

DEVELOPMENT COORDINATION

A. Major Development Partners: Strategic Foci and Key Activities

1. The Asian Development Bank (ADB) is the lead development partner in the health sector in Mongolia and has been providing financial and technical assistance to major sector reform initiatives since 1993. This has resulted in nationwide primary health care coverage, improved quality of hospital services, and quasi-universal health insurance coverage. The development and implementation of the Health Sector Strategic Master Plan, 2006–2015 in 2005 facilitated harmonization and alignment of partners’ official development assistance in the health sector.¹ The leadership function of the Ministry of Health (MOH) has significantly improved over the years.

2. Important contributions to the health sector have been provided by multilateral agencies—ADB, the United Nations Children’s Fund (UNICEF), the United Nations Population Fund, the World Health Organization—along with bilateral partners (e.g., Japan International Cooperation Agency and Deutsche Gesellschaft für Internationale Zusammenarbeit) and some international nongovernment organizations (e.g., World Vision International). Development partner contributions are in line with priority areas of the State Policy on Health, 2017–2026 in addressing key problems in the areas of maternal and child health, communicable and noncommunicable diseases, digital health, health system strengthening, and health sector policy reform and health care financing.²

3. ADB works closely with development partners to ensure coordinated assistance and avoid duplication. ADB focuses on strengthening health systems, including through policy reforms; infrastructure development; and capacity building of human resources, governance, and financing systems. Other development partners focus on disease and program-specific issues. The table summarizes development partners’ contributions.

Major Development Partners

Development Partner	Project Name	Duration	Amount (\$ million)
COVID-19 Health Sector Response			
ADB	Fifth Health Sector Development Project (Emergency Assistance Loan for Additional Financing)	2020–2022	30.00
ADB	COVID-19 Emergency Response Grant	2020	1.00
ADB	COVID-19 Emergency Response Grant Phase 2	2020–2021	1.50
JICA	Providing Consumable Equipment	2020	0.30
KOICA	Donation of Real-Time PCR Diagnostic Kits and Rapid Test Kits	2020	0.30
UNICEF	Infection Prevention and Control for Vulnerable Populations	2020	0.90
UNFPA	Addressing Maternal and Child Health and Violence Against Women within the Framework of COVID-19	2020	1.10
WHO	Health Systems Recovery, Preparedness, and Strengthening	2020	1.90
World Bank	COVID-19 Emergency Response and Health System Preparedness	2020–2023	27.80
Health Financing			
ADB	Strengthening the Health Insurance System of Mongolia	2014–2018	1.50
ADB	Improving Health Care Financing for Universal Health Coverage	2018–2021	1.00
Health Sector Management			
ADB	Strengthening Hospital Autonomy	2016–2018	1.10
ADB	Development of the Health Sector Master Plan, 2019–2027	2017–2020	1.00
Health Technology			
ADB	Fifth Health Sector Development Project	2012–2020	30.00
ADB	Improving Access to Health services for Disadvantaged Groups—Tranche 1	2019–2022	80.00

¹ Government of Mongolia, Ministry of Health. 2005. *Health Sector Strategic Master Plan, 2006–2015*. Ulaanbaatar.

² Government of Mongolia. 2016. *State Policy on Health, 2017–2026*. Ulaanbaatar.

Development Partner	Project Name	Duration	Amount (\$ million)
Government of Belgium	Strengthening of Western Regional Diagnostic and Treatment Center	2015–2019	4.80
EDCF	Establishment of National Diagnostic and Treatment Center	2012–2019	55.40
Kuwait Fund for Arab Economic Development	Construction of National Burn Center	2016–2018	8.00
Human Resources			
ADB	Fourth Health Sector Development Project–Additional Financing	2013–2020	25.00
Information Technology and Information Management			
Government of the PRC	E-Health Project	2014–2018	18.95
World Bank	E-Health Project	2015–2020	19.50
Medical Care			
ADB	Fourth Health Sector Development Project–Additional Financing	2013–2020	25.00
AFD	Strengthening Emergency Care and Services of the National Trauma Center	2015–2018	6.30
GFATM	The Global Fund Contribution for HIV supported by GFATM	2018–2020	7.20
GFATM	The Global Fund Contribution for Tuberculosis and Cross-Cutting Resilient and Sustainable Systems for Health	2018–2020	3.00
Government of Austria	Strengthening of Human Resources and Upgrading of Equipment at the National Center for Mother and Child Health, National Cancer Center, and the First State Hospital	2014–2017	25.10
JICA	Mongolia-Japan Teaching Hospital	2015–2018	90.00
LuxDev	Cardiovascular Center, Mother and Child Health, and e-Health Expansion	2017–2020	6.50
Pharmaceuticals			
ADB	Fourth Health Sector Development Project	2011–2020	14.00
ADB	Improving Access to Affordable Medicines in Public Hospitals	2015–2018	1.00
Public Health			
ADB	Improving the Screening Program for Viral Hepatitis	2018–2019	0.80
UNFPA	Sixth Country Program	2017–2018	0.80
UNICEF	Sixth Country Program	2017–2018	0.90
WHO	Health System Strengthening; Control of Communicable and Noncommunicable Diseases; Environmental Health Programs	2018–2019	4.10

ADB = Asian Development Bank; AFD = Agence Française de Développement; COVID-19 = coronavirus disease; EDCF = Economic Development Cooperation Fund of the Republic of Korea; GFATM = Global Fund to Fight AIDS, Tuberculosis and Malaria; JICA = Japan International Cooperation Agency; KOICA = Korea International Cooperation Agency; LuxDev = Luxembourg Development Cooperation Agency; PCR = polymerase chain reaction; PRC = People's Republic of China; UNFPA = United Nations Population Fund; UNICEF = United Nations Children's Fund; WHO = World Health Organization.

Source: ADB.

4. In response to the coronavirus disease (COVID-19), the United Nations (UN), is leading coordination with the relevant authorities through the Humanitarian Country Team (HCT). Under the auspices of the HCT, the UN has established a planning mechanism to coordinate contributions by UN agencies, nongovernment organizations, and development partners to support the implementation of the National Disaster Response Plan on COVID-19. Also, the UN Resident Coordinator Office has activated a crisis management team for COVID-19. The HCT maintains a comprehensive list of COVID-19-related support in Mongolia.

5. Development partners have provided a total of \$300 million to support efforts to combat COVID-19, with almost \$67 million directed to the health sector. Other areas of support include social protection, economic recovery, macroeconomic support, and community resilience. The largest development partners in the health sector include ADB, the European Union, the Government of Japan, and the World Bank. ADB is closely coordinating with these and other partners.

B. Institutional Arrangements and Processes for Development Coordination

6. The Development Partners Coordination Committee (DPCC) of the MOH is the main body that coordinates work in the health sector between the government and development partners. The DPCC's work has been challenged by frequent changes in senior MOH staff, but it was recently renewed with new members. Since the COVID-19 outbreak began in early 2020, the DPCC has met regularly on a weekly basis.³

7. ADB is implementing the Development of the Health Sector Master Plan (HSMP), 2019–2027 technical assistance project to support the government in implementing a new road map for the health sector.⁴ The Action Plan for Implementation of the State Policy on Health, 2020–2026 will address lessons from the Health Sector Strategic Master Plan, 2006–2015, including experience with development partner coordination. The new HSMP will underscore alignment of development partners' priorities with national policy, monitoring and evaluation systems, and reporting to ensure a well-coordinated and harmonized approach in the sector. It will also strengthen the institutional and human resources capacity of the MOH to lead development partners' coordination efforts.

8. The proposed program will reinforce past and ongoing reform efforts of the Government of Mongolia and other development partners to improve access to quality health care. The program team will closely cooperate with the Japan International Cooperation Agency, the World Health Organization, and other development partners in the implementation of all four reform areas.

C. Achievements and Issues

9. The previous Health Sector Strategic Master Plan, 2006-2015 (footnote 1) was mechanism aid coordination. The government developed the Action Plan for Implementation of the State Policy on Health, 2020–2026 with the support of ADB, which will further improve development effectiveness in the health sector. ADB has been a key development partner in the health sector, focusing on access, coverage, and financing of primary health care services, which has led to the partial attainment of health-related Millennium Development Goal targets. ADB's health investments have all been rated *successful*, and ongoing projects are *on track* and expected to be completed by 2021. ADB will continue to support the MOH's sector coordination under the state health policy and new HSMP, and will work closely with other development partners to support a more effective use of resources, in line with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action.⁵

D. Summary and Recommendations

10. The state health policy and the new HSMP provide clear directions for the development of the Mongolian health sector. The momentum for coordinated and aligned support for the government's policies and plans is strong, but will require strong leadership and support by the DPCC to drive and steer the health agenda. Moreover, the involvement of private sector partners will be crucial to advance integrated sector development.

³ Interview conducted with the MOH International Cooperation Division. 2018.

⁴ ADB. [Mongolia: Development of the Health Sector Master Plan, 2019–2027](#).

⁵ Organisation for Economic Co-operation and Development. 2005 and 2008. [The Paris Declaration on Aid Effectiveness and the Accra Agenda for Action](#). Paris.