veterinary Equipment

Veterinary equipment is procured under the Goods category by the Request for Quotations (RFQ) method. As more than ten licensed companies supply veterinary equipment, the request for quotations will be sent to all of them in addition to the open advertisement for quotations in



accordance with the World Bank Procurement Regulations. The estimated cost is confirmed by the General Authority for Veterinary Services under MOFALI, and a simplified market assessment verifies the feasibility of the cost and the delivery schedule. The estimated cost for this activity is USD 388,537, equivalent to USD 12,951 per soum.

In addition, office computers, equipment and furniture for the veterinary service centers of the 30 soums will be procured by the Request for Quotations method. The estimated cost is USD 86,250, covering 60 desktop computers, 60 printers, 180 desks, 90 steel cabinets and 180 conference chairs — 570 items in total.

NOTE: To validate the feasibility of the proposed cost estimates and delivery schedules, a simplified market assessment may be conducted through Early Market Engagement (EME) with potential suppliers for each planned activity.

6.3. Community-based Veterinary Service Center Facility

The purpose of this assignment is to supply, install and commission, on a turnkey basis, soum veterinary service center facilities of not less than 86 m² (usable area not less than 75 m²) comprising a total of 9 rooms and spaces, complete with the required equipment, under the "One Soum — One Veterinary Service Center" program implemented by MOFALI. Each facility shall include a fully equipped vaccine storage room, a sanitary room, and an external wastewater solution (a two-stage settlement-and-filtration system of proven performance in local conditions, or a sealed wastewater holding tank, or similar).

Duration: the works shall be completed by 10 December 2026.

Project rationale: The assignment is consistent with the policies of the Government of Mongolia and MOFALI and with the World Bank-supported "Virtual Cooperatives of Pastoral Livestock Communities" Project (P174733 / JSDF grant), which aims to build modern front-line veterinary infrastructure, introduce digital technology, expand cold-chain and biosafety networks, and strengthen technical services to herders at the local level.

Specific and realistic qualification requirements regarding financial capacity and similar work experience will be stipulated in the RFQ document, which must be reviewed and approved by the World Bank before the commencement of the procurement process.

NOTE: To validate the feasibility of the proposed cost estimates, delivery schedules, technical and qualification requirements, a simplified market assessment may be conducted through Early Market Engagement (EME) with potential suppliers for each planned activity.

No	Criterion	Client's detailed requirement
1	Advance payment security	The Client may pay an advance of up to 30 percent of the contract price; the Contractor shall first submit a bank guarantee equal to the advance payment. The advance is recovered pro rata from progress payments.
2	Contract performance terms	The works shall be performed on a full turnkey basis (including design, construction and assembly, utility connections, supply of relevant equipment and commissioning of the facility at the completion of contract).
3	Required license	Special license for construction, extension and renovation works: BA-2.1
4	Audited financial statements	Audited financial statements for 2023, 2024 and 2025 shall be submitted

№	Criterion	Client's detailed requirement
5	Legal standing	The bidder shall not be on the World Bank debarment list or the government procurement blacklist, shall have no overdue tax liabilities, and shall not be subject to bankruptcy or insolvency proceedings

Requirements for the Contractor's key personnel

№	Position	Qty	Qualifications and experience
1	Civil engineer	1	Qualified civil engineer (civil and industrial construction) with at least 3 years' experience; may be permanent or contracted staff.
2	OHS officer	1	Valid occupational health and safety training certificate; may be permanent or contracted staff.
3	Plumbing/utilities technician	1	At least 3 years' experience in internal and external utility networks and external wastewater installations.
4	Electrician	1	Electrical engineer with at least 3 years' experience and a professional license for electrical installation works.
5	Support workers	As required	Support workers for construction, assembly and equipment installation.

Work schedule, terms and handover

- The Contractor shall submit a detailed work schedule guaranteeing completion within 90 days of contract signature and commissioning of all works no later than 10 December 2026, and shall submit progress reports in the first week of every month.
- Assembly and installation shall strictly follow the approved design, the Construction Norms and Rules (BNbD) and engineering standards.
- All materials shall be brand new and accompanied by certificates of origin.
- Five complete sets of as-built documentation, hidden-works certificates and a photographic report shall be delivered in hard copy and electronically (PDF).
- Warranty: not less than 12 months for the facility and equipment and not less than 24 months for the vaccine refrigeration system. The warranty period runs from the date of commissioning acceptance; defects notified shall be remedied by the Contractor at its own expense within 14 working days.
- The final owner and custodian of the assets is the Soum Governor's Office. The assets shall be operated for the benefit of Eligible Virtual Cooperatives and their members in accordance with the Sub-Grant Agreement.

6.4. Oversight & Ethical requirements The Bank's Anti-Corruption Guidelines and the Annex IV, Fraud and Corruption of the WB Procurement Regulations for IPF Borrowers will apply with respect to procurement under Bank Investment Project Financing operations.

The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), 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.

The procurement related documents shall be recorded in the STEP system for the Bank's further review, namely:



- sample-based review of procurement files for compliance;
- verification that procured items conform to the technical specifications and quantities in the approved budget;
- detection of irregularities and potential fraud, and initiation of corrective action.

6.5. Suspension or Termination of a Sub-Project

Where the agreed requirements and obligations have not been met, or where grounds arise to terminate the sub-project agreement for any of the reasons below, the PMU conducts a preliminary review, obtains the approval of the PSC/PAG, and issues a notice of termination of the sub-project agreement.

Grounds for termination include:

- failure to perform obligations under the sub-project agreement;
- misuse or loss of assets;
- cessation of operations during sub-project implementation, or a substantial loss of implementation capacity due to organizational restructuring or changes of management;
- other circumstances identified through PMU monitoring and evaluation that pose a serious risk to the sub-project's expected results.

The PMU sends the soum a written notice explaining the grounds for termination. Upon termination of a Sub-grant Agreement, MOFALI may require the Soum Governor's Office to transfer the use, operation and custodianship arrangements associated with Program-financed assets to another approved beneficiary location, in accordance with applicable laws and the terms of the Sub-grant Agreement.

6.6. Sustainability and Closure of the 1S1V Program

In accordance with Section 9 of the Project Operations Manual, the Program is designed to achieve its objectives fully during implementation and, after Project closing, to continue improving animal health on a sustainable basis. A sustainability and closure plan shall be developed and implemented from the outset through to completion, supporting the adoption of environmentally sustainable practices in soum veterinary services.

6.6.1. Sub-Project Closure Plan

Sub-projects are brought to completion in phases: assets are transferred in stages; ownership and responsibility are handed over step by step to local administrations and other stakeholders; sustainable operations and good practices are scaled up and disseminated; and commitments to continued operation, maintenance and service delivery are secured.

To ensure sustainability, the following outcome and performance indicators are included in the sub-project agreement:

- increasing the engagement of national and local policymakers in sustaining Project-supported activities;
- supporting the replication and scaling-up of successful practices;
- improving veterinary services in wool and cashmere production regions.



6.6.2. Asset Ownership and Custodianship

Pursuant to the applicable laws and regulations of Mongolia governing state and local public property, all facilities, equipment and other assets financed under the "One Soum – One Veterinary Service Center" (1S1V) Program shall be registered as public assets and shall be owned by the respective Soum Governor's Office or other legally designated public entity responsible for their management and maintenance. Ownership of such assets shall not be transferred to individual beneficiaries, cooperatives or private entities.

Notwithstanding the ownership arrangements above, the assets financed under the Program are intended to support the objectives of the Virtual Cooperatives of Pastoral Livestock Communities Project and shall be used primarily to provide veterinary services, advisory support, disease surveillance, vaccination services, laboratory services, and other approved animal health services benefiting Eligible Virtual Cooperatives and their members.

Prior to handover, the Soum Governor's Office shall commit, through the Sub-Grant Agreement and any related Memorandum of Understanding, to:

- operate and maintain the facilities and equipment in accordance with applicable technical standards and manufacturer's requirements;
- ensure equitable and non-discriminatory access to services supported under the Program;
- maintain the assets in good working condition throughout their useful life;
- allocate adequate budgetary resources for operation and maintenance;
- maintain inventory records and asset registers acceptable to the Project;
- permit inspection of the assets and related records by MOFALI, the PMU and the World Bank, as required under the Grant Agreement. [\[Grant_Agre...Final.docx | PDF\]](#)

Assets financed under the Program shall be used exclusively for purposes consistent with the objectives of the Project and the approved Sub-Grant Activities. The Soum Governor's Office shall not sell, lease, transfer, pledge, dispose of, or materially alter the use of any Program-financed asset without the prior approval of MOFALI and any other approvals required under applicable laws and Project requirements.

At the time of commissioning and acceptance, the assets shall be formally handed over to the Soum Governor's Office through a documented transfer and acceptance process. The handover documentation shall include an asset inventory, warranty information, operation and maintenance responsibilities, and service-access commitments for Eligible Virtual Cooperatives. The Soum Governor's Office shall thereafter assume responsibility for the custody, operation and maintenance of the assets. The Soum Governor's Office shall ensure that Program-financed facilities remain available for the provision of veterinary services benefiting Eligible Virtual Cooperatives throughout the operational life of the assets.

PART SEVEN. MONITORING AND REPORTING

Within the SGIM, these results are expressed as contributions to the Project results framework and are monitored at sub-project level.



Expected result in the original proposal	Contribution consistent with the SGIM
Early disease detection	Front-line laboratory capacity and the service arrangement support the early detection, reporting and referral of animal health problems.
National food safety	The cold chain and medicine storage make veterinary services safer and improve the management of veterinary consumables.
Improved biosafety standards	Upgraded equipment, biosafety procedures and facility arrangements reduce the risk of infectious disease.
Unified information system	ICT equipment and digital reporting support disease surveillance, reporting, feedback and evidence-based decision-making.
Sustainable services and export certification	Accessible soum-level services support animal health, product quality, markets and export readiness within the relevant national certification systems.

7.1. Implementation-Period Indicators (until Project closing)

Program performance is assessed against the following indicators:

- the number of veterinary service centers accepted and commissioned within the contractual deadlines (facility — no later than 10 December 2026; other goods — 30 days from contract signature) — in all 30 implementing soums;
- final acceptance by the commission appointed by order of the Aimag Governor, and registration of the assets in the records of the Soum Governor's Office — 100 percent in 30 soums;
- the number and type of Project-financed assets installed and placed in operation (the 15 items of veterinary equipment, office equipment and furniture — by package);
- the number of centers where the vaccine refrigeration system is operational and the temperature data logger activated — 100 percent in 30 soums;
- the number of users covered by the operational training delivered under the supply contracts (for the facility supplier — operation of the vaccine cold-chain room and the engineering systems; for equipment suppliers — operation and safe use) — with at least the veterinarians and specialists of each center fully covered;
- the number of grievances received and resolved through the Project grievance redress mechanism (GRM), and the average resolution time.

7.2. Sustainability Indicators (operational period, post-closure)

The following indicators are recorded from the commissioning of each service center and, after Project closing, continue to be monitored annually by GAVS within its state functions. The indicators, together with their baselines and targets, are embedded as obligations in the closure plan under Section 6.6, the sub-project agreement (GM-1) and the Memorandum of Understanding with the local administration:



- the number of cooperative members and herder households served (where possible, disaggregated for female-headed and vulnerable households);
- the number of animal health advisory services, service events and demonstration events — at least 1 (one) event per soum per quarter;
- the number of livestock vaccinated through the service (taking into account that national campaigns are led by the competent authority);
- the number of diseases diagnosed through laboratory testing (in the soum, or through samples referred to the aimag laboratory);
- reporting of disease outbreaks to the competent authority within statutory deadlines — 100 percent;
- maintenance of the +2°C...+8°C regime of the vaccine refrigeration system — not less than 95 percent, as evidenced by data-logger records;
- monthly recording of diagnostic results and operational data in the veterinary information system;
- inclusion of operation and maintenance costs in the soum's annual budget, and adequacy of supplies;
- the warranty-period defect log (12 months for the facility and equipment, 24 months for the vaccine refrigeration system — continuing after closure) and remediation by the supplier within 14 days.

7.3. Reporting Procedures

During implementation, GAVS consolidates monthly progress data on supply and installation and submits it to MOFALI. Pursuant to Section 2.05(a) of the Letter Agreement, MOFALI submits progress reports to the World Bank within one month of the end of each reporting half-year and, after Project completion, a final report consolidating performance against the indicators in Section 7.1 and the initial records under Section 7.2, in a format acceptable to the World Bank. Financial reporting (semi-annual IFRs and the annual independent audit) is governed by Section 6 of the Project Operations Manual. GAVS consolidates the results of post-closure monitoring annually and reports them to MOFALI.

7.4. Personal Data Protection

Pursuant to Sections 1.02(j) and 2.05(c) of the Letter Agreement, reports and information exchanges shall contain no personal data enabling the direct or indirect identification of individuals, and data collection and processing shall comply with the Law of Mongolia on the Protection of Personal Data.



ANNEX. ROLE AND TESTING SCOPE OF SOUM-LEVEL VETERINARY LABORATORIES (TO BE FINALIZED AND CONFIRMED BY THE PROJECT AND GAVS)

Purpose. The laboratory room of the 1S1V soum veterinary service center performs a front-line diagnostic role supporting routine animal health services and early disease detection at the soum level. Its function is preliminary screening and referral; it is not a confirmatory laboratory.

Core testing. Subject to confirmation by GAVS, core testing comprises: rapid antigen/antibody screening for transboundary and zoonotic diseases (for example FMD, PPR and brucellosis screening); parasitological examination (fecal flotation, skin-scraping microscopy); primary preparation of clinical samples (blood smears, serum separation by centrifuge); and basic food-safety hygiene checks.

Referral and cooperation with national institutions. Samples requiring confirmation are packaged under cold-chain conditions and referred, in accordance with GAVS procedures, to the aimag veterinary laboratory or the State Central Veterinary and Sanitary Laboratory. Where GAVS formally assigns tasks under national transboundary disease surveillance campaigns, the soum laboratory collects and forwards samples; otherwise it operates on the basis of disease suspicion and service needs.

Role in services. The laboratory supports the response to suspected disease cases, vaccination campaigns, basic food-safety screening, and the electronic recording of diagnostic results in the veterinary information system.

Note. GAVS will define the final list of tests and target diseases and the formal terms of engagement between soum-level laboratories and the national competent authority, to be annexed to this Manual; equipment specifications in the procurement documents shall be aligned with the confirmed scope.