INITIATION PLAN TEMPLATE
FOR A GEF PROJECT PREPARATION GRANT (PPG)

Project Title: Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia

Country: Mongolia

UNDAF Outcome (2017 – 2021): Outcome 1 - By 2021, poor and vulnerable people are more resilient to shocks and benefit from inclusive growth and a healthy ecosystem.

UNDP Strategic Plan Outputs: 1.3 Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

Expected CPD Outcome 1 Outcome 1 - By 2021, poor and vulnerable people are more resilient to shocks and benefit from inclusive growth and a healthy ecosystem.

Expected CPD Outputs: Output 1.4. Increased community participation in managing natural resources for enhanced resilience of ecosystem and livelihoods; Output 1.5. Sustainable land management models tested and scaled up in partnership with public and private sector for increased coverage.

Initiation Plan Start Date: June 2017

Initiation Plan End Date: November 2018

CPAP Programme Component: Environment and Energy	Total budget: **US$195,000**
	Allocated resources:
ATLAS Project Award: 00104078	GEF US$ 195,000
ATLAS Project: 00105802	
PIMS Project ID: 5784	
Management Arrangement: DIM	

AGREED BY UNDP COUNTRY DIRECTOR

Signature   Date: *day/month/year*

Ms. Beate Trankmann
Resident Representative
Mongolia Country Office

A. **Brief Description of Initiation Plan:**

The objective of the PPG is to develop a full-sized multi-focal area project that aims to enhance ecosystem services in multiple landscapes of the Sayan and Khangai mountains and southern Gobi by reducing rangeland and forest degradation and conserving biodiversity through sustainable livelihoods.

UNDP Mongolia will lead the project development process and manage the PPG budget. The PPG Atlas budget is presented in Section III "Total Budget and Work Plan". UNDP Mongolia will be responsible for the selection and recruitment of PPG consultants (local and international) in consultation with the Regional Technical Adviser, developing TORs, arranging travel and meetings, maintaining project disbursements.

Quality assurance and technical advice for the full project development will be provided by the UNDP GEF Regional Technical Adviser at the Bangkok Regional Hub.

A PPG working group will be established to guide, review and endorse PPG outcomes. The Ministry of Environment and Tourism (MET) will chair the Working Group. Regular consultations (working meetings) will be carried out among key PPG stakeholders to ensure that the PPG phase delivers the full size project document in line with UNDP and GEF requirements.

During the PPG Phase, a number of studies and stakeholder consultations will be undertaken in order to further develop the approved project concept (see GEF PIF attached in Annex 3) into a full project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO Endorsement template, together with GEF Tracking Tools ready for submission to UNDP and GEF.

B. **Project preparation activities**

Component A: **Technical review**

I. **Baseline studies:**

The following baseline studies will be conducted as project preparation.

(a) Expansion of the barrier description outlined in the PIF

(b) Full justification and detailed descriptions of specific outputs proposed in the PIF, through the following assessments:

1)   Green development and sustainable financing assessment
The first part of this assessment will cover the government's green development policy and Mongolia's Sustainable development vision-2030 (approved by the Parliament in February 2016), and investigate how the project can support and pilot its implementation on the ground both in the target aimags and pilot landscapes as a tool for driving sustainable natural resources management and biodiversity conservation priorities outlined in these two documents. This will require a review of the adequacy of the regulations and guidelines for driving local implementation, as well as how green economy solutions for sustainable natural resources management can be integrated into existing mechanisms for sustainable development, including land use planning and management at aimag, soum and bagh levels. It will result in detailed proposals for project interventions in the target aimags and pilot landscapes. The second part of this assessment will review options for sustainable financial incentive mechanisms that could be applied through green/sustainable economic development/sustainable natural resource management and production practices to be established and tested in the pilot landscapes. This will be based on a review of the many existing mechanisms already developed and piloted in Mongolia, as well as other international best practices. Altogether, 2-4 funding mechanisms will be prioritized for piloting and demonstration during the full project including payment for ecosystem services (PES), community funds, offsets, licensing, private-public partnerships (PPPs) etc. Non-financial incentive mechanisms will also be investigated including engaging with

customary law in determining community-prescribed actions or penalties for protecting or damaging the environment. The potential to partner with the UNDP Green Commodities program has been identified, and this will be further explored including the opportunity to engage the private sector (including through co-financing) in the development of sustainable supply chains and market development initiatives.

2)   Socio-economic, community and gender assessment

This PPG output will support an in-depth description and assessment of socioeconomic conditions in the selected aimags and pilot landscapes. It will elucidate the socioeconomic baselines and trends, particularly those relating to rangeland and forest management practices and biodiversity conservation. For each pilot landscape, detailed assessment of local socioeconomic context and local stakeholders will be conducted, in particular with regard to local communities and private sector, to identify, profile and quantify the local beneficiaries, and potential benefits which the project can bring about. The assessment will identify social structure on the ground and governing customary laws, local stakeholders' responsibilities pertaining to biodiversity, rangeland and forest management, potential roles in the project and their capacity needs for fulfilling the roles. It will be done through extensive community consultation processes, and assessment of awareness levels, and seeking their consent to the project and their participation in project development and implementation. A gender assessment will be undertaken, reviewing the roles of both females and males in sustainable natural resources management and potential impacts of the project on each gender group. Guided by national and international experiences and best practices in natural resource co-management and Community Based Natural Resource Management (CBNRM), appropriate project interventions will be designed with local communities. A community involvement plan and gender mainstreaming plan will be developed, specifying engagement through the 3 project components.

3)   Biodiversity Conservation Needs Assessment

Building on existing knowledge, this PPG output will generate an overview of the status, threats to, and conservation needs of globally significant biodiversity and key ecosystems in the target aimags, with a more detailed assessment for each of the pilot landscapes. The assessments will include: (i) review of relevant national documents including Red Book, NBSAP, species conservation plans and National Programs etc., compiling spatial and quantitative data on biodiversity, ecosystems and PAs and their trends; (ii) assessment and prioritization of threats to biodiversity and ecosystem services; (iii) review of the policy and regulatory environment for conservation of biodiversity and ecosystem services and priorities for improvement; (iv) documentation of key biodiversity areas, and needs assessment concerning key species in terms of priorities for species and habitat protection; (v) assessment of best practices and knowledge gaps for biodiversity conservation as well as the adequacy of coordination mechanisms and data management systems currently in use; and propose better coordination mechanisms to be included in current legislations; (vi) designing of project interventions to support biodiversity conservation and identifying where, how and by whom they will be implemented.

4)   Land degradation and sustainable rangeland management assessment

This PPG output will build upon existing studies by institutions, such as Geoecological Institute and Agency for Land affairs, Geodesy and Cartography, SDC, World Bank and others to assess the policy, regulatory, planning and operational environment that influences land degradation and rangeland management in Mongolia at the national, aimag, soum and bagh levels. It will assess, map and quantify in detail rangeland degradation and desertification in the target aimags and pilot landscapes, identify priorities, mechanisms and areas for project interventions. The assessment will cover: (i) policies, laws, regulations, institutions and sectors which influence rangeland management and their potential conflict with sustainable land management and detailed proposals for improvement; (ii) detailed description of land degradation classification and processes for prioritising areas for restoration, with clarification of stakeholders, their powers and functions; (iii)-analysis of land use planning and operationalisation processes for rangeland management and how these can be improved to secure biodiversity and ecosystem services; (iv) mapping and quantification of the baseline status of land degradation; (v) a thorough review of best practices in SLM, leading to specific proposals for project interventions (methods and locations), and their potential economic, social and environmental benefits.

5)   Sustainable Forest Management assessment

This PPG output will build upon existing studies by Mongolian institutions, GIZ, UN REDD National Programme, ADB, FAO and others to assess the policy, regulatory and operational environment that influences forest degradation and conservation, planning and management in Mongolia at the national, aimag, soum and bagh levels. It will assess, map and quantify in detail forest resources and degradation in the target aimags and pilot landscapes, identifying priorities and areas for project interventions. The assessment will include: (i) policies, laws, regulations, institutions and sectors which influence forest management and their potential conflict with sustainable forest management and concrete areas for improvement (including permits, licensing, incentives etc.) ; (ii) detailed description and mapping of forest classification and forest status (area and condition) in the target aimags and particularly in the pilot landscapes; (iii) analysis of the decision-making, planning, management and operational processes, that influence forest management, with clarification of stakeholders, their powers and functions; define ways of improving collaboration with private enterprises; (iv) analysis of best practices in sustainable forest management in Mongolia and internationally; (v) mapping and quantification of the baseline status of forest loss and degradation; (vi) in-depth description of the proposed restoration and SFM interventions to be applied by the project (methods, locations, stakeholders), and potential economic, social and environmental benefits.

6)   *Spatial assessment and GIS database of biodiversity, rangeland and forest degradation and ecosystem services*
This PPG output, undertaken by a contract to an appropriate institute or company with strong GIS capability, will support and work with the other national consultants through compilation of spatial information on biodiversity, rangelands and forests in the target aimags. A finer assessment will also be conducted for the pilot landscapes. Assessment will include: (i) spatial assessment on globally significant biodiversity, protected areas and ecosystem services identifying key biodiversity areas and priorities for restoration and connectivity; (ii) spatial assessment on rangeland degradation and desertification, identifying priority areas for restoration; (iii) spatial assessment on forest loss and degradation, identifying priority areas for restoration, including estimation of reference deforestation rate based on the business as usual scenario and potential reduction of deforestation. The study will result in a map-based report and GIS database for further use and development during project implementation.

(c) To collect the baseline data for indicators. These include at a minimum exact means of measurement, baselines and targets for the following indicators: (ii) biodiversity and ecosystem health status indicator; (ii) rangeland degradation rate; (iii) forest degradation rate; (iv) a finer calculation of emission reduction potential and targets for the project; (v) institutional capacity for integrated sustainable rangeland and forest management adapting and applying the UNDP capacity scorecard; (vi) financial and regulatory incentives for biodiversity-friendly land allocation, management and production practices; (vii) community livelihoods and level of participation in land use planning.

(d) Additional elements in assessments will be included as required to address technical issues and questions raised by the GEF Sec; Council members and STAP comments as received.

II. Undertake full assessment to address any opportunities/risks identified during a Social and Environmental Pre Screening of the project PIF.

Based on the UNDP Social and Environmental Pre-Screening at the PIF phase, a full Social and Environmental Screening Process will be conducted entailing; (i) Conduct detailed socioeconomic and environmental context assessment to mitigate any negative consequences to local populations, particular ethnic groups or to men, women and children. In particular, potential gender issues will be closely assessed and women will be proactively considered for involvement in project pilot activities related to land use planning and implementation, incentive mechanisms application and new innovative approach should be identified for the local community capacity development support; (ii) Fully integrate the results in the project plans and activities, including selection of target landscapes, and develop a clear monitoring mechanism with clear indicators during the implementation; (iii) List all potential environmental and social impacts that the implementation of the above-mentioned outputs/activities could potentially have; (iv) Clearly articulate the positive environmental and social impacts that will result from

the implementation of different components of the project in the project document; (v) Rate the likelihood of the listed negative impacts materializing during the implementation of the project using high, medium and low likelihood ratings; (vi) Rate the level of impact of the listed negative social and environmental impacts using low, moderate and high level ratings; (vii): Develop brief draft mitigation strategies for the listed negative environmental and social impacts that were rated as high likelihood of occurring and with a high level of impact; (viii) Engagement with local communities will be ensured during the PPG phase for joint planning of local level activities, and prior informed consent mechanisms will be integrated in the project activities, (ix) a proposal/recommendation on a stakeholder response mechanism (grievance) in case any complaints are raised.

III. Identification of pilot landscapes for intervention

There are two layers of spatial coverage under this project: Aimags directly and indirectly impacted by the project for improved management of rangeland and forest landscapes and biodiversity conservation; and (2) target pilot landscapes to be directly impacted which include areas for sustainable land and forest management interventions and biodiversity conservation.

GEF Results/Target	Project Target
Improved management of rangeland and forest landscapes for biodiversity conservation	1,290,000 hectares (i) New protected areas will be established over an estimated 940,000 ha of key biodiversity areas for globally threatened species, along with associated participatory management and business planning and staff capacity building. ii) Integrated land management and biodiversity conservation activities will be implemented over 350,000 hectares of pilot landscapes encompassing the Sayan and Khangai mountains and southern Gobi. Estimated to include at least 300,000 ha of rangelands, 20,000 ha of boreal forests, and 25,000 ha of Saxaul forests)
Target pilot landscapes for sustainable rangeland and forest management interventions and biodiversity conservation	350,000 hectares (at least 300,000 ha of rangelands, 20,000 ha of boreal forests, and 25,000 ha of Saxaul forests)

Based on the above baseline studies, and through consultation with national, aimag and soum level stakeholders and communities, a selection will be made for pilot landscapes including 300,000 ha of rangelands, 20,000 ha of boreal forests and 25,000 ha of Saxaul forests. A set of criteria will be developed for pilot landscape selection, including biodiversity and ecosystem significance (using results of Ecological regional assessment), existence of willing stakeholders (including private sector, government and communities).

For each selected pilot landscape, detailed landscape profiles will be compiled, including: (i) socio-economic information including population and structure (including gender disaggregated information), key livelihoods, cooperative mechanisms etc.; (ii) geographical information, land use patterns and vegetation coverage including location of protected areas; (iii) biodiversity and ecosystem significance of the areas with quantitative information on species and habitats and various ecosystem services; (iv) existing natural resource management system; (v) information on poaching, encroachment, land and forest degradation and other local threats to biodiversity; (vi) local community stakeholder consultation to ascertain their aspirations and willingness to be part of the project, and capacity and awareness assessment of stakeholders at the local and central level; (vii) results of local stakeholder consultation with private businesses, local and central governments and community based organisations to assess their potential roles in the project and their capacity, local stakeholders, their interests, conflicts, roles and responsibilities pertaining to natural resource management; (vii) a fully articulated list of proposed project interventions.

IV. Integration with development plans, policies, budgets and complementary projects:

Further describe and cost the programmatic baseline projects as discussed in the PIF; analyse weaknesses and gaps in these, and identify opportunities for joint action/identification for co-financing, including through the selection of common target landscapes.

V. Completion of GEF focal area tracking tools:

The GEF-6 BD, Land Degradation PMAT and Sustainable Forest Management Tracking Tools, as well as the UNDP Capacity Development Scorecard will all be completed during PPG.

VI. Stakeholder consultations during technical review: Mobilize and engage stakeholders during project design. Negotiate partnerships with on-going projects to align their activities and the project to build synergies. Document these consultations.

B. **Component B: Institutional arrangements, monitoring and evaluation**
The outputs of Component A will be used as technical input to Component B for the formulation of the UNDP-GEF project document.

    I. Finalization of project results framework: Further define the results framework with appropriate objective-level and outcome-level quantitative and qualitative indicators, and end-of-project targets. Special attention will be made to include socio-economic and sex disaggregated indicators. The result framework indicators should include: (i) state indicators (e.g. spatial coverage, ecosystems quality, species populations or degree of land degradation); (iii) pressure indicators (threats and drivers); and (iii) response indicators.

    II. Definition of monitoring and evaluation (M&E): A detailed M&E work plan will be developed, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.

    III. Define sustainability plan: The sustainability plan will outline the principles and guidelines for ensuring the long-term sustainability of project achievements. It will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing.

    IV. Define gender mainstreaming plan: The gender mainstreaming plan will outline the principles and guidelines for mainstreaming gender in individual outputs, in order to ensure the equal participation of women and men and to ensure no adverse impact on either sex.

    V. Definition of management arrangements: The organisational structure governing the project will be decided. This will include identification of the project board. Coordination arrangement with related initiatives and organisations will also be elaborated, with clear statement of complementarity.

    VI. Stakeholder consultations during Component B: Involve key agencies in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. Undertake consultations to secure agreement(s) on project implementation arrangements, including roles, responsibilities, and accountabilities of lead and partner agencies. Document these consultations.

C. **Component C: Financial planning and co-financing investments:**
    I. Prepare a detailed multi-year budget following the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.

II. Explore multilateral and bilateral and NGO or private sector co-financing opportunities: Undertake series of consultations with partners to ensure a coherent and sustainable financing package for the project including post-GEF grant phase.

III. Ensure completion of required official endorsement letters: An official endorsement letter will be prepared by the GEF Operational Focal Point of the Government. A co-financing letter will be collected from participating government institutions, bilateral development partners, multilateral development partners and NGOs who wish to provide cash or in kind contributions to the project.

IV. Stakeholder consultations during Component C: Involve key agencies in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. Undertake consultations to secure agreement(s) on project implementation arrangements; including roles, responsibilities, and accountabilities of lead and partner agencies. Document these consultations. In addition, the PPG funds will support carrying out a targeted capacity assessment of local communities and government to engage in community based natural resource management and help define strategic interventions to address gaps. Document these consultations.

D. Component D: Validation workshop

A validation workshop will gather representatives from all relevant stakeholders to present, discuss and validate the final draft project document.

E. Component E: Completion of final documentation

I. Consolidation of all technical and consultation inputs into a clearly written UNDP Prodoc document with all relevant sections and annexes

II. Completion of a CEO endorsement request form

III. Translation of UNDP Prodoc document into the national language (as required) and any further documentation required for preparing implementation (translation costs to be borne by UNDP)

Note: templates may be subject to change, the person responsible for this consolidation and drafting will be required to obtain guidance by the UNDP/GEF Regional Technical Advisor and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements.

C. Total Budget and Work Plan: :

Award ID:	00104078
Project ID:	00105802
Award Title:	Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia
Business Unit:	MNG10
Project Title:	Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia
PIMS	PIMS 5784
Implementing Partner (Executing Agency)	UNDP

GEF Outcome/Atlas Activity	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US$	Budget notes
Project preparation grant to finalize the UNDP-GEF project document for project "Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia"	UNDP	62000	GEF TRUSTEE	71200	International Consultants	48,000	A
				71300	Local Consultants	62,400	B
				71600	Travel	30,000	C
				72100	Contractual Services - Companies	16,000	D
				72400	Communic & Audio Visual Equip	2,000	E
				72500	Supplies (Stationary)	1,000	F
				74200	Audio Visual&Print Prod Costs (Translation Cost)	5,000	G
				74500	Miscellaneous Expenses	2,600	H
				75700	Training, Workshops and Confer	28,000	I
					PROJECT TOTAL	195,000	

Note: See Annual Budget in Annex 3

Budget notes:

Budget Note	Items	Total estimated person weeks	Budget ($)	Explanation
A	International Team Leader—GEF Multi-Focal Area Project Design Specialist	16	48,000	Please see Annex 2 for key responsibilities
B	Green Development and financing specialist / Senior national consultant	12	15,900	
B	National Communities, livelihoods and socio-economic Specialist	12	9,000	
B	National Biodiversity Conservation Specialist	12	13,500	
B	National Land degradation / sustainable rangeland management Specialist	12	12,000	
B	National sustainable forest management Specialist	12	12,000	
C	Travel		30,000	This will include travel and per diems for international consultant as well as field missions for both national and international consultants. Travel cost of invited resource people to various meetings.
D	Sub-contracts for: Spatial assessment and GIS database of biodiversity, rangeland and forest degradation and ecosystem services; community assessments etc.		16,000	Subcontract to companies and/or NGOs as appropriate to fill any gaps
E	Communication, courier, and connectivity charges		2,000	
F	Stationary		1,000	
G	Translation Costs		5,000	Translation of ProDoc and other key documents, translation in meetings
H	Miscellaneous Expenses		2,600	Contingency
I	Training and workshops		28,000	Local level consultations, national stakeholder workshop, including travel cost for participants as required, interpretation
	Total PPG Budget		**195,000**	

Annex 1: GEF CEO PIF approval letter

gef GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Naoko Ishii
CEO and Chairperson

April 28, 2017

Ms. Adriana Dinu
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Ms. Dinu:

I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the upcoming work program. I have also approved your request for project preparation grant.

Decision Sought:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant (PPG) Approval
GEFSEC ID:	9389
Agency(ies):	UNDP
Agency ID:	5784 (UNDP)
Focal Area:	Multi Focal Area
Project Type:	Full-Sized Project
Country(ies):	Mongolia
Name of Project:	Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia
Indicative GEF Project Grant:	$7,964,253
Indicative Agency Fee:	$756,604
PPG Grant:	$195,000
PPG Agency Fee:	$18,525
Funding Source:	GEF Trust Fund

Break-down of Indicative Agency Fee

Agency	Trust Fund	40% Fees to be committed at Council Approval	Fees to be committed at CEO Endorsement	Total (US$)
UNDP	GET	$302,642	$453,962	$756,604

This PIF clearance and PPG approval is subject to the comments made by the GEF Secretariat in the attached project review document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures. Please ensure that your final project document, with all Secretariat and Council comments fully addressed, is submitted such that CEO endorsement can be provided within 18 months of Council approval of the work program.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

GEF ID: 9589 - Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia

Annex 2: Summary of Consultants Financed by the Initiation Plan

Type of Consultant	Position / Titles	$/Person Week[1]	Estimate d PWs[2]	Tasks to be Performed
International	Team Leader– GEF Multi-focal Area Project Design Specialist	3,000	16	The GEF Project Design Specialist is responsible for coordinating the work of all other consultants, and will ensure the quality and timely preparation of all reports and documentation with three missions to Mongolia and home-based work. The consultant will carry out the following tasks: • Provide an overall orientation to the PPG team in relation to GEF requirements for project planning and monitoring. • Provide methodological guidance for data collection related to project planning and monitoring with particular attention given to the description and quantification of the baseline investments. • Compile and share with the national PPG team and stakeholders the international best experience in policy development, legal and regulatory frameworks and enforcement systems for effective application of integrated ecosystem management including analysis of any relevant GEF projects, • Based on the inputs from national and international experts and in close cooperation with the key national stakeholders, compile final baseline/situation analysis for the full size project (FSP). This will include a precise definition of baseline projects, activities, budgets, goals and co-financial links to GEF outcomes; define GEF incremental value per outcome and output; present results of the incremental cost-analysis in matrices. • Based on the inputs from national and international experts and the best international practice, prepare a quantified assessment of global environmental benefits for climate change mitigation, biodiversity conservation and sustainable rangeland and forest management. • Analyse the socio-economic benefits of the proposed interventions at national and local levels. • Based on international experience, assist in reconfirming/specifying the project strategy, finalizing project sections on: (a) An assessment of the social, economic and financial sustainability of proposed project activities and lessons learnt from previous projects; (b) Assessment of alternatives to the project strategy and establishing the cost effectiveness of the preferred strategy and suite of activities; (c) A replication strategy for project activities; (d) Assessment of the risks to the proposed project activities and identify measures to mitigate these risks; (e) incremental cost analysis. • Based on national experts' inputs, develop project monitoring and evaluation system for the FSP including quality control of completed tracking tools for BD-2, LD and SFM/REDD+, as well

Type of Consultant	Position / Titles	$/Person Week[1]	Estimate d PWs[2]	Tasks to be Performed
				as the UNDP Capacity Development Scorecard, including a set of indicators, baselines and targets.
				▪ Establish baseline and targets for indicators reporting on the UNDP Integrated Results and Resources Framework.
				▪ Elaborate the Strategic Results Framework of the project.
				▪ Prepare M&E plan and budget.
				▪ Prepare an indicative Procurement Plan for the project.
				▪ Based on national experts' inputs, draft ToRs for the key consultants/contracts to be employed by the project.
				▪ Based on national experts input, elaborate Stakeholder Involvement and Public Participation plans.
				▪ Develop action plan for incorporation of gender aspects in the project, with quantifiable baseline and target indicators, as per GEF and UNDP guidance.
				▪ Define recommended project monitoring and evaluation indicators.
				▪ Perform final reviews of the required project documentation.
				▪ Conduct environmental and social safeguard screening following the UNDP procedure, producing the checklist and summary report.
				The key deliverable of the GEF Project Design Specialist will be a final comprehensive project document in both GEF/UNDP formats and the CEO Endorsement Request in a style accessible to senior policy makers. The document should make use of figures, diagrams and boxes to bring out key points and summarize materials emerging from the PPG phase.
				Preparation of this key deliverable will include quality control and final formulation of the following indicative sections of a UNDP/GEF compliant project document:
				▪ Development Challenge, including direct threats to and indirect pressures on biodiversity, baseline activities, long-term solution and barriers to its achievement, alignment with national priorities, contribution to UN Sustainable Development Goals.
				▪ Strategy, including project outcomes (based on theory of change to address barriers and assumptions), innovativeness, global environmental benefits (proposal sections on project rationale and policy conformity, project goal, objective, outcomes, outputs and activities including full descriptions of pilots, project indicators, risks and assumptions, country ownership, sustainability and replicability), national socio-economic benefits

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				• Results and Partnerships, including expected results without (baseline) and with GEF intervention (project alternative), outcomes with respective outputs and activities, partnerships, stakeholder engagement, mainstreaming gender, South-South and triangular cooperation
				• Feasibility, including cost efficiency and effectiveness, risk management, social and environmental safeguards, sustainability and scaling up, economic and/or financial analysis
				• Project Results Framework (with objective, outcomes and respective indicators; baseline status, mid-term and end of term targets; and assumptions)
				• Monitoring and Evaluation Plan, including M&E oversight and responsibilities, additional GEF monitoring and reporting requirements, M&E budget
				• Governance and Management Arrangements, including project organisation structure
				• Financial Planning and Management
				• Total Budget and Work Plan
				• Legal Context, with risk management
				• Mandatory Annexes, including multi-year work plan, monitoring plan, evaluation plan, GEF tracking tool(s) at baseline for biodiversity, land degradation and sustainable forest management, ToRs for project management bodies and staff, UNDP Social and Environmental Screening Procedure, UNDP Project Quality Assurance Report, UNDP Risk Log, Capacity Assessment of Project Implementing Partner(s), HACT Micro Assessment, stakeholder engagement and communication plan, summary of consultancies and contractual services financed by project for first two years, gender analysis and gender mainstreaming plan.
				• Optional Annexes, including baseline reports, project assumptions for theory of change, list of people consulted, threats to biodiversity/underlying factors and baseline analysis, roles of project stakeholders

These sections are indicative; As templates may be subject to change, the GEF Project Design Specialist will be required to obtain guidance from the UNDP/GEF Regional Technical Advisor and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements.

Qualifications:
• Minimum 15 years of demonstrated experience in preparing high quality UNDP and GEF project

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				documents; - Specialist knowledge of, and experience in landscape-scale ecosystem management and biodiversity conservation; - Sound knowledge of and experience in rangeland and forest management; - Work experience in Asian countries and experience of Mongolia preferred; - Advanced degree in relevant natural sciences, social sciences or political sciences; - Strong technical writing skills in English; - Excellent coordination and leadership skills, as well as relationship management skills.
National	Green development and financing specialist / Senior National consultant	1,325	12	Closely working with the PPG Team Leader and national consultants, the Specialist will support collation and analysis of information and data for project document and CEO document development. This will include situation analysis, barrier analysis, identification and analysis of baseline projects and associated investment, risk analysis, stakeholder analysis and development of project strategy and plans, development of project indicators, establishment of baseline and targets, as well as compilation of the GEF Tracking Tools. The Specialist will also coordinate with relevant governmental and non-governmental partners at local, provincial, and national level to obtain information and solicit their inputs and ideas for project implementation, and will provide strategic support to other national consultants. **The specialist will take the lead in producing the following PPG outputs (and in particular the *Green development and sustainable financing assessment*), while supporting the integration of relevant findings and conclusions into key sections of the project document. Both tasks will be completed in close co-operation with the International Team Leader.** - Develop the offers of co-financing contributions, based on the indicative list in the PIF - As part of potential partnership with the UNDP Green Commodities Program, detail the potential to engage the private sector in the development of sustainable supply chains, including potential to identify private sector co-financing for value chain and market development initiatives. - Lead work on the pilot landscapes, including: - Develop criteria for pilot landscape selection, and coordinate the selection process with key national, provincial and local stakeholders, meeting the areal targets specified in the PIF - Compile a detailed report (with maps) on the selected pilot landscapes (incorporating data collected by the other national consultants), describing the environmental, social and economic baseline and priorities, and the priorities for project interventions in green development.

Type of Consultant	Position / Titles	$/Person Week[1]	Estimate d PWs[2]	Tasks to be Performed
				Provide a text on the institutional baseline situation and compile the material from other national consultants into a) a GEF format list of stakeholders and their roles and responsibilities b) a GEF format Stakeholder involvement table.
				In consultation with local stakeholders, prepare the capacity development scorecard baseline for the pilot landscapes, and an innovative method of capacity development and knowledge sharing plan to be implemented during the project, including the institutionalisation of training.
				Ensure, with other national consultants, provision of the baseline measures for all indicators included in the SRF
				Prepare a report on the government's green development policy and potential sustainable financing mechanisms to support implementation on the ground:
				○ describe the green development/ sustainable development -2030 vision (history, key objectives, current status, baseline regulations and guidelines, activities and expenditures, barriers to implementation)
				○ identify needs for further national level regulations and guidelines to support local operationalisation for sustainable natural resource management (including how to integrate ecosystem services into planning)
				○ describe mechanisms for land use planning and management (strengths and weaknesses) and how green development for sustainable natural resource management can be integrated
				○ detail the project's proposed interventions to support Green economy integration in the NRM processes to conserve ecosystem services in the target aimags and pilot landscapes
				○ summarise baseline activities/experiences and review Mongolian (and international) best practices and lessons learned in sustainable financing for green development (including BD, SLM and SFM) - taxes, loans, Payments for Ecosystem Services, licensing, PPPs, offsets, funds, etc), and propose 2-4 mechanisms to be piloted/used in project implementation, and describe mechanisms for up-scaling them
				○ Identify potential project interventions particularly for outputs: 1.1, 1.2, 3.1, 3.2, 3.3, 3.4, 3.5
				○ Draft ToRs for the key consultants/contracts to be employed by the project in relation to the above interventions
				Contribute to the PPG stakeholder workshop

Qualifications:

- Minimum 15 years of demonstrated experience in integrated ecosystem-based conservation

Type of Consultant	Position / Titles	$/Person Week[1]	Estimate d PWs[2]	Tasks to be Performed
				and economic development ▪ High awareness of Mongolian policies and institutions ▪ Specialist knowledge of integrating ecosystem services into green/ sustainable development ▪ Sound knowledge of green development / conservation financing mechanisms; ▪ Advanced degree in relevant natural sciences, economy or political sciences; ▪ Strong communication skills in English; ▪ Excellent relationship management skills.

National	Communities, livelihoods and socio-economic specialist	750	12	Closely working with the PPG Team Leader and national consultants, the Specialist will support collation and analysis of information and data for project document and CEO document development. This will include situation analysis, barrier analysis, identification and analysis of baseline projects and associated investment, risk analysis, stakeholder analysis and development of project strategy and plans, development of project indicators, establishment of baseline and targets, as well as compilation of the GEF Tracking Tools. The Specialist will also coordinate with relevant governmental and non-governmental partners at local, provincial, and national level to obtain information and solicit their inputs and ideas for project implementation.
				
				The specialist will take the lead in producing the following PPG outputs (and in particular the *Socio-economic, community and gender assessment*), while supporting the integration of relevant findings and conclusions into key sections of the project document. Both tasks will be completed in close co-operation with the International Team Leader and Senior National consultant.
				▪ Prepare a report describing the socio-economic baseline situation in Mongolia (in general), the target aimags and the pilot landscapes (in detail), including;
				  ○ Demographics (including ethnicities and minority groups), main economic drivers and activities, livelihoods and incomes, including trends and barriers.
				  ○ laws, policies and institutions relating to community based natural resource management, gaps and needs
				  ○ Key community stakeholders, roles and social structure and governing customary laws and responsibilities for community participation in natural resources management, and a detailed innovative plan for community involvement in the project, addressing challenges of effective involvement.
				  ○ Key private sector stakeholders and responsibilities related to natural resource management and their roles in the project
				  ○ a detailed gender assessment reviewing the roles of men and women in society, identifying inequalities and develop an action plan for mainstreaming gender aspects in the project, with quantifiable baseline and target indicators

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				▪ Prepare a report with case studies summarising/reviewing best practices and lessons learned in green diversification of the rural economy through community-based natural resource management and sustainable and alternative livelihoods development, in rangelands, forests and buffer zones of PAs o Describe/review experiences of product and market analyses, establishment of cooperatives, community funds, branding and certification schemes, PPPs and sales outlets in soum and aimag centres, and mechanisms for up-scaling them; describe the roles and potentials of the local Chambers of Commerce o Identify specific sustainable options for livelihoods development in the pilot landscapes through eg ecotourism, trophy hunting, value-chain product enhancements using the potential of both herder communities and soum/aimag centres that are consistent with green development, such as felt, leather and wood products for handicrafts, meat and dairy products for sausages, cheeses etc., NTFPs (forest berries, pine nuts, sea buckthorn, mushrooms, medicinal herbs), added value timber products. o Identify and evaluate livelihood options through general cost benefit analysis for reducing impacts on ecosystems including alternative fuel sources / energy efficient stoves to reduce reliance on Saxaul as fuelwood (solar, biogas, etc), community-based insurance schemes to cover losses of livestock caused by snow leopard and disease, support to improve domestic animal quality / increase income / reduce livestock numbers (eg livestock vaccination schemes / veterinary / breeding support), feasibility study on establishing Marmot breeding centres / farms (for re-introductions/population enhancements, and possibly for meat to reduce hunting in the wild), tree nurseries. o Identify potential project interventions particularly for outputs: 1.1, 1.3, 1.4, 3.1, 3.2, 3.3, 3.4, 3.5 based on community-based natural resource management mechanisms o Draft ToRs for the key consultants/contracts to be employed by the project in relation to the above interventions ▪ Expand and complete the Social and Environmental Screening (SESP) analysis already drafted at PIF stage. ▪ Conduct and record detailed community consultations (questionnaire survey) in the pilot landscapes to explore issues and potential impacts of project interventions, and to ensure community and local government support ▪ Measure baseline in community awareness of needs and approaches for biodiversity conservation, SLM and SFM in the pilot landscapes and potential mechanisms for enhancement (questionnaire survey)

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				Measure baseline incomes of communities in the pilot landscapes.
				▪ Contribute to the assessment of the UNDP Capacity Development scorecard baseline
				▪ Contribute to the identification of the project pilot landscapes
				▪ Contribute to the PPG stakeholder workshop
				Qualifications:
				▪ Minimum of 7 years in the field of rural and/or community development, including at least 5 years of demonstrable experience in engendering community-based participation in conservation projects
				▪ High awareness of Mongolian policies and institutions
				▪ At least 5 years working experience in conducting socio-economic related surveys and policy analysis at community and landscape levels, including provision of policy advice to government agencies to enhance national and provincial policies in relevant topics
				▪ Eexperience in project development, implementation and management, including gender mainstreaming and socio-economic screening procedures
				▪ Advanced degree in relevant social or natural sciences, economy or political sciences;
				▪ Prior experience with UNDP-GEF, other UN or international organizations in biodiversity conservation project formulation, along with familiarity with GEF and UNDP policies, procedures and practices, are assets
				▪ Strong communication skills in English;
				▪ Excellent relationship management skills.
National	Biodiversity Conservation Specialist	1,125	12	Closely working with the PPG Team Leader and national consultants, the Specialist will support collation and analysis of information and data for project document and CEO document development through engaging with national and local stakeholders. This will include situation analysis, barrier analysis, identification and analysis of baseline projects and associated investment, risk analysis, stakeholder analysis and development of project strategy and plans, development of project indicators, establishment of baseline and targets, as well as compilation of the GEF Tracking Tools. The Specialist will also coordinate with relevant governmental and non-governmental partners at local, provincial, and national level to obtain information and solicit their inputs and ideas for project implementation.

The specialist will take the lead in producing the following PPG outputs (in particular the *Biodiversity Conservation Needs Assessment*), while supporting the integration of relevant findings and conclusions into key sections of the project document. Both tasks will be completed in close co-operation with the International Team Leader and Senior National consultant. |

Type of Consultant	Position / Titles	$/Person Week[1]	Estimate d PWs[2]	Tasks to be Performed
				▪ Complete the BD-2 Tracking Tool, and support the LD and SFM specialists in drafting the LD and SFM Tracking Tools
				▪ Provide a report on Biodiversity in Mongolia (in general), the target aimags and pilot landscapes (in detail), including:
				○ general introduction to the environmental situation in Mongolia and the specific target area, including geography, climate, hydrology, habitats, and species
				○ Assess the threats and root causes to biodiversity (habitats and species) and barriers to biodiversity conservation
				○ Review the status (maps of distribution, population trends etc) and conservation needs for globally threatened, endemic and keystone species, and identify priority species for interventions during project implementation (including knowledge gaps).
				○ Develop (GIS) habitat maps for target provinces, showing key areas for biodiversity and prepare a rapid assessment of ecosystem services provided by habitats and related threats. Incorporation of findings from Ecoregional assessment.
				○ Describe laws, policies and institutions relating to biodiversity conservation, gaps and needs
				○ Tabulate biodiversity conservation stakeholders and their role in the project
				○ Map (GIS) Protected areas and summarise types and areas, including buffer zones and locally PAs, and identify potential new PAs to be promoted by the project
				○ Describe (tabulate) all baseline programmes and projects relating to biodiversity conservation (including timing, key actors/donors and budgets)
				▪ Prepare a report to summarise/review biodiversity conservation best practices and lessons learned in Mongolia (including both community based biodiversity conservation initiatives and more technical interventions), and recommended project interventions
				○ Coordination of work on threatened species (including landscape level conservation strategy from MRPA project)
				○ measures to reduce poaching for Saiga, snow leopard, gazelles, deer and wild ass (eg community-based mobile anti-poaching units, informant networks, implementation of penalties, conduct feasibility study for relocation of Saiga in previous habitat areas)
				○ measures to reduce the high risk of domestic-hybridization for Przewalski horse and Bactrian camel
				○ best options for enhancing Gobi bear population through identifying and mitigating factors limiting the population (eg habitat restoration and creation to pilot measures for improvement or enlarging of the present carrying capacity for example in areas

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed

				formerly used by Gobi bears),
				  o further testing and implementation of successful experiences for restoration of marmot populations; describe mechanisms for up-scaling these approaches
				  o summary of how sustainable land and forest management can support biodiversity conservation
				  o Identify a potential eco-tourism destination network across the target aimags for specialised birdwatching and iconic mammal safaris that could incentivise local communities to conserve wildlife. Explore ways of collaborating with private tourism operators for sustainable BD financing.
				  o Explore potential cooperation mechanisms with KfW's Biodiversity and climate change project and WWF's programme in Western Mongolia and other key NGOs.
				  o Complete the baselines for key biodiversity indicators in the SRF
				  o Identify potential project interventions particularly for outputs: 1.1, 1.2, 1.5, 2.3, 2.4, , 3.1, 3.2, 3.3, 3.4, 3.5
				  o Draft ToRs for the key consultants/contracts to be employed by the project in relation to the above interventions
				 ▪ Contribute to the identification of the project pilot landscapes
				 ▪ Contribute to the assessment of the UNDP Capacity Development scorecard baseline
				 ▪ Contribute to the PPG stakeholder workshop
				
				 Qualifications:
				 ▪ Excellent knowledge and minimum 10 years of demonstrable experience in biodiversity conservation and ecosystem management in Mongolia;
				 ▪ Good knowledge of key biodiversity conservation players and projects in Mongolia
				 ▪ Excellent command of English
				 ▪ Prior experience with UNDP-GEF, other UN or international organizations in biodiversity conservation project formulation, along with familiarity with GEF and UNDP policies, procedures and practices, are assets
				 ▪ Good team player and strong communication skills (oral and written)
				 ▪ Relevant advanced degree in natural sciences, environmental studies or other related fields.

National	Land degradation / Sustainable rangeland	1,000	12	Closely working with the PPG Team Leader and national consultants, the Specialist will support collation and analysis of information and data for project document and CEO document development through engaging with national and local stakeholders. This will include situation analysis, barrier analysis, identification and analysis of baseline projects and associated investment, risk analysis, stakeholder

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
	management specialist			analysis and development of project strategy and plans, development of project indicators, establishment of baseline and targets, as well as compilation of the GEF Tracking Tools. The Specialist will also coordinate with relevant governmental and non-governmental partners at local, provincial, and national level to obtain information and solicit their inputs and ideas for project implementation. **The specialist will take the lead in producing the following PPG outputs (and in particular the *Land degradation and sustainable rangeland management assessment*), while supporting the integration of relevant findings and conclusions into key sections of the project document. Both tasks will be completed in close co-operation with the International Team Leader and Senior National consultant.** ■ Complete the GEF LD PMAT tracking tool ■ Compile a report on land degradation/desertification and sustainable land management information for Mongolia (in general), the target provinces and pilot landscapes (in detail), including historical trends: ○ Describe, map and quantify the baseline situation (and trends) ○ Describe the threats, root causes and impacts of LD and desertification and the barriers to SLM ○ Describe and tabulate the key stakeholders for LD/SLM and their role in the project ○ Describe laws, policies, incentives/disincentives relating to land degradation/SLM, gaps and needs ○ Describe (tabulate) all baseline programmes and projects relating to SLM (including timing, key actors/donors and budgets) ○ Review (using case studies) best practises and lessons learned in combating LD on rangelands including PUGs, sustainable pasture management, livestock management, pasture reserves, pasture restoration, water resource management and community-based pasture monitoring and adaptive management, financial incentives/disincentives etc., and describe mechanisms for up-scaling them ○ Complete the baselines for key indicators in the SRF ○ Discuss and identify potential cooperation mechanisms/activities with the National Action Programme for Combating Desertification, and with the World Bank financed "Sustainable Livelihood Programme" and Green Gold initiative SDC. ○ Identify potential project interventions particularly for outputs: 1.1, 1.4, 2.1, , 3.1, 3.2, 3.3, 3.4, 3.5, identifying where they will be located. ○ Draft ToRs for the key consultants/contracts to be employed by the project in relation to the above interventions ■ Contribute to the selection of the project pilot landscapes

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				▪ Contribute to the assessment of the UNDP Capacity Development scorecard baseline ▪ Contribute to the PPG stakeholder workshop **Qualifications:** ▪ Excellent knowledge and minimum 10 years of demonstrable experience in land degradation and sustainable land management in Mongolia; ▪ Specialist knowledge of rangeland restoration measures; ▪ Familiarity with key institutions and specialists dealing with rangeland management ▪ Excellent command of English; ▪ Prior experience with UNDP-GEF, other UN or international organizations in biodiversity conservation project formulation, along with familiarity with GEF and UNDP policies, procedures and practices, are assets ▪ Relevant advanced degree in natural sciences, environmental studies or other related fields.

National	Sustainable forest management specialist	1,000	12	Closely working with the PPG Team Leader and national consultants, the Specialist will support collation and analysis of information and data for project document and CEO document development through engaging with national and local stakeholders. This will include situation analysis, barrier analysis, identification and analysis of baseline projects and associated investment, risk analysis, stakeholder analysis and development of project strategy and plans, development of project indicators, establishment of baseline and targets, as well as compilation of the GEF Tracking Tools. The Specialist will also coordinate with relevant governmental and non-governmental partners at local, provincial, and national level to obtain information and solicit their inputs and ideas for project implementation.
				
				The specialist will take the lead in producing the following PPG outputs (in particular the *Sustainable Forest Management assessment*), while supporting the integration of relevant findings and conclusions into key sections of the project document. Both tasks will be completed in close co-operation with the International Team Leader and Senior National consultant.
				
				▪ Complete the SFM tracking tool with a detailed assessment of carbon emission savings to be achieved by the project
				▪ Compile a report on forest (boreal and saxaul) management in Mongolia (in general), in the target provinces and in the pilot landscapes (in detail):
				   o Describe, map and quantify forest status (cover and condition) including historical trends
				   o Tabulate and describe the key stakeholders for forest management and their role in

Type of Consultant	Position / Titles	$/Person Week[1]	Estimate d PWs[2]	Tasks to be Performed
				forest management and in the project
				○ Describe laws, policies, institutions and sectors relating to forest planning and management, gaps and needs
				○ Describe the threats, root causes and impacts of forest loss and degradation and the barriers to SFM
				○ Describe forest management practices and utilisation (private, public sector and by communities), including economic information
				○ Describe (tabulate) all baseline programmes and projects relating to SFM (including timing, key actors/donors and budgets)
				○ Using case studies, review best practises and lessons learned in SFM including FUGs, livestock management, forest reserves, incremental expansion and enrichment plantation using tube seedlings, grazing exclusion areas to protect new saplings, nurseries, forest restoration, community based monitoring and adaptive management etc. and describe mechanisms for up-scaling them
				○ Review progress, achievements and challenges of the FAO/GEF SFM project, and identify potential areas for collaboration and continuation
				○ explore potential cooperation mechanisms with the UN REDD National Programme and ADB project on Poverty reduction, GIZ
				○ draw on work through the GIZ National Forest Inventory Work and UNREDD National programme on Drivers of forest degradation study and others to estimate deforestation rate based on the business as usual scenario and potential reduction of deforestation and emission reductions from proposed forest management and restoration measures
				○ Identify potential project interventions (and their locations) particularly for outputs: 1.1, 1.4, 2.2, , 3.1, 3.2, 3.3, 3.4, 3.5 including where they should be located
				○ Complete the baselines for key indicators in the SRF
				○ Draft ToRs for the key consultants/contracts to be employed by the project in relation to the above interventions
				▪ Contribute to the identification of the project pilot landscapes
				▪ Contribute to the assessment of the UNDP Capacity Development scorecard baseline
				▪ Contribute to the PPG stakeholder workshop
				Qualifications:
				▪ Excellent knowledge and minimum 10 years of demonstrable experience in forest management in Mongolia;

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				- Specialist knowledge of forest restoration measures; - Ability to quantify potential CO_2 emissions savings from forest management - Familiarity with key institutions and specialists dealing with forest management - Excellent command of English; - Prior experience with UNDP-GEF, other UN or international organizations in biodiversity conservation project formulation, along with familiarity with GEF and UNDP policies, procedures and practices, are assets - Relevant advanced degree in natural sciences, forestry or other related fields.

[1] Dollar amount per person week.
[2] Person weeks needed to carry out the task.

United Nations Development Programme

Empowered lives.
Resilient nations.

12 June 2017

Dear Mr. Trankmann,

Subject: Project Preparation Grant: Ensuring Sustainability and Resilience (ENSURE) of Green
Landscapes in Mongolia
PIMS 5784 – ATLAS BU: MNG10
Proposal No.: 00104078 – Project No.: 00105802

I am pleased to delegate to you as the UNDP Resident Representative the authority to sign the Initiation Plan for the above-mentioned Project Preparation Grant (PPG) / Programme Cooperation Budget (PCB) on behalf of UNDP, and to commence development of the main project. The Initiation Plan, which amounts to a total of US$195,000, has received its final approval in accordance with the established GEF procedures (CEO approval letter attached for ease of reference).

I am also pleased to provide a summary of the next steps in the process and to outline, for your easy reference, the mandatory GEF-specific project financial and results management requirements.

Next steps and mandatory GEF-specific requirements:
1. *Issuance of Authorized Spending Limit (ASL)*: To facilitate a quick start to the PPG/PCB, once the Initiation Plan is signed, please kindly ensure that the Atlas-generated *Annual Work Plan (AWP)* based on the *Total Budget and Annual Work Plan* in the attached document, along with a copy of the signed cover page, is sent to Ms. Lisa Farroway, Regional Technical Advisor (RTA) in Bangkok.

   Any proposed budget revisions should be forwarded to the UNDP RTA together with a clear explanation of the changes proposed as any significant changes require review and approval. In addition, please note that UNDPGEF is not in a position to increase the project budget above the amount already approved by the GEF Council. Therefore, any over-expenditure on this project would have to be absorbed by other Country Office resources.

2. *Fee:* As an Implementing Agency of the GEF, UNDP earns a fee upon approval of each project which is to be used to cover specific project assurance and oversight costs incurred by UNDP. For the Country Office, these services are related to the provision of project cycle management services, as detailed in Annex 2.

   The total fee over the lifetime of the above mentioned project for these Country Office support services will be USD 6,092.87. This fee will be paid directly by the UNDP-GEF Unit to the XB account of the Country Office, based on project delivery, audit compliance, and compliance with the GEF project management requirements outlined below.

Mr. Beate Trankmann
Resident Representative
UNDP Ulaanbaatar
Mongolia

As noted above, the GEF fee is provided to cover the project cycle management service indirect costs as detailed in Annex 2. At the Country Office level, project cycle management services performed by UNDP Country Offices are broadly analogous to General Management Support (GMS) and cover support to project development and implementation stages. The UNDP-GEF Unit will support the Country Office by providing a suite of specialized technical services as required by the GEF and detailed in Annex 2.

3. *GEF-specific project management requirements*:
   - Any changes with respect to the objectives of the initiation plan will have to be discussed with and approved by the RTA, as they will have to be reported to the GEF.
   - All efforts should be made to completely commit the GEF PPG resources by the time the project document is submitted to the GEF for CEO endorsement. A report on the use of the PPG resources is included in Annex C of the GEF CEO Endorsement template.
   - If the PPG activities and resources have not been fully completed/committed by CEO endorsement, the same reporting table must be submitted with the first project implementation report (APR/PIR) due one year after project document signature.
   - This preparatory phase must be operationally completed in Atlas once the main project is endorsed by the GEF CEO. Financial closure should follow within 12 months, but preferably within the same calendar year.
   - In order to accord proper acknowledgement to the GEF for providing funding, full compliance is needed with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: https://www.thegef.org/gef/node/4373. Full compliance is also required with UNDP's branding guidelines. The UNDP Brand Manual can be accessed via the UNDP Communications Toolkit:
   https://intranet.undp.org/unit/pb/communicate/communicationstoolkit/Pages/default.aspx

In concluding, I would like to assure you of UNDP-GEF's and my personal commitment to successful implementation of the Initiation Plan. The RTA is at your disposal for advice and technical support. Should you have any concerns or questions, please do not hesitate to contact me.
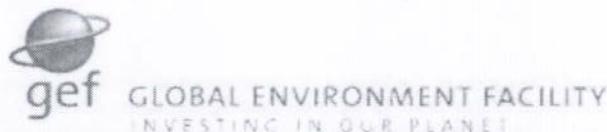
Yours sincerely,

Adriana Dinu
Executive Coordinator
UNDP-Global Environmental Finance
Sustainable Development Cluster
Bureau for Policy and Programme Support

cc: Mr. Haoliang Xu, Assistant Administrator and Bureau Director, RBAP
       Ms. Valerie Cliff, Director, Bangkok Reginal Hub
       Ms. Daniela Gasparikova, Deputy Resident Representative, Mongolia
       Mr. Bunchingiv Bazartseren, Team Leader, Environment & Energy, Mongolia
       Ms. Khishigjagal Kharkhuu, Programme Office, Mongolia
       Mr. Gordon Johnson, UNDP-GEF Regional Team Leader, Bangkok Regional Hub
       Ms. Lisa Farroway, UNDP-GEF Regional Technical Advisor, Bangkok Regional Hub
       Mr. Mazen Gharzeddine, Country Programme Specialist, Mongolia

Fund, Donor, DepID, Impl.A Oper.Unit Businesslin, Proper ID, Act,
OOA: 62000, 10003, 41805, 001981, MNG, MNE10, 00105802, 1,

Annexes

Annex 1   PPG approval letter

gef GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Naoko Ishii
CEO and Chairperson   April 28, 2017

Ms. Adriana Dinu
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Ms. Dinu:

   I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the upcoming work program. I have also approved your request for project preparation grant.

Decision Sought:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant (PPG) Approval
GEFSEC ID:	9389
Agency(ies):	UNDP
Agency ID:	5784 (UNDP)
Focal Area:	Multi Focal Area
Project Type:	Full-Sized Project
Country(ies):	Mongolia
Name of Project:	Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia
Indicative GEF Project Grant:	$7,964,253
Indicative Agency Fee:	$756,604
PPG Grant:	$195,000
PPG Agency Fee:	$18,525
Funding Source:	GEF Trust Fund

Break-down of Indicative Agency Fee

Agency	Trust Fund	40% Fees to be committed at Council Approval	Fees to be committed at CEO Endorsement	Total (US$)
UNDP	GET	$302,642	$453,962	$756,604

United Nations Development Programme

This PIF clearance and PPG approval is subject to the comments made by the GEF Secretariat in the attached project review document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures. Please ensure that your final project document, with all Secretariat and Council comments fully addressed, is submitted such that CEO endorsement can be provided within 18 months of Council approval of the work program.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

Annex 2: Project Cycle Management Services

Stage	Country Office[1]	UNDP/GEF at regional and global level
Project Development	*Initiation Plan:* • Management and financial oversight of Initiation Plan • Discuss management arrangements	RTA and PA role: • Technical support, backstopping and troubleshooting. • Support discussions on management arrangements • Facilitate issuance of DOA
	Project Document: • Support project development, assist proponent to identify and negotiate with relevant partners, cofinanciers, etc. • Environmental and social screening of project before PAC. • Review, appraise, finalize Project Document. • Negotiate and obtain clearances and signatures – Government, UNDP, Implementing Partner, LPAC, cofinanciers, etc. • Respond to information requests, arrange revisions etc. • Prepare operational and financial reports on development stage as needed.	• RTA role: Sourcing of technical expertise. • Verification of technical reports and project conceptualization. • Guidance on SOF expectations and requirements. • Negotiate and obtain clearances by SOF • Respond to information requests, arrange revisions etc. • Quality assurance and due diligence.

Key UNDP/GEF management performance indicators/targets for Project Development:

1. Time between PIF approval to CEO endorsement for each project:
    - Target for GEF trust fund project: FSP = 18 months or less, MSP 12 months or less.
    - Target for LDCF and SCCF: FSP/MSP = 12 months or less.
2. Time between CEO endorsement (or PAC for non GEF funded projects) to first disbursement for each project:
    - Target = 4 months or less

---

[1] As per UNDP POPP with additional SOF requirements where relevant.