

Mid-Term Review of the Project

**“Ensuring Sustainability and Resilience (ENSURE) of
Green Landscapes in Mongolia”**

Final Report

UNDP PIMS#	5784
# GEF ID	9389
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GEF Strategic Program / Action Area	Ecosystems and Biodiversity
Executing Agency/Executing Partner and other Project Partners	Ministry of Environment and Tourism
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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AE	Executing Agency
ALMGaC	Government Authority of Land Management, Geodesy and Cartography
AVSF	Agronomes et Vétérinaires Sans Frontières
AWP	Annual Work Plan
CBO	Community based organizations
FAO	Food and Agriculture Organisation
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
JICA	Japan International Cooperation Agency
KfW	German Development bank
KOICA	Korea International Cooperation Agency
M&E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MOFALI	Ministry of Food, Agriculture and Light Industry
MTR	Mid-Term Review
MTR	Mid-Term Review
NAMEM	National Agency for Meteorology and Environmental Monitoring
NCCD	National Commission for Soil Protection and Combating Desertification
PIR	Project Implementation Review
PMU	Project Management Unit
ProDoc	Project Document
SDC	Swiss Agency for Development and Cooperation
SFA	Sustainable Fibre Alliance
TNC	The Nature Conservancy
ToR	Terms of reference
UNDP	United Nations Development Programm
UNEG	United Nations Evaluation Group
WCS	Wildlife Conservation Society of Mongolia
WHO	World Health Organization

1 EXECUTIVE SUMMARY

Table 1 Project Information

Project Name	Ensuring Sustainability and Resilience (Ensure) of Green Landscapes In Mongolia		
GEF Project ID:	9389	PIF approval date	May 23, 2017
GEF Agency Project ID:	5784	CEO Endorsement Date	Oct 18, 2018
Agency(ies) GEF:	UNDP	Date of signature PRODOC	Dec 18, 2018
UNDP ATLAS Business Unit Award ID	MNG10; 00100102	Date Project Coordinator hired	TBA
Country (ies)	Mongolia	Date of Inception Workshop	Mar 19, 2019
Region	Asia & Pacific	Date of Mid-Term Evaluation	May – July, 2022
Focal Areas	Ecosystems and Biodiversity	Date of final evaluation report	
Trust Fund	GEF	Planned date for operational closure	Dec 18, 2025
Implementing Partner	Ministry of Environment and Tourism		
Financing			
PPG		As of CEO approval date (USD)	As of the date of the Mid-Term Review (USD)*.
[1] Total GEF funding:		7,964,253	3,285,191
[2] Ministry of Environment and Tourism		28,000,000	5,852,563.20
[3] Ministry of Food Agriculture and Light Industry		8,000,000	2,104,144.69
[4] Zavkhan aimag Governor's Office		212,700	168,091.30
[5] Gobi-Altai aimag Governor's Office		288,750	400,886.52
[6] Arkhangai aimag Governor's Office		291,910	374,357.83
[7] Bayankhongor aimag Governor's Office		30,000	59,835.80
[8] World Wildlife Fund		500,000	491,166.00
[9] Wildlife Conservation Society Mongolia		500,000	0
[10] The Nature Conservancy		350,000	45,756.00
[11] KfW - Kreditanstalt fuer Wiederaufbau		336,357 (€ 281,000 on 3 May 2018)	307,756.00
[12] Arig Bank		420,000	0
[13] UNDP		150,000	123,000.00
[14] Co-financing		39,079,717	9,923,922.29
[15] Total project financing		47,043,970	13,209,113.29

Project description

1. The main objective of the project is 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.
2. The project considers four components: Component 1: Enhanced enabling framework and systemic tools help conserve biodiversity and ecosystem services; Component 2: Rangelands, forests and biodiversity are restored and protected areas strengthened at landscape scale; Component 3: Sustainable livelihoods provide benefits to local communities and support biodiversity; Component 4: Improved knowledge management, monitoring and evaluation supports sustainability and up-scaling.
3. Outcomes: 1) Embedding systemic tools and capacity for enhancing ecosystem services through sustainable rangeland and forest management and biodiversity conservation; 2) Application of sustainable rangeland and forest management and biodiversity conservation to reduce land degradation/desertification and enhance ecosystem services; 3) Community livelihoods enhancement to restore and sustain biodiversity and ecosystem services; 4) Knowledge management, M&E and gender mainstreaming.
4. The project implementing partner is the Ministry of Environment and Tourism (MET). The project has a budget of USD 7,964,253; the resources from the Global Environment Facility (GEF) will be implemented over a 7-year period.
5. The project is aligned with the United Nations Development Program (UNDP) Strategic Plan (2018 – 2021), in force at the design date, specifically with Output 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

Table 1 Midterm (MTR) Ratings and Achievement Summary Table¹

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	Formulation of indicators partially applies the SMART criteria, 6 out of 16 achieve fully comply with these criteria. Most common weakness relates to specificity, while all the indicators meet the time-bound criteria.
Progress Towards	Objective Achievement	The project is on track to achieve its intended objective. One objective level indicator surpassed targets expected by the

¹ Assessment scales are detailed in Annex 5.

Results	Rating: Satisfactory	end of the project (117%). The other two objective level indicators are on track to achieve its intended targets.
	Component Achievement Rating: Moderately Satisfactory	1 Its four indicators partially achieved the midterm targets. However, no significant risk is noted and project is on track to achieve the expected project targets.
	Component Achievement Rating: Satisfactory	2 Performance Component 2 reports considerable progress; four out of five mid-term targets were achieved and while the remaining two are on track to deliver the expected results
	Component Achievement Rating: Moderate Satisfactory	3 The Component 3 reports its three indicators are on track and present no significant risk, but have not yet achieved the mid-term targets.
	Component Achievement Rating: Moderate Satisfactory	4 The only indicator for this component has been partially achieved. While some specific targets were exceeded, there are still gaps in terms of access to information and the 4 landscape partnership forums.
Project Implementation & Adaptive Management	Moderately Satisfactory	The project implementation is recognized as flexible and demonstrated capacity to adapt to continuous changes both at the PMU and project leadership. Also, the project demonstrates resilience and a considerable management capacity taking into account the past 18 months were affected by COVID 19 lockdown. However, it is important to consider that the project delivery is affected by the constant rotation of key staff, substantial work load and reduced capacities from PMU to procure and follow up a considerable number of contracts.
Sustainability	Moderately Unlikely	The perspectives of additional funding mobilized to ensure long term sustainability of GEF investments are still unclear. However, the uptake from different beneficiaries has been highlighted and suggest opportunities for resilience and extended commitment towards the sustainability of the GEF investments.

Concise summary of conclusions

6. The project holds high relevance and alignment to national policies, supporting the Government of Mongolia to meet its international commitments.
7. Project design is highly complex presents a multilevel and multidimensional intervention. The most important areas for improvement are innovation, disempowerment of the PMU and private sector involvement.
8. The project is on track to achieve most of its intended results and targets, even surpassing one end of project target.
9. Progress towards the Component-1 was affected by legal and institutional reforms, none of the four indicators has been fully achieved. Component 2 reports considerable progress; four out of five mid-term targets were achieved and the other one is on track

to deliver the expected results. The Component 3 reports its three indicators have not yet achieved the mid-term targets; however, they are on track or relatively is close to be realized. The only indicator for Component 4 is related to knowledge management, the midterm target has been achieved partially.

10. The MTR identifies five major barriers relating to the project management and adaptive management: 1) Financial resources unavailability; 2) High rotation of PMU staff and National Project Director; 3) Disempowerment of the PMU, substantial work load and reduced capacities to procure and follow up a considerable number of contracts; 4) Absorption capacity from government and community to assimilate, align and appropriate different tools, policies and activities; 5) Direct and fluent communication channels between PMU and local authorities.
11. By December 31 2021, the project disbursed USD 3.285 million which is 41% of the total available budgeted according to planned. About the co-financing, it was expected to mobilize USD 39 million, to date is reported to account for USD 9.9 million which is 25.39% of the project target.

Table 2 Recommendations

# Rec	Recommendation	Responsible Entity
Component 1		
1	Conduct a financial gap analysis and draft a financial sustainability strategy to mobilize the necessary additional resources needed to implement all plans produced and additional responsibilities arisen from these plans and follow up activities.	PMU
Component 3		
2	Develop management models and business capacities to ensure donations and funding provided will yield expected results and sustainability.	PMU MET
3	The evaluation suggests to strengthen the value chain approach to add value to existing interventions and strengthen private sector engagement through increased market access, green credit facilities, marketing, financial planning, legal incorporation, etc.	PMU UNDP MET
4	Formalize pending contractual arrangements with different beneficiaries (diary production, nurseries, breeding units, fenced area for fodder plant cultivation), who received equipment, tools, and material from the Project but are not clear about ownership, management and operation model	PMU MET
Component 4		
5	Design and implement knowledge management strategy to strengthen capacities specially at the local level. Build local capacity on community facilitation/motivation and improve project ownership mechanisms.	PMU
6	It is recommended to evaluate whether the gender focal point is covering the activities entrusted to it, since, being in charge of safeguards and communication, it is possible that it is not adequately covering the	PMU

	gender issue or documenting the positive and negative impacts of the project on men and women. It is also recommended to strengthen the participation and gender radio in relation to the participation of women in the PIU, consultants and Project Board.	
Project implementation and adaptive management		
7	Long term contracts for PMU, local and regional facilitators. Upgrade local facilitators to full time and consider competitive wages for regional and local facilitators.	PMU UNDP MET
8	Strengthen capacity at the PMU and/or UNDP to incorporate additional technical and administrative staff to support follow up of contractors and site level activities.	PMU UNDP MET
9	Knowledge management and capacity building strategy should be drafted or reviewed in the context of this second period of implementation. Training is reported only in terms of thousands of people attending short term training events, rather than the actual impact in terms of changing attitudes, practices and values within specific targeted groups.	PMU UNDP MET
Sustainability		
10	The project undertakes activities that clearly fall under climate change adaptation and mitigation, offering important replication and scale up opportunities. The MTR suggests to draft an exit strategy that reflects climate change national priorities such as the NDC targets to access climate finance.	PMU UNDP MET

2 INTRODUCTION

2.1 MTR purpose and objectives

12. The purpose of the mid-term review is to assess the progress made in achieving the project objectives and results outlined in the Project Document (ProDoc), analyzing early signs of success or failure in order to identify any changes needed to get the project back on track and achieve the desired results. The MTR reviews the project strategy and its risks to sustainability.
13. The MTR has evaluated the results according to the criteria described in the Guidance for conducting Midterm reviews of UNDP-supported, GEF-financed projects (2014). The specific objectives are:
 - a) Ensure the success of the project by identifying any changes that need to be incorporated into adaptive management to achieve the expected results;
 - b) Ensure accountability for the achievement of project objectives, as well as those of UNDP-GEF, and encourage accountability in the use of resources;
 - c) Enhance organizational learning through documentation, feedback and dissemination of lessons learned;
 - d) Strengthen project oversight and management functions.

2.2 Scope & Methodology

14. The MTR was conducted based on the Guidance for conducting Midterm reviews of UNDP-supported, GEF-financed projects (2014). In accordance with the guide and the project context, the following tools were applied: a) documentation review; b) stakeholder interviews; c) questionnaires; d) field visits. During the process, there was active interaction between the evaluation team, Ministry of Environment and Tourism, Ministry of Food, Agriculture and Light Industry (MoFALI), UNDP Mongolia, the PMU and other stakeholders.

2.2.1 Data collection and analysis

15. Two data collection techniques were used: document review and individual interviews, which are described below.

2.2.1.1 Secondary Information - Documentary Review

16. The evaluator reviewed the documentation provided by the PMU and the implementing partners. In accordance with the TOR, 16 documents were considered essential for this review. The detailed list of documents and their status of implementation is presented in Annex 3.
17. Based on this analysis, the evaluation team prepared a detailed description of the project covering the identified problem, the established objectives and their respective activities. This provided a baseline of the baseline situation prior to project implementation, as well as its perceived contribution or impact.

2.2.1.2 Stakeholder interviews and implementation site visits

18. Following the suggestions of the Guidelines, the evaluation applied a consultative approach that included interviews. This activity sought to enrich the vision of the context through first-hand contact with the most representative actors in the implementation of the project, thus receiving testimonies on the progress and barriers encountered so far.
19. To conduct the interviews, an identification of stakeholders was carried out together with the PMU to interview them virtually and on the field mission.
20. A questionnaire was used for the different interviews, focusing on the participation of the different actors according to their role in project implementation (Annex 6). The questionnaire included several questions related to gender equality and women's empowerment for the different project stakeholders, and various specific questions for the project beneficiaries.
21. The mission or visit to implementation sites was planned with the PMU to coordinate the sites to be visited, as well as the stakeholders in the territory to be interviewed, including representatives of state institutions, local institutions and beneficiaries.

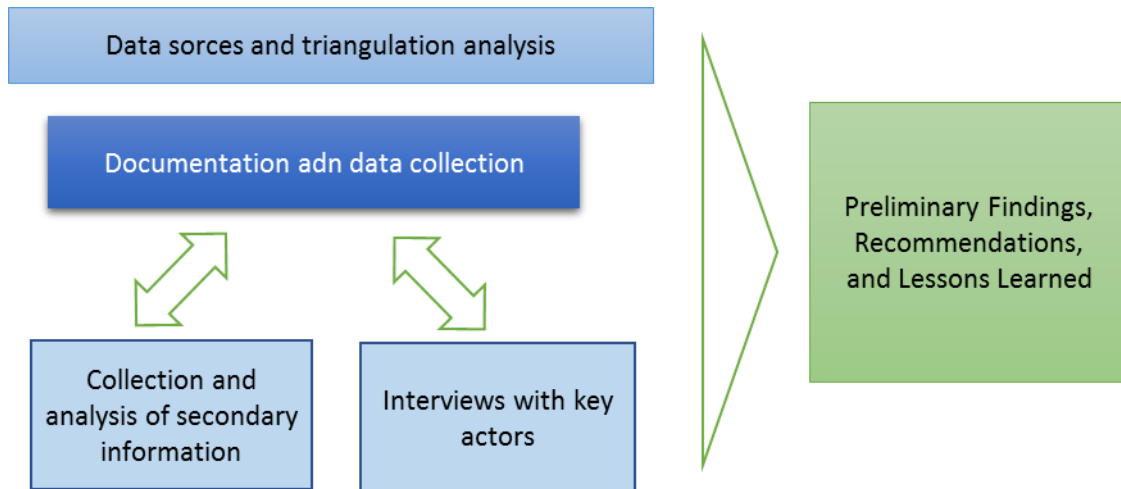
2.2.2 Information analysis

22. Within the framework of the Guide, the results and impacts of the project were assessed using the evaluation matrix (Annex 4), which identified the key questions related to the evaluation criteria and cross-cutting issues, and the methods selected (desk review and interviews).
23. Initially, at the completion of the interview phase, the evaluation team systematized and analyzed the information gathered from primary and secondary information sources in

order to generate the most relevant and representative findings of all the data collected so far. With this first analysis, the findings were presented to UNDP Mongolia and the project team. At the end of the presentation, important feedback and clarifications were gathered for the preparation of the review report.

24. Subsequently, the evaluators conducted an in-depth analysis in order to reinforce the credibility and validity of the findings, judgments and conclusions obtained. The evaluation team used triangulation techniques to ensure technical quality. Triangulation consisted of double or triple checking the results of the data analysis by comparing the information obtained through each data collection method (desk study and individual interviews) (Graphic 1).

Graphic 1 Information Analysis Diagram



Source: José Galindo, 2021

2.2.3 Draft Final Report

25. After information was gathered and analyzed, the draft MTR presents the main findings and recommendations of a technical and practical nature, which reflect a realistic understanding of the project's achievements, and seek to facilitate the identification of influencing factors and possibilities for developing corrective measures activities that will lead to improved project performance and compliance with the objectives and results established in the logical framework.
26. The review was strictly governed by the standards of good evaluations of utility, feasibility, accuracy and neutrality. The project review will apply to the design, implementation and results of the project for each of its Components.

27. Project design: the project formulation was assessed by analyzing the ProDoc to determine whether the strategy is proving effective in achieving the desired results; the proposed indicators and targets were critically analyzed and whether they meet "SMART" (Specific, Measurable, Achievable, Realistic and Time-bound) criteria; and finally, how other broader aspects of the development concept have been integrated into the project design.
28. Progress in the achievement of results: the progress made by the project was analyzed for each of its results. The GEF monitoring tools that were provided were reviewed. Mid-term progress towards the achievement of the objectives and each outcome of the project was evaluated.
29. Project implementation and adaptive management: aspects related to management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at project level, stakeholder involvement, information and communication were assessed.
30. Sustainability: the likelihood that project benefits will last over time after project completion was assessed. Risks likely to be faced by the project were examined to ensure that the results will continue when the project is completed.

2.3 Ethics

31. The evaluation was conducted in adherence to the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. The evaluator safeguarded the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing data collection and reporting. The evaluator also ensured the security of information collected before and after the evaluation and protocols to ensure anonymity and confidentiality of information sources where expected. The knowledge of the information and data collected in the evaluation process were used only for the evaluation and not for other uses.

2.4 Limitations of the evaluation

32. Due to time constraints site visits were not possible to Gobi-Altai and Bayankhongor aimags. Interviews in these two aimags were held virtually.

2.5 MTR Report Structure

33. The MTR report is structured in three levels, beginning with this introductory chapter to the evaluation and its methodological process. A second level, covering chapters 2, 3 and 4, presents the evaluation results for each stage of the project life cycle. The main findings and analysis of the evaluation are summarized in the final chapter, presenting conclusions and recommendations.

3 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

3.1 Development context: environmental, socio-economic, institutional and political factors relevant to the objective and scope of the project

34. Mongolia, which covers 1.56 million km² and is the world's nineteenth largest country, is located in Central Asia between Russia and China at the crossroads of the Eurasian Steppes, the Siberian Taiga and the Gobi Desert. It hosts a range of globally important biodiversity, parts of two WWF Global priority eco-regions, 2 UNESCO natural World Heritage Sites, 11 Ramsar sites and 70 Important Bird Areas (IBA). Mongolia's relatively intact and ecologically diverse landscapes provide habitat for a rich biodiversity and ecological processes including seasonal migrations, predator-prey interactions, and natural river flows that are all but lost in many regions of the world. Despite these very significant attributes, Mongolia's landscapes are degrading rapidly with 77.8% of the territory affected by degradation or desertification². In particular, the vast rangelands have degraded rapidly over the past two decades because of climate change and inappropriate grazing patterns - affecting herders, the livestock sector, the economy, employment, the nomadic cultural heritage and biodiversity³. Mongolian forests cover approximately 17,911,123 ha consisting of 12,280,042 ha boreal and 5,631,081 ha saxaul forests, accounting for 11.8% of the area of Mongolia⁴ (FRDC, 2016).
35. The remarkable landscapes of the project area form a stronghold for Mongolia's iconic and most threatened large mammals, including snow leopard (VU), goitered gazelle

² Nyamtseren et al.. 2013. Desertification atlas of Mongolia.

³ Fernandez-Gimenez, M. et al. (2017). "Exploring linked ecological and cultural tipping points in Mongolia". *Anthropocene* 17. 46-69.

⁴ Forest Research and Development Centre. 2016. Forest Resource of Mongolia – 2015. Ulaanbaatar, Mongolia: Forest Research and Development Center State Owned Enterprise, Ministry of Environment and Tourism

(VU), wild Bactrian camel (CE), Asiatic wild ass (NT), Gobi bear (CR), Saiga antelope (CE), Argali (wild sheep) (NT), Siberian ibex (LC), Eurasian lynx (LC), wolverine (LC), musk deer (VU), red deer (LC), Przewalski's horse (EN), grey wolf (LC), brown bear (LC), plus a broad assemblage of globally threatened birds (including iconic species like Houbara Bustard (VU), Altai snowcock (LC), swan goose (VU) and Dalmatian pelican (NT)) and other biodiversity

36. Land degradation is Mongolia's most serious environmental problem, impacting the nation's productivity and efforts for equitable and sustainable development, as well as its rich biodiversity. In 2013, the level of desertification and land degradation was estimated to be 77.8% of the total territory, of which 35.3% was defined as slightly degraded, 25.9% was moderately degraded, 6.7% severely degraded and 9.9% extremely degraded⁵. The main landscape-scale drivers of environmental degradation across the country are over-grazing, legal and illegal timber harvesting, fire and pests, mining and other infrastructure development, and killing of wild animals. Land degradation is also being seriously exacerbated by climate change.

3.2 Problems that the project sought to address

37. The project's ProDoc identified the following key barriers affecting the biodiversity conservation and sustainable land and forest management
- Barrier 1: Inadequate policies, legislative framework, tools and capacity to enable green development at the local level.
 - Barrier 2: Insufficient capacity and knowledge to apply best practices in sustainable rangeland and forest management and biodiversity conservation by local stakeholders at the landscape scale.
 - Barrier 3: Insufficient linkage between livelihoods and sustainable rangeland and forest management and biodiversity conservation.
 - Barrier 4. Inadequate knowledge management and M&E systems for green development.

⁵ Nyamtseren et al. 2013. Desertification atlas of Mongolia.

3.3 Project description and strategy: objective, products and desired outcomes, description of places where it is developed (if any)

38. The Project Objective is: 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. To achieve this objective, the project implements four project Components: 1) Embedding systemic tools and capacity for enhancing ecosystem services through sustainable rangeland and forest management and biodiversity conservation; 2) Application of sustainable rangeland and forest management and biodiversity conservation to reduce land degradation/desertification and enhance ecosystem services; 3) Community livelihoods enhancement to restore and sustain biodiversity and ecosystem services; 4) Knowledge management, M&E and gender mainstreaming.

3.4 Project execution mechanisms: project's Board of Directors brief description, agreements with main execution partners, etc.

39. The project is implemented, with arrangements, under the National Implementation Modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Mongolia, and the Country Programme. The Implementing Agency (IA) for this project is the Ministry of Environment and Tourism (MET). The IA is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.
40. The project is led by the Project Board, made up of high-level representatives of MET and MoFALI (Vice-Ministers), as well representatives of UNDP and MCUD. The Project Board is responsible for making by consensus, management decisions when guidance is required by the National Project Coordinator, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances.
41. In addition, the project has a Technical Committee to convene at least once annually to gather the advice of government specialized agencies, universities and technical partners in support of project implementation. The project is executed by the Project Management Unit (PMU), led by the national project coordinator, a land / M&E Officer, a project assistant, a communications, knowledge, management and partnership officer

and a driver. Additionally, the project will be supported by a Guarantee that includes UNDP staff in Country Offices and at regional and headquarters levels.

3.1 Project timing and milestones

- Project start: Dec 18, 2018
- Inception Workshop: Mar 19, 2019
- Mid-Term Review: July, 2022
- Final Evaluation: Sep 18, 2025
- Project Closure: Dec 18, 2025

3.2 Main stakeholders: summary list

- Parliament of Mongolia
- Ministry of Environment and Tourism (MET)
- Ministry of Food, Agriculture and Light Industry (MoFALI)
- Ministry of Energy & Ministry of Mining and Heavy Industry
- Ministry of Finance & Ministry of Justice and Home Affairs
- National Commission for Soil Protection and Combating Desertification (NCCD)
- Government Authority of Land Management, Geodesy and Cartography (ALMGaC)
- National Agency for Meteorology and Environmental Monitoring (NAMEM)
- Scientific institution
- United Nations Development Program (UNDP)
- Asian Development Bank (ADB)
- Food and Agriculture Organisation (FAO)
- GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)
- Japan International Cooperation Agency - JICA
- KfW (Kreditanstalt für Wiederaufbau) – German Development bank
- Korea International Cooperation Agency - KOICA
- Swiss Agency for Development and Cooperation (SDC)
- World Bank
- Agronomes et Vétérinaires Sans Frontières (AVSF)
- The Nature Conservancy (TNC)
- Sustainable Fibre Alliance (SFA)
- Wildlife Conservation Society of Mongolia

- WWF Mongolia
- Arig Bank
- Aimag governments & Citizens Representative Khurals
- The Land Relation, Construction and Urban Development Department
- Protected areas administrations
- River basin administrations
- Soum Government & Citizens Representative Khurals
- Bagh and khoroo citizens Khurals
- Community based organizations (CBO)

4 FINDINGS

4.1 Project Strategy

4.1.1 Project Design

42. The project is highly relevant as it is aligned to national priorities and policies such as the Vision 2050, it supports the Government of Mongolia to meet its international commitments to the three major environmental conventions such as the Convention on Biological Diversity, Desertification and Climate Change.
43. The project is aligned and still relevant to the current Country Programme Document (CPD) for Mongolia (2023–2027), even though, the project was designed between 2017 and 2018, under the previous CPD cycle. It contributes specifically to program priority 1: Diversified, inclusive and green economic transition. Also, the project is in line with the signature solutions: resilience and environment. Related to UNDAF (2017-2022), the project contributes to achieve the Outcome Area 1 “promoting inclusive growth and sustainable management of natural resources”. Finally, the project attends several Sustainable Development Goals (Goal 15: Life on Land; Goal 1: No poverty; Goal 13: Urgent action on climate change; Goal 3: Good health; and Goal 5: Gender equality).
44. Project conceptualization and design was participative, involving diverse stakeholders at different levels. Reports confirm high levels of appropriation and commitment from Soum and Aimag leaders throughout project design.
45. The project conceptualization is based on the experience accumulated by UNDP as GEF Implementing Agency and its longstanding cooperation with the MET.

Management arrangements and project governance reflects standard practices for NIM projects in Mongolia, such as hiring and nesting key project staff at all levels. While this practice increases ownership, it also affects continuity and increases staff rotation.

46. The project presents a multilevel and multidimensional intervention, articulating activities from national to site level through the integrated landscape management approach. National policy level is landed to Aimag and Soum levels through a number of different planning tools aimed at strengthen landscape management and green development issues, where each level plays a role and is involved in their revision and approval.
47. Sustainable livelihoods and alternative income generation opportunities complement the project design through the Small Grants Program. This framework facilitates grant allocation and involves a three-level evaluation of proposals (Soum, Aimag, National).
48. Design presents a solid baseline and barrier analysis, however key baselines such as beneficiaries' income, gender equality or species population are either absent or outdated. The Theory of Change is coherent and presents causal effects from different interventions.
49. The landscape management approach may be most relevant innovation presented by the project design, adding considerable complexity because of the number and diversity of interventions which were generally addressed through specific or insolated interventions. However, activities reflect business as usual practices and approaches, with limited added value and integration of lessons learned from previous interventions.
50. The project does not sufficiently address private sector involvement, it could embrace stronger innovation approach through the use of information and communication technologies, value chain approach, access to credit, sustainable markets and certification schemes.
51. The fact that some indicators have been fully accomplished by mid-term, suggest targets may not reflect the ambition expected from GEF investments.
52. The implementation strategy involving external contractors is not coherent with the need to generate local capacities and appropriation, and proved to be unbalanced in terms of the empowerment of the PMU and local facilitators against project contactors.
53. The ProDoc includes a Gender Analysis and Action Plan, however it does not provide site specific baselines, context information is mostly qualitative, based on interviews developed during project design. Most relevant action towards mainstreaming gender

is related to sustainable livelihoods, particularly the selection of small grant's beneficiaries.

4.1.2 Results framework

54. As presented in Table 1, formulation of indicators partially applies the SMART criteria, 6 out of 16 achieve fully comply with these criteria. Most common weakness relates to specificity, while all the indicators meet the time-bound criteria.
55. While three indicators reflect lack of ambition or very conservative targets (Indicators 3, 6, 16), other three indicators may not be fully feasible to accomplish (Indicators 2, 5, 10), due to changing context and time needed to see results in areas such as increased population of targeted species.
56. Four indicators are gender sensitive (Indicators 1, 14, 15, 16), in general terms, design fails to incorporate gender mainstreaming in key issues such as policy, decision making and improved capacities. Although there is a specific Component for knowledge management and gender mainstreaming, it presents no gender specific indicators.

Table 3 Compliance with SMART criteria

Indicator	S	M	A	R	T	Commentary
1						Vague definition of direct project beneficiaries, therefore does not guide how measure them.
2						Baselines are outdated and not specific for all species. Indicator may not be achievable considering the lack of information regarding trends in population size of selected species, as well as the relative short period of time to improve these populations.
3						Indicator surpassed before midterm suggests lack of ambition.
4						
5						Pasture law proved to be unfeasible considering national context. Livestock tax approved before project initiated.
6						Targets are not ambitious considering project budget and cofinancing commitments.
7						
8						
9						
10						
11						Gobi Gurvan Saikhan NP may not be feasible, considering the majority falls out of the project target area.
12						No baseline presented, nor historical rate of treats.
13						Baseline is not accurate for FUGs; indicator is not specific about the extent and kind of green development measures.
14						Baselines not presented.
15						
16						Indicator does not reflect knowledge management and gender mainstreaming in the context of the intervention.

4.2 Progress Towards Results

4.2.1 Progress towards outcomes analysis

Progress towards achieving the project objective	Satisfactory
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57. In general terms the MTR finds the project is on track to achieve its intended objective, which is 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. Even with slight delays and difficulties derived from Covid-19, the project has managed to start delivering results over the past 3 years.
58. One out of three objective level indicators surpassed targets expected by the end of the project, achieving 117% of the target set for Indicator 3 related to the creation of new protected areas. New PA's were identified through the IUCN KBA standards using the existing ecoregional assessments for the targeted Aimags.
59. The other two objective level indicators are on track to achieve its intended targets. indicator 1 has surpassed its mid-term overall target significantly in terms of the number of direct project beneficiaries, however, the expected target has not been yet met in Bukhun.
60. On the other hand, no mid-term targets were defined for Indicator 2, as associated results are expected over the long term, however, the first participatory assessment of the status of indicator species and threat indicators in each demonstration landscape was conducted in 2020.

Table 4 Progress of Project objective Indicators

Description of Indicator	Midterm target level	MTR Assessment	
Indicator 1: # direct project beneficiaries (people living within target soums that are benefiting from project activities), disaggregated by gender. (UNDP Indicator)	3,645 people (at least 50% female) benefiting directly from project	Target on track:	
	Demonstration landscape	# direct beneficiaries	A total of 7,488 people were involved in these activities of which 2,953 women (39.4%) and 4535 men. This equals 70% of the population in the baghs where the project is intervening (demonstration landscapes) Demonstration landscape # direct beneficiaries
	Tarvagatain Mountain	Total -2,742 Target -685	
	Bukhun Mountain	Total- 3,666 Target -916	
	Ulaan Shal Valley	Total -1,995 Target-499	
	Zarman Gobi	Total-6,178 Target-1,544	
	Total	Total-14,581	

	Target-3,645	<table border="1"> <tr> <td>Tarvagatain Mountain</td> <td>2,174 (1,322 men and 852 women)</td> </tr> <tr> <td>Bukhun Mountain</td> <td>1,087 (707 men and 380 women)</td> </tr> <tr> <td>Ulaan Shal Valley</td> <td>687 (382 men and 305 women)</td> </tr> <tr> <td>Zarman Gobi</td> <td>2,920 (1736 men and 1184 women)</td> </tr> </table>	Tarvagatain Mountain	2,174 (1,322 men and 852 women)	Bukhun Mountain	1,087 (707 men and 380 women)	Ulaan Shal Valley	687 (382 men and 305 women)	Zarman Gobi	2,920 (1736 men and 1184 women)
Tarvagatain Mountain	2,174 (1,322 men and 852 women)									
Bukhun Mountain	1,087 (707 men and 380 women)									
Ulaan Shal Valley	687 (382 men and 305 women)									
Zarman Gobi	2,920 (1736 men and 1184 women)									
<p>Indicator 2: Population size of selected indicator species in demonstration landscapes</p> <p>a) Snow leopard <i>Panthera uncia</i></p> <p>b) Goitered gazelle <i>Gazella subgutturosa</i></p> <p>c) Argali sheep <i>Ovis darwini</i></p> <p>d) Red deer <i>Cervus elaphus</i></p> <p>e) Musk deer <i>Moschus moschiferus</i></p> <p>f) Red thumb <i>Cynomorium songaricum</i></p>	Not re-measured at mid-term	Target On track								
<p>Indicator 3: Area of new protected areas (PAs) in the target aimags in important areas for biodiversity (especially from under-represented ecosystems) designed to enhance connectivity (UNDP IRRF Indicator) (GEF-7 Core Indicator 1.1)</p>	0.30 million ha of new PAs (including LPAs) gazetted in important areas for biodiversity	Target achieved 16 new PAs covering 1,096,604.57 hectares including State Nature Reserve and Locally Protected Area								

Green = Achieved	Yellow: On track for achievement	Red= Risk of non-compliance at project closure
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4.2.1.1 Component 1: Enhanced enabling framework and systemic tools help conserve biodiversity and ecosystem services

Progress towards achieving Component 1	Moderately Satisfactory
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61. Progress towards achievement of Outcome-1 is rated as moderately satisfactory, as the four indicators are on track to be achieved (Table 5), although some of them have encountered some difficulties in their execution which are beyond the project's control. For example, the performance was affected by reforms to the national development planning framework followed by the amendments in the Constitution of Mongolia

- approved in 2019, the National development policy “Vision-2050” and Law on development policy, planning and governance, approved respectively in May 2020.
62. In the case of indicator 4, progress was affected because the new process of development policy and planning at national level has not yet been completed leaving a gap in terms of mechanisms for integrating conservation of biodiversity and ecosystem services into local development planning. Five-year development concepts and Four- year development plans aligned with National development policy “Vision 2050” have been developed and approved by all target aimags.
63. The indicator 5 was reformulated because it was not possible to proceed as originally expected with the Pasture Law. Instead, the project contributed to the General Land Law submitted to the Parliament on June 2022., including basic principles of pasture and PA management. The Protected Areas Law is also in the pipeline, but has not been submitted yet for cabinet approval prior to Parliament. In November 2020, the parliament has approved the Law on Livestock Tax, the project is providing support to its enforcement in terms of calculation methodologies and reinvestment of revenues.
64. In terms of Indicator 7, it is not clear what was the strategy followed to engage beneficiaries of the integrated online learning system, how these learning tools are used, and what impact has been achieved. Moreover, the respective updated capacity scorecards have not been finalized for this MTR.

Table 5 Progress of Component 1 Indicators

Description of Indicator	Midterm target level	MTR assessment
Indicator 4: Number of aimags and soums adopting and implementing development plans/programs that incorporate cross-cutting SDG issues, such as biodiversity conservation and ecosystem services	2 aimags, 11 soums Conservation of biodiversity and ecosystem services integrated into landscape-based development planning in 1 aimag and 3 soums through substantial upgrade of the existing aimag and soum long-term development plans [Target updated during inception to increase number of soums; it was 4 aimags, 13 soums]	Target partially achieved. Landscape development plans developed for 11 soums of Khangai and Gobi. Five-year development concept of Zavkhan aimag.
Indicator 5: Improved laws, regulations and guidelines for integrating conservation of biodiversity and ecosystem services into local green development planning. Key targets: a) Laws	a1) Draft Pasture Law revised and transformed to the Law on Grasslands, covering pasture for livestock and habitat for wildlife, and submitted to government a2) Protected area law and regulations upgraded with revised zoning principles adjusted to the newly emerging necessities	Target partially achieved Provided inputs and supported the Zinkhan draft of General Land Law

b) Regulations and guidelines	associated with ecotourism and ecosystem approach b) Fiscal regulations upgraded with additions and amendments reflecting innovative mechanisms for collecting fees for over-exploitation and environmental damage. Special regulation prepared to impose fees in accordance with number of livestock	and the draft law has been submitted to the Parliament by the Government on June 17, 2022 on integrating pasture, ecosystem services and biodiversity conservation to the Draft of General Land Law
Indicator 6: Financial mechanisms and amount of payments for ecosystem services (PES – incentives and disincentives) disbursed in demonstration landscapes: a) Nature Conservation Fund (NCF) b) Natural resources user fees or voluntary mechanisms	a) NCF operational with legal support from government, international funding sources, and voluntary CSR contributions from private sector b) Increased compliance with regulation on the reinvestment of NR Use revenues for NR rehabilitation. Local authorities and / or private sector in at least 2 demonstration landscapes implementing compulsory or voluntary financing mechanisms based on: i) NR User fees; ii) Livestock (headage) fees for pasture use; iv) voluntary private sector contributions; other PES mechanisms	Target partially achieved Specific lobby making conferences and workshops involving MET, MoF officials and MP to draft the Law on Ecosystem Service Fee
Indicator 7: Capacity of local authorities* for conserving ecosystem services in target aimags and demonstration landscapes, as measured by UNDP Capacity Development Scorecard	Score improves by 10% a) 33% b) 37% c) 56% d) 45%	Target partially achieved. Integrated online learning system with five training modules and total of 26 training materials

Green = Achieved	Yellow: On track for achievement	Red= Risk of non-compliance at project closure
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The progress of the outcome can be described as: On track

4.2.1.2 Component 2: Rangelands, forests and biodiversity are restored and protected areas strengthened at landscape scale

Progress towards Component 2	Satisfactory
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65. Component 2 reports considerable progress; four out of five mid-term targets were achieved and while the remaining two are on track to deliver the expected results.

66. The indicator 8 reports formalizing and empowering 227 herder groups in year 2020, these groups approved plans aimed at reducing animal numbers and undertaking other

- biodiversity protection activities. These 5-year action plans initiated implementation in 2021 with limited resources, coordination skills and capacities from newly formed herder groups who were trained to improve income through increased livestock productivity.
67. Uptake has been considered remarkable and the surface covered by user agreements exceeds end of project targets. However, it is still very soon to acknowledge actual reduction in mountain and step rangelands degradation. Considering the timing of this intervention, some of the results and achievements reported by the project such as the 2019-2021 decrease in livestock could not be directly or entirely attributed to the project.
68. The indicator 11 is also on track but it needs to define how to proceed with existing barriers. Out of five original PA´s targeted, two exceeded the mid-term target, while one reports a setback. and the remaining two PA´s are not likely to deliver the expected result.
69. Two PA´s do not report any progress so far, the case of Gobi Gurvan Saikhan National Park poses a challenge in terms of increased management effectiveness because only 19.4% of the PA belongs to the project target area.

Table 6 Progress of Component 2 Indicators

Description of Indicator	Midterm target level	MTR assessment
Indicator 8: Area (ha) of mountain and steppe rangelands in demonstration landscape soums with reduced degradation (GEF-7 Core Indicator 3.1)	Area with reduced degradation = 50,000 ha	Target partially achieved 227 herder groups established pastureland use agreements with soum government on 611.3 thousand ha of pastureland
Indicator 9: Area (ha) of saxaul and boreal forests in demonstration landscapes with no net loss or degradation (GEF-7 Core Indicator 3.2)	a) Saxaul: At least 25,000 ha without net loss or degradation b) Boreal: At least 20,000 ha without net loss or degradation	Target achieved a) Saxaul: 445,725-hectare covered under SFMP with enforcement for reduced degradation; 75 hectares of saxaul and poplar forests fenced. b) Boreal: 622,914-hectare covered under soum SFMP with enforcement for reduced degradation; forest area of 15 FUGs covers 68,909 ha for conservation. 5.5 hectares of boreal forests are fenced with project support
Indicator 10: Emissions savings (tCO ₂ -eq over the next 20 years) from reduced loss and degradation of 45,000 ha	a) Saxaul: (no mid-term emissions avoided target)	Calculation of emission related to the reduced loss and degradation has been updated by the project applying Ex-Act tools, which is the

of saxual and boreal forests in demonstration landscapes (GEF-7 Core Indicator 6.1)	b) Boreal: (no mid-term emissions avoided target)	main methodology from 2006 IPCC Guidelines for National Greenhouse Gas Inventories and covers the entire agricultural sector including Agriculture, Forestry and Other Land Use. Estimations were made for the all forest demonstration landscapes. GHG emissions benefit is estimated at: a) Saxual: 3,215 tCO2 eq b) Boreal: 3,040,800 tCO2-eq in an area of 20,000 ha.
Indicator 11: Management effectiveness of PAs in demonstration landscapes indicated by the % increase in the Management Effectiveness Tracking Tool (METT) scores (see Annex B(I)). (GEF-7 Core Indicator 1.2)	30% progress toward final scores a) 56.6% b) 26.8% c) 38.3% d) 56.6% e) 36.9% f) 55.6%	Target partially achieved a) 82.1% (+30%) b) 55% (+34.2%) c) 24.2% (-8.1%) d) N/A e) N/A (Not registered as PA)
Indicator 12: Level of key threats to biodiversity in demonstration landscapes: a) # of incidents of illegal killing of snow leopard and goitered gazelle (Zarman Gobi and Ulaan shal valley), and musk deer (Bukhun Mountain and Tarvagatain Mountain) b) Area of habitat improved for threatened species conservation: in Zarman Gobi for goitered gazelle and Argali, in Tarvagatain and Bukhun Mt for Musk deer through threat reduction (threats: disturbance, grazing competition with livestock, habitat loss/degradation).	a) 5% reduction b) 2,000 ha across 4 landscapes	Target achieved No illegal killing and poaching cases found during 2020-2021 in the project landscapes. “Mongol Shepherd Dog” sub-project has been implemented to protect the snow leopard. Total of 70 marmots have been re-introduced since 2020 in three locations: 25 in Tarvagatai Mt and 45 in Bukhun Mt Range. Activities include establishment of seed collection area, tree nursery, prevention and protection of forest fires, combating forest pests and diseases, supporting natural regeneration, reforestation, fencing off forest areas to halt livestock grazing, and forest cleaning.

Green = Achieved	Yellow: On track for achievement	Red= Risk of non-compliance at project closure
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4.2.1.3 **Component 3: Sustainable livelihoods provide benefits to local communities and support biodiversity**

Progress towards achieving Component 3	Moderate Satisfactory
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70. Component 3 reports its three indicators have not yet achieved the mid-term targets; however, they are on track or relatively close to be realized (Table 7).
71. Indicator 13 was able to exceed the target for Forest User Groups (FUGs) already engaging 15 benefited from the project. Acknowledging success in organizing 227 herder groups, however, the indicator has not been met yet as these herder groups are not the same as the expected target of 5 Pasture User Groups.
72. With regards to job creation, the project was certainly capable to achieve and exceed the mid-term target, however, this newly created jobs are not yet sustainable and most are tied to specific project activities that according to current trend may not survive after the project ends. Beyond the small grants that offer household improvement opportunities in the short term, investments in value chains such as meat, wool, and dairy offer benefits over the mid and long term. The MTR finds a gap in terms of the specific M&E tools to evaluate indicator 14 this indicator.
73. The updated Knowledge Attitude Practice (KAP) survey is not ready yet to assess progress with regards to indicator 15.

Table 7 Progress of Component 3 Indicators

Description of Indicator	Midterm target level	MTR assessment
Indicator 13: # of Pasture User Groups (PUGs) and Forest User Groups (FUGs) in demonstration landscapes incorporating green development measures into their contracts with soum administrations	At least 5 PUGs and 5 FUGs	Target partially achieved 225 herder groups were organized in 13 soums; 17 FUGs identified and SFM plans developed.
Indicator 14: Livelihoods improvement in demonstration landscapes as measured by: a) # jobs created b) % Reduction in gender inequality in income c) % increase in real incomes for participating families	Across all four landscapes a) 40 jobs created (Women = 20; Men = 20) b) 3% c) 5%	Target achieved 53 permanent employments (29 men, 24 women); 74 temporary jobs (44 men, 30 women) 39 small grants with total amount of MNT801,469.429
Indicator 15: Knowledge Attitudes and Practices (KAP) of elected representatives and the public for reducing land and forest degradation and enhancing ecosystem services, as measured by the KAP survey score	10% improvement	The KAP survey on biodiversity conservation, rangeland and forest management, and green development was conducted in 2019 and the mid-term survey is taking place in June and July 2022 and the final report to be submitted at the end of July

Green = Achieved	Yellow: On track for achievement	Red= Risk of non-compliance at project closure
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4.2.1.4 Component 4: Improved knowledge management, monitoring and evaluation supports sustainability and up-scaling

Progress towards achieving Component 4	Moderate Satisfactory
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74. The only indicator for Component 4 is related to knowledge management, the midterm target has been accomplished partially (Table 8). In qualitative terms, the project exceeded the number of expected news and articles, as well as learning opportunities and tools, as it also proved to be active in social media. However, it is not clear what has been the impact and extent of this material in the project's key stakeholders and target population. There is still a gap in terms of access, because most of the initial documents, results and lessons learned are not yet openly shared through a web repository or the MET e-learning platform, instead information is shared only upon request.
75. The other pending mid-term target relates with the expected 4 demonstration landscape partnership forums. Beyond the project board meetings and tools such as the PIR, there is no evidence that lessons learned from project implementation have been assessed systematically or motivated wider reflection among other stakeholders and project beneficiaries. There is still a need for a clear and strategic approach towards knowledge management in the context of the project audiences and interventions.

Table 8 Progress of Component 4 Indicators

Description of Indicator	Midterm target level	MTR assessment
Indicator 16: Number of best practices and key project lessons and strategies for sustainable landscape management and biodiversity conservation documented and disseminated for up-scaling	Initial results and lessons learned shared through project website and social media (1 news article per month – at least 1/year on gender issues; at least 5 completed technical reports available online); 4 Demonstration landscape partnership forums held (50% female participants); initial lessons shared with MET and MoFALI and Aimag and Soum authorities for consideration in planning; Results of PPG assessment of best practices further developed and made available on-line on MET e-learning platform	Target achieved 60 news and articles, 12 audio interview, 46 news videos, 6 project newsletters, 13 types of handbooks developed, produced and disseminated. For the cumulative progress since the the project started, over 184 Facebook and You tube posts have been posted and released.

		In total, more than hundred Technical Reports and deliverables are available upon request.
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Green = Achieved	Yellow: On track for achievement	Red= Risk of non-compliance at project closure
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76. The project team updated the tracking tools (TT) for the MTR. It is not possible to conclude whether the project is on track to meet the targets proposed for the indicators in Section II of the TT, as these are not measured in the medium term. On the other hand, the METT score indicators show that of the five PAs, three have improved their score, one has a lower score and two have not been measured yet.

Table 9 Project progress reported in TT

GEF:6 Objective 1: Catalyzing Sustainability of Protected Area Systems				
SECTION II: Management Effectiveness Tracking Tool for Protected Areas				
Protected Area / Indicator - Current State	Indicator 1: Status of selected indicator species red deer (Cervus elaphus)	Indicator 2: Status of selected indicator species musk deer (Moschus moschiferus)	METT Scores	
			Baseline	MTR
Aimag Environment Tourism Agency of Arkhangai and Khairhan soum Governor	Not re-measured at mid-term	Not re-measured at mid-term (re-location project has taken place)	18	36
Tarvagatai mountain National Park	Will not be measured at mid-term	Will not be measured at mid-term	42	58
Burkhan buudai Nature Reserve	Not re-measured at mid-term	Not re-measured at mid-term	21	14
Govi Gurvan Saikhan NP	Not re-measured at mid-term	Not re-measured at mid-term	49	Not measure
Boon Tsagaan Lake Local Protected Area	Not re-measured at mid-term	Not re-measured at mid-term	29	Not measure
Tracking Tool for GEF-6 Biodiversity Projects				
GEF 6: Objective 4, Program 9: Managing the Human-Biodiversity Interface				
Indicator	At CEO Approval		MTR	
III. Managing the Human-Biodiversity Interface: Management Practices Applied	Sustainable management of boreal forest: 20,000 ha		Sustainable management of saxaul forest: 25.000 ha	

77. Recently, the tracking tools had been transferred to the core indicators, the progress are show in the next table:

Table 9 Project progress reported in Core Indicators

Core Indicator	Expected at CEO Endorsement	Achieved at MTR
Core Indicator 1. Terrestrial protected areas created or under improved management for conservation and sustainable use (hectares)	2,081,646 Ha	1,524,574.16 Ha
1.1. Terrestrial protected areas newly created	Boontsagaan lake: 31,000 Ha TBD (various): 909,000 Ha	Boontsagaan lake: 0 Ha TBD (various): 1,096,604.57 Ha
1.2 Terrestrial protected areas under improved management effectiveness	1,141,646 Ha	427,969.6
Core Indicator 3: Area of land restored (hectares)	345,000 Ha	733,569 Ha
3.1 Area of degraded agricultural lands restored	300,000 Ha	653,069 Ha
3.2 Area of forest and forest land restored	45,000 Ha	80,500 Ha
Core Indicator 6: Greenhouse gas emissions mitigated (metric tons of carbon dioxide equivalent)	2,176,925 Metric tons CO ₂ -eq	3,040,800 Metric tons CO ₂ -eq
6.1 Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry and Other Land Use	2,176,925 Metric tons CO ₂ -eq	2,176,925 Metric tons CO ₂ -eq
Core Indicator 11. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	Women: 12,807 Men: 12,806 Total: 25,613	Women: 2,953 Men: 4,535 Total: 7,488

4.2.2 Remaining barriers to achieving the project objective

78. So far and based on the progress registered, at least the following five barriers to success in the project's implementation are outlined:
79. Mobilization of additional financial resources needed to implement all new plans, to ensure sustainability and scale up interventions. This barrier was affected by severe budgetary cuts at the national level due to COVID 19, and is having a considerable impact in terms of project delivery, due to the low level of co-financing mobilized until now. In addition to this, there is no resource mobilization plan to bridge the existing gaps and strengthen the original co-financing commitments.
80. High rotation of key stakeholders, particularly PMU staff and National Project Director. With the exception of the project coordinator and driver, all other three PMU staff members, specially the administration and finance associate and land or natural resource management monitoring and evaluation officer, as well as Aimag coordinators and Soum facilitators are incorporated under one-year contracts. Their continuity is highly dependent on the turnover of authorities at all levels, which proved to be quite

high during this first implementation period. As a consequence, implementation's rhythm gets affected, learning curves and inception to new team members is inefficient and there is a generalized loss of information, intervention coherence, institutional memory and stakeholder engagement.

81. Considering most of major project results are based at the site and local levels, project implementation strategy through external contractors does not empower PMU to ensure integration and coherence within different interventions. The number of different contractors delivering different plans and tools simultaneously is not linked with existing capacities and clear roles to support local implementation of all plans, ensure sustainability and scale up interventions.
82. The absorption capacity at all levels to assimilate, align and appropriate different tools, policies and activities. Institutional stakeholders specially at the Soum level face challenges in terms of human capacities, budget to undertake basic activities with no budgets assigned to means of transportation. Project beneficiaries face structural challenges such as business and planning capacities, access to credit, governance and coordination skills to organize recently created groups and ensure sustainability.
83. Limited direct and fluent communication channels between PMU and local authorities, considering the four Aimags cover a vast territory difficult to reach for the team based in Ulan Batoor, and that during the past two years direct contact has been restricted by COVID 19, most of the contact at the Soum and Aimag levels has been canalized through project coordinators and facilitators, but mostly through contractors who have been in direct contact producing different plans.

4.3 Project implementation and adaptive management

Project implementation and adaptive management, monitoring, and evaluation	Moderately Satisfactory
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4.3.1 Management mechanisms and adaptive management

84. The project is based on UNDP's extensive experience in implementing GEF projects worldwide, it follows the national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Mongolia.
85. As a well established organization UNDP provides a three – tier supervision, oversight and quality assurance role. It has played a key role in terms of presenting the project to

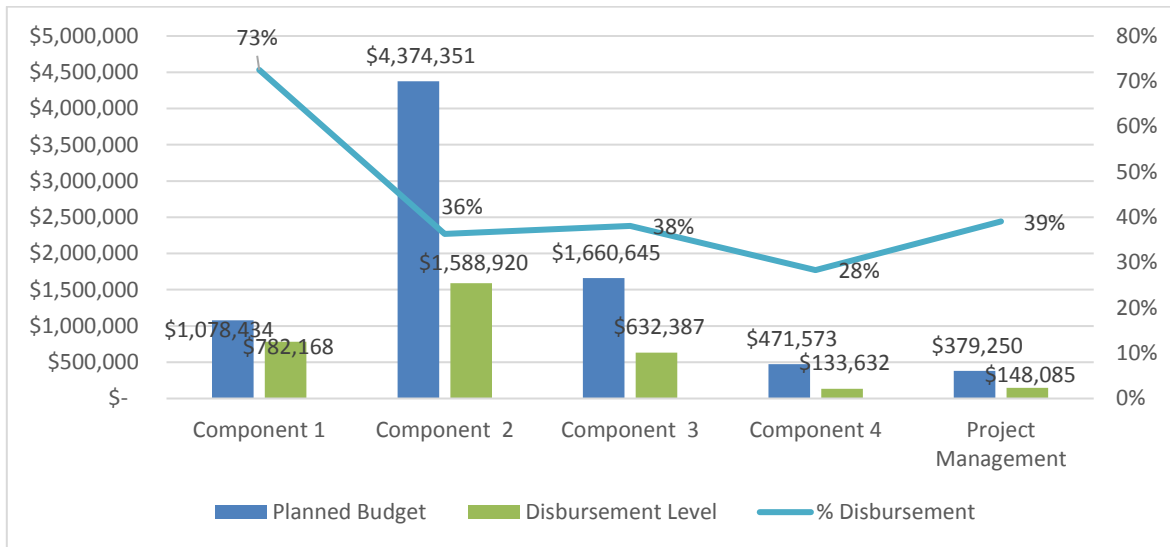
- new authorities and maintain institutional commitments in a context of continuous turnover of key stakeholders.
86. The Ministry of Environment and Tourism is the implementing Partner, responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.
 87. The project demands a considerable capacity to manage a wide variety of activities in 4 Aimags and 14 Soums. The PMU operates at different levels, the central office in Ulan Bator, one Aimag coordinator and several Soum facilitators. The constant rotation of key staff, such as administration and finance associate, land or natural resource management monitoring and evaluation officer and communication and knowledge management officer, implies a considerable loss in terms of institutional memory and trust building with counterparts, partners and beneficiaries.
 88. Project delivery is affected by substantial work load and reduced capacities from PMU to procure and follow up a considerable number of contracts. Testimonies confirm current workload is not coherent with existing capacities, explaining delays and bottlenecks in execution. Some interviewees associate high rotation of administrative support staff with the current work load that demand long working hours. At Aimag and Soum levels there is a gap in terms of means of transportation, limiting the adequate follow up of beneficiaries spread across a vast territory with limited accessibility.
 89. Project implementation is recognized as flexible and demonstrated capacity to adapt to continuous changes both at the PMU and project leadership. Most of project indicators are on track and financial execution runs according to planned, demonstrating resilience and a considerable management capacity taking into account the past 18 months were affected by COVID 19 lockdown.
 90. Adjustments to the original results framework were discussed and approved by the project board. For example, the context changed with regards to the two key targets of Indicator 5: Improved laws, regulations and guidelines for integrating conservation of biodiversity and ecosystem services into local green development planning.
 91. On one hand, it was agreed to focus on the Land Law instead of the Pasture Law, while on the other hand there is still a need to define how to move this process forward as the Tax on Livestock was approved prior to the project started.

4.3.2 Work planning

92. At the moment of closing this review document, the project does not present a considerable delay which affected achievement of products. COVID-19 pandemic did not delay project's activities.
93. An indicative seven-year multiyear work plan is included in the Project Document and was updated and approved during the inception workshop. Based on this multiyear work plan the respective annual work plans were made in 2019, 2020, 2021 and 2022.
94. The annual work plans used the UNDP template and ATLAS budget codes. Specific proposals from the local partners are analyzed and included in annual planning based on relevance and merit. Also, the budget estimation for each line of activity and the deadlines are defined. From AWP's review, it can be inferred that the project's execution has been able to continue at the planned pace. The first project work plan was approved on 25 March, 2019 by the Board meeting.
95. As the project management unit (PMU) was already assembled, the team was able to move quickly in starting up the project, with the inception workshop held in Ulaanbaatar on 19-20, and 22 March 2019, it included two days of internal project team session, and a day session with the external stakeholders. Minor delays in planning execution are explained by COVID-19 restrictions to operate at the Soum level.

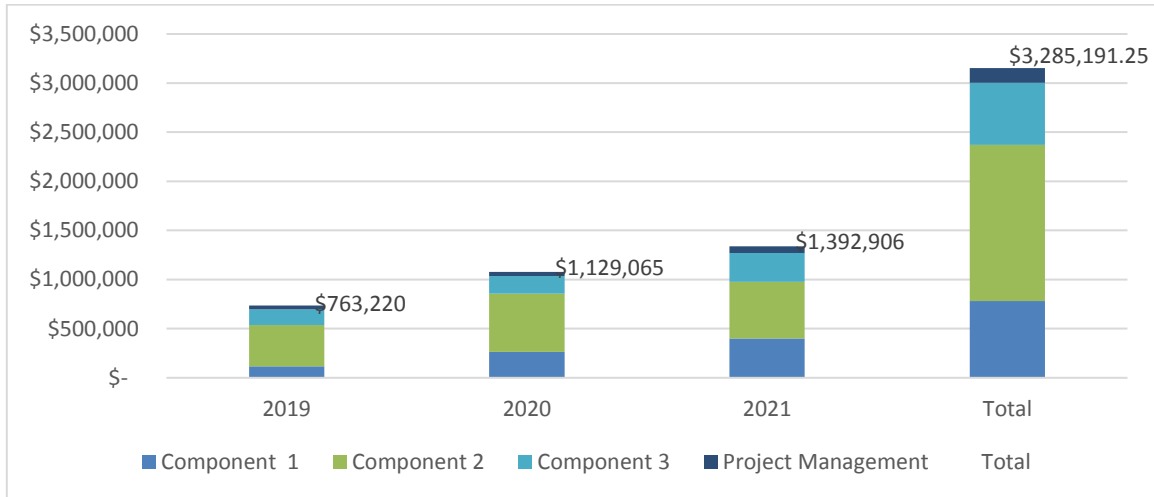
4.3.3 Finance and co-finance

96. The original project budget equals USD 7.964 million from the GEF for the implementation period. By December 31 2021, the project disbursed USD 3.285 million which is 41% of the total available budget.

Graphic 2 Outcome Budget vs Disbursement

Source: CDR, 2019 - 2021

97. In terms of expenditure at Outcome level, the first Component reports the highest execution with 73%, followed by Component 3, with 38%. Component 2 reports 36% the fourth Component has executed 28% (Graphic 4).
98. The lowest execution is reported in year 2019, in coherence with the startup process and considering implementation started in April. During the following years, execution surpassed USD one million dollars per year.
99. As part of the financial control, the project prepared progress reports, which included the planned budget and disbursement level for the different activities planned for each Component. In the PIRs, the project presented the implementation progress report. The information corresponded to the comparison of its cumulative progress with the budget approved in ProDoc, in the Atlas system, and the general ledger expenditure.
100. The above-mentioned tools, due to the quality and frequency of information, allowed the coordination of the project to be kept constantly informed of progress. The reports do not show that any relevant management problems have arisen.

Graphic 3 Outcome Budget by Year

Source: Source: CDR, 2019 - 2021

101. Also, apart from programmatic monitoring activities, this project has gone through 3 audits without any serious observations. In addition to that, it is noted that the project management has been carried out following the procedures required by the Mongolian law, the proposed budgets and UNDP regulations and policies.
102. In addition to GEF funding, the ProDoc compiles a significant amount of co-financing totaling USD 39.079 million from different donors. About the co-financing, it was expected to mobilize USD 39 million, but to date is reported to account for USD 9.9 million which is 25.39% of the project target.

Table 2 Cofinancing table

Cofinancing Source	Name of co-financing institution	Type Cofinancing	Amount of Co-Financing Confirmed at Time of CEO Endorsement (US\$)	Amount of actual Cofinancing contributed at the time of the Mid-Term Review (US\$)	% of total expected amount of Cofinancing
Recipient Country Government	Gobi-Altai aimag Governor's Office	Grant	288,750	400,886.52	138.84
Recipient Country Government	Bayankhongor aimag Governor's Office	Grant	30,000	56,200.76	18.73
Recipient Country Government	Zavkhan aimag Governor's Office	Grant	212,700	168,091.30	79.03
Recipient Country Government	Ministry of Environment and Tourism	Grant	28,000,000	5,852,563.20	20.90
Recipient Country Government	Ministry of Food Agriculture and Light Industry	Grant	8,000,000	2,104,144.69	26.30
Recipient Country Government	Arkhangai aimag Governor's Office	Grant	291,910	374,357.83	128.24
Non-governmental organization	World Wildlife Fund	Grant	500,000	491,166.00	98.23
Non-governmental organization	Wildlife Conservation Society Mongolia	Grant	500,000	0	0
Non-governmental organization	The Nature Conservancy	Grant	350,000	45,756.00	13.07
Non-governmental organization	KfW - Kreditanstalt fuer Wiederaufbau	Grant	336,357	307,756.00	91.50
Non-governmental organization	Arig Bank	In-kind	420,000	0	0
Donor agency	UNDP	In-kind	150,000	123,000.00	82.00
Total			39,079,717	9,923,922.29	25.39

4.3.4 Project-Level Monitoring and Evaluation Systems

103. The ProDoc presents, in general terms, a monitoring and evaluation plan, which includes the main milestones and procedures established for GEF-UNDP projects' implementation in each country. It establishes that the M&E will comply with the provisions of the UNDP POPP (Programme and Operations Policies and Procedures) and in accordance with the GEF M&E policy and other relevant GEF policies.
104. The ProDoc establishes the M&E oversight and monitoring responsibilities for the different project units. In addition, it establishes that the project will comply with additional M&E requirements, such as inception workshop and report, PIRs, lessons learned, lessons learned and knowledge generation, GEF Focal Area Tracking Tools, MTR, terminal evaluation report and final report. The ProDoc presents a specific budget for its implementation, which is an adequate cost due to the complexity associated with the project indicators.
105. Also, the ProDoc presents the results framework that includes the information for each indicator, such as baseline, mid-term and end-of-period targets, assumptions, and risks. A collection method for the indicators is not provided clearly; instead, sources of information are proposed for some indicators and not in all cases.
106. During the inception workshop, the project's results framework was reviewed, resulting in recommendations for changes to five indicators (2, 4, 8, 11, and 15), either to the target or the source of information. The suggested changes were accepted and reported in the first PIR. No additional changes are suggested to the M&E plan proposed in the ProDoc. There is no evidence that recommendations were made to the indicators at a formulation, baseline, or disaggregation by gender level.
107. It has been verified that the main milestones proposed in the ProDoc have been met, the Mid-Term Review, annual reports and mission reports have been developed. In addition, the project has developed three PIRs and two audits. Likewise, the project has completed the GEF monitoring tools such as the tracking tools (TT), but not the core indicators. It is important to mention that several of the TT indicators have not been completed, and instead state that they will not be measured in the medium term.
108. Furthermore, during project implementation, a worksheet has been developed to monitor the indicators. The basis of this tool is the ProDoc results framework, but with the particularity that the person responsible and source of information for each one has been included, however, it does not include the method or periodicity.

109. As part of the project, a Gender Action Plan was developed, which included several actions and their respective indicator, responsible timeline, and cost for the four Components. The indicators proposed in the gender plan have not been included in the project's results framework, even considering that gender is transversal to the project, it is recommended that it be evidenced in the logical framework.

4.3.5 Stakeholder Engagement

110. In general terms, interviewees highlight stakeholder engagement and participation in project implementation, with special emphasis on the participation of women, and enhancement of inter-sectoral coordination for implementation of activities.

111. The Project Management Unit has direct operational responsibility for facilitating stakeholder involvement and ensuring local ownership of the project and its results during the project period. The project's Stakeholder Engagement Plan was a navigation tool for effective stakeholder participation in project's implementation.

112. The project launched a multi-stakeholder inception workshop which provided an opportunity for stakeholders to update project information, provide feedback and establish a basis for further consultation and participation. The inception workshop confirmed the Project's Board and approved its governance tools.

113. The Project's Board ensured representation of key interests and provides the highest level of engagement of project beneficiaries in decision-making. The integration of the Board followed a participatory and transparent process involving the confirmation of all key project stakeholders such as MET, MOFALI, Aimags and nominated focal points. Testimonies confirm board meetings were represented by high level officials allowing informed decision making and increased country appropriation.

114. The National Technical Committee (NTC) played a key role engaging a wider range of technical stakeholders, it meets at least annually and provides useful feedback contributing towards project's delivery.

115. At the activity level, a number of task forces and working groups under the different Components are reported, such as Legal environment Task Force, Innovative Financing Task Force, National Biodiversity Partnership. At the aimag and soum levels, numerous technical working groups operate for the implementation of activities under Components 2 and 3.

116. The project has a communications plan updated annually to ensure that stakeholders are informed on an on-going basis about the project's objectives and activities, overall

progress, and the opportunities for stakeholders' involvement in various aspects of the project's implementation. This plan describes the project's engagement, replication, capacity building, and knowledge enhancement activities.

117. In order to ensure effective implementation of the project during this second phase, key stakeholder or internal communications shall be considered more strategically and particularly engagement of root level beneficiaries should be concerned. This includes the need to strengthen communication channels with the PMU at the central level.
118. Project generates public awareness and educational materials, making information available via websites and electronic media, but according to the Stakeholder Engagement Plan, it still needs to improve on mechanisms to facilitate cross-fertilization between the 4 pilot landscapes as well as for up-scaling nationally, such as the planned facilitation of regional learning exchanges, bringing community members from regional areas to visit the regional center of excellence, sending envoys from the improved green initiative, community conservation areas as outreach teams to other community conservation forest and pasture management areas.
119. Additionally, the participation of local communities in decision-making processes over natural resources management is inadequate. During MTR field mission, aimag governors noted the weak participation of local herders in developing annual pastureland planning.
120. On the other hand, herders have lack of interest to be part of the land planning workshop because their comments and opinions are not taken into consideration in the decision-making processes. Therefore, collaborative management among these 2 key stakeholders needs to be developed and increased through learning and doing, participatory planning and implementation.
121. However, COVID-19 restrictions impacted site level activities and barriers were mentioned related to transportation means for Soum facilitators to maintain contact and follow up on project beneficiaries. Improved accessibility to resources and documents generated by the project would be needed to increase appropriation and empower stakeholder's participation.

4.3.6 Social and environmental standards

122. During the PPG phase, a consultant with specific expertise in livelihoods, socio-economy and gender issues was hired. Also, consultation sessions, meetings and two field visits were undertaken in order to fully understand the challenges, barriers and

risks related to the project, and how these can be addressed through community-based natural resources management (CBNRM). As a result, the project would mainstream the human rights-based approach through community participation and empowerment of both local communities and local government to enhance ecosystem services through green and sustainable development. Furthermore, during the PPG phase, the project identified there are no indigenous peoples of ethnic minority in the project area.

123. Also, a Gender Assessment and a Gender Action Plan were developed during the PPG phase. The Plan proposes three strategies, which have progressed as follows:

- Gender focal point: The project PMU has no separate Communication/Safeguards officer which needs to act as Gender focal point.
- Build Capacity of the Project Management Staff for Promoting Gender Equality: the project management team organizes capacity building training among stakeholders of the project including project facilitators, members of the Sustainable Development Committee at the soum level and other relevant stakeholders. Since the start of the project, 1722 women or 42.5% of total participants in capacity building trainings were women.
- Ensure Women’s Genuine and Equal Participation: the project gave special attention to ensure good participation by all people – men and women, rich and poor, young and old – and to bringing the most vulnerable people in the community into decision-making, including widows and female-headed herder households.
- Collect detailed gender-disaggregated data:

124. During project preparation, the original risk matrix from the PIF was revised and updated to reflect risks and mitigation measures for SES. The overall SESP risk rating for the project is MODERATE. Also, the SESP recommended apply measures such as implementation a stakeholder engagement plan, livelihoods plan, tools and measures incorporate climate change adaptation considerations and regular SESPS reviews. The project does not report any social or environmental risk. However, the project needs to finalize livelihood action plan, and, carry out further assessments on the applicability of Standard 6 on indigenous peoples.

4.3.7 Reporting

125. The principal tool used by the PMU to keep a systematic record of progress in performance and challenges to adaptive management is the PIR; the project have been produced three reports to date (2019, 2020 and 2021). The PIRs addresses results for

achieving the indicators of the project, but did not define the ratings for progress toward development objective, and indicators. The PIR reports were presented to and discussed with the PSC and UNDP CO. In addition, the project has developed the corresponding annual reports for the period 2019 to 2021. Also, the project consultants and consulting organizations submit reports on the results of the contractual work they are responsible.

126. The principal mechanism to keep the Steering Board informed are the meetings. To date, the project has held two meetings (2020 and 2021), in which the team has communicated the annual planning, progress towards results, goals and lessons learned, etc. Also, the PMU takes advantage of the meetings to communicate the results of key consultancies for the project such as improving the conservation, protected area and rangeland management; eco-system services fee collection at local; landscape based soum development plans; livestock breeding strategic plans and sustainable forest management plans; among others.
127. In general terms, information management operates in a cloud-hosted centralized system. This makes it possible to keep updated information available for the PMU and other key actors at different intervention levels. This was evidenced during the MTR, since the organization and delivery of requested information was fast.

4.3.8 Communication

128. The project has done a great job of both internal and external communication. Social media is being used effectively as an internal communication tool, e.g., the project website, Facebook page, brochures, MET website and UNDP Mongolia Facebook page. Also, at externally level, the social media, publications and Ads are being used to publicize the project implementation. The project has been promoted not only at the national level, but also at the regional and international levels, in cooperation with the UNDP Mongolia Office and the regional project team.
129. The project prepared 32 videos, 18 news and 3 articles on best practices and successes in raising public awareness of the benefits of biodiversity conservation, pastureland, forest management and green growth and disseminated these using the channels, including the project website, Facebook page and YouTube channel.
130. In order to disseminate project results to the public, broaden outreach, inform and share information at the decision-making level, the project disseminated information through national and local media. Two articles and interviews were published in Mongolia's most

widely popular daily newspapers, namely Unuudur and Zuunii Medee. The articles provided information on reducing land degradation and improving the legal environment of rangelands, especially wild grasslands, for decision makers.

131. Furthermore, the project produced printed materials such as leaflets and handouts, which are useful tools for disseminating information and knowledge products. Also, the project developed and published four types of manuals on wildlife monitoring methodology and pasture management. In addition, the 4th and 5th editions of the project newspaper were published in Mongolian and English, with a total of 9,000 copies, including 4,500 copies in Mongolian, which were distributed to project implementers, stakeholders and beneficiaries.
132. Information dissemination and publicity activities have been delivered electronically, educational and publicity materials have often been disseminated using the project's Facebook platform due to the pandemic situation.

4.4 Sustainability

Sustainability	Moderately Unlikely
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4.4.1 Financial risks to sustainability

Financial risks	Moderately Unlikely
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133. The perspectives of additional funding mobilized to ensure long term sustainability of GEF investments are still unclear. Government budgetary setbacks derived from COVID-19 suggest current financial allocation to support the project's activities may be even lower now than when the project was originally designed. The extremely low co-finance mobilized by the project so far confirms the financial risk is high.
134. Considering the existing capacity and structural barriers faced at all project intervention levels, the project needs to prioritize strengthening capacities in sustainable finance and resource mobilization.

4.4.2 Socio-economic risks to sustainability

Socio-economic	Moderately Unlikely
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135. The uptake from different beneficiaries has been highlighted and suggest opportunities for resilience and extended commitment towards the sustainability of the GEF investments. The different groups created such as the forest and pasture user groups

value the support received from the project and perceive benefits derived from their participation as a group instead of individual families.

- 136. These groups would need to be further strengthened, considering they only participated in few meetings and training sessions mostly associated with results developed by the project contractors. There is still a learning curve and long consolidation process ahead to ensure these groups are functional and sustainable.
- 137. Three major risks may erode what has been achieved so far. The first is related to the perception of increased benefits derived from the adoption of herd reduction commitments and improved productivity practices. If user groups do not see benefits over the mid and long term, they may be tempted to return back to old practices, eroding the opportunities for scalability.
- 138. The second risk is related to just recently founded pasture and forest user groups, whose enthusiasm and commitment will demand further investment in in terms of building capacities for governance, communication and associative work. The third risk may be neighbors or families which are not yet participating from the groups, and therefore are not committed towards the same practices.

4.4.3 Institutional framework and governance risks to sustainability

Institutional framework and governance risks to sustainability	Moderately Unlikely
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- 139. High rotation and political turnover are important risks to project’s sustainability. It does not only affect the stability and institutional context, but it also affects the continuity of the core team involved in project implementation.
- 140. The project embraces an ambitious legal and institutional agenda, starting with the approval of the Land Law and the pending submission of the Protected Areas Law. In parallel to these pieces of legislation, priority after MTR should be placed into building capacities and bridging needed to enforce this second phase of implementation

4.4.4 Environmental risks to sustainability

Environmental risks to sustainability	Moderately Unlikely
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- 141. The environmental sustainability is still uncertain, as project transformational impact will be realized over the long term and may be affected by a number of factors. For example, natural predators, drought or sickness may be determinant for the survival of the endangered species reintroduced by the project.

142. Climate change has been highlighted as an important risk, due to its direct impact over project beneficiaries. More frequent and damaging extreme weather events were particularly mentioned by interviewees as a challenge that increase uncertainty.

5 CONCLUSIONS AND RECOMMENDATIONS

143. The project holds high relevance and alignment to national policies, supporting the Government of Mongolia to meet its international commitments under the United Nations Conventions on Biological Diversity, Desertification and Climate Change.
144. Project design is highly complex presents a multilevel and multidimensional intervention, articulating activities from national to site level through the integrated landscape management approach. Project design presents a solid baseline and barrier analysis, is coherent and explicit causal effects from different interventions. However, gaps are found in key baselines such as beneficiaries' income, gender equality or species population.
145. The most important areas for improvement in project design are innovation, ambition in setting some indicator targets, disempowerment of the PMU and private sector involvement. Design fails to incorporate gender mainstreaming in key issues such as policy, decision making and improved capacities.
146. The project is on track to achieve most of its intended results and targets, even surpassing the end of project target for the creation of new protected areas. The other two objective level indicators are on track to achieve its intended targets. However, it should now concentrate on the quality and sustainability of its interventions, particularly in terms of empowerment of local community towards building ownership of the created facilities and groups.
147. Progress towards the Component-1 was affected by legal and institutional reforms, none of the four indicators has been fully achieved (Table 5). Performance The Component 2 reports considerable progress; four out of five mid-term targets were achieved and while the remaining two are on track to deliver the expected results. The Component 3 reports its three indicators have not yet achieved the mid-term targets; however, they are on track or relatively close to be realized (Table 7). The only indicator for Component 4 is related to knowledge management, the midterm target has been achieved partially.

148. The MTR identifies five major barriers: 1) Financial resources unavailability; 2) High rotation of PMU staff and National Project Director; 3) Disempowerment of the PMU; 4) Absorption capacity to assimilate, align and appropriate different tools, policies and activities; 5) Direct and fluent communication channels between PMU and local authorities.
149. Project delivery is affected by constant rotation of key staff, substantial work load and reduced capacities from PMU to procure and follow up a considerable number of contracts. At Aimag and Soum levels there is a gap in terms of means of transportation, limiting the adequate follow up of beneficiaries spread across a vast territory with limited accessibility.
150. By December 31 ,2021, the project disbursed USD 3.285 million which is 41% of the total available budgeted for the implementation period. About the co-financing, it was expected to mobilize USD 39 million, but to date is reported to account for USD 9.9 million which is 25.39% of the project target.
151. In general terms, interviewees highlight stakeholder engagement and participation in project implementation, the different milestones of the project's Stakeholder Engagement Plan, such as the inception workshop, Project Board, National Technical Committee were implemented as planned. At the aimag and soum levels, numerous technical working groups operate for the implementation of activities under Components 2 and 3.
152. In terms of sustainability, the perspectives of additional funding mobilized to ensure long term sustainability of GEF investments are still unclear. However, the uptake from different beneficiaries has been highlighted and suggest opportunities for resilience and extended commitment towards the sustainability of the GEF investments.
153. High rotation and political turnover are important risks to project's sustainability. It does not only affect the stability and institutional context, but it also affects the continuity of the core team involved in project implementation.

5.1 Recommendations

# Rec	Recommendation	Responsible Entity
Component 1		
1	Conduct a financial gap analysis and draft a financial sustainability strategy to mobilize the necessary additional resources needed to implement all plans produced and additional responsibilities arisen from these plans and follow up activities.	PMU
Component 3		
2	Develop management models and business capacities to ensure donations and funding provided will yield expected results and sustainability.	PMU MET
3	The evaluation suggests to strengthen the value chain approach to add value to existing interventions and strengthen private sector engagement through increased market access, green credit facilities, marketing, financial planning, legal incorporation, etc.	PMU UNDP MET
4	Formalize pending contractual arrangements with different beneficiaries (diary production, nurseries, breeding units, fenced area for fodder plant cultivation), who received equipment, tools, and material from the Project but are not clear about ownership, management and operation model	PMU MET
Component 4		
5	Design and implement knowledge management strategy to strengthen capacities specially at the local level. Build local capacity on community facilitation/motivation and improve project ownership mechanisms.	PMU
6	It is recommended to evaluate whether the gender focal point is covering the activities entrusted to it, since, being in charge of safeguards and communication, it is possible that it is not adequately covering the gender issue or documenting the positive and negative impacts of the project on men and women. It is also recommended to strengthen the participation and gender radio in relation to the participation of women in the PIU, consultants and Project Board.	PMU
Project implementation and adaptive management		
7	Long term contracts for PMU, local and regional facilitators. Upgrade local facilitators to full time and consider competitive wages for regional and local facilitators.	PMU UNDP MET
8	Strengthen capacity at the PMU and/or UNDP to incorporate additional technical and administrative staff to support follow up of contractors and site level activities.	PMU UNDP MET
9	Knowledge management and capacity building strategy should be drafted or reviewed in the context of this second period of implementation. Training is reported only in terms of thousands of people attending short term training events, rather than the actual impact in terms of changing attitudes, practices and values within specific targeted groups.	PMU UNDP MET
Sustainability		
10	The project undertakes activities that clearly fall under climate change adaptation and mitigation, offering important replication and scale up opportunities. The MTR suggests to draft an exit strategy that reflects climate change national priorities such as the NDC targets to access climate finance.	PMU UNDP MET

6 ANNEX

6.1 Annex 1: Terms of Reference

Services Description: Mid-Term Review of UNDP - GEF – ENSURE Mongolia Project

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

Consultancy Title: Mid-Term Review of UNDP - GEF – ENSURE Mongolia Project

Duty Station: Mongolia

Duration: 36 working days

Expected start date: 20 April 2022

BACKGROUND

INTRODUCTION

This is the Terms of Reference (ToR) for - the Midterm Review (MTR) of the full-sized UNDP- supported GEF-financed project titled Ensuring Sustainability and Resilience (ENSURE) of green landscapes in Mongolia (PIMS# 5784) implemented by the Ministry of Environment and Tourism (MET), Mongolia, with support of UNDP, which is to be undertaken in 2022. The project started on December 18th, 2018 and is in its fourth year of implementation. This ToR sets out the expectations for the MTR. The MTR process must follow the guidance outlined in the document [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#)

PROJECT BACKGROUND INFORMATION Project Background

The “Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia” project (GEF 6) is implemented by the MET, co-implemented with the Ministry of Food, Agriculture and Light Industry (MOFALI), and UNDP Mongolia country office over a 7-year period. The objective of ENSURE Project is 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.

The project applies the GEF multi-focal area approach by simultaneously integrating biodiversity conservation and sustainable land and forest management, through the application of best practice and innovative green development approaches at landscape scale. It addresses the drivers of biodiversity loss and degradation in rangeland and forest landscapes in a holistic manner through systemic strengthening and field application of Mongolia's green development policy and community-based natural resources management. National and local authorities, communities and the private sector will be engaged to reduce threats to globally significant biodiversity and ecosystem services while supporting sustainable livelihoods.

The project area covers 39.5-million-hectare ecosystem and population of Khangai and Gobi region in 13 soums of Arkhangai, Zavkhan, Bayankhongor and Gobi-Altai aimags. For further information on the project please visit www.ensure.mn.

Project Duration: December 18, 2018 to December 18, 2025

GEF grant: USD 7,964,253

Co-finance: **USD 39,079,717 Government (Grant)** – USD 36,823,310; **UNDP**– USD 150,000, WWF

-USD 500,000; WCS -USD 500,000; TNC - USD 350,000; KfW - USD 336,357; private sector (Arig Bank) - USD 420,000

Management arrangement: National Implementation Modality

The project contributes to following CPD Output/Indicator of UNDP

CPD Output 1.4 **Increased community participation in managing natural resources for enhanced resilience of ecosystem and livelihoods.**

CPD Output 1.5 **Sustainable land management models tested and scaled up in partnership with public and private sector for increased coverage.**

CPD Output 1.7 **Livelihood quality and sustainability of resource-dependent rural communities increased.**

Project Objective/Outcomes

The project objective is 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.

The project is being implemented focusing in four outcomes that are focussed at addressing the barriers relating to unsustainable use of land and forests and limited options for alternative livelihoods, inadequate protection and management of areas

outside protected area networks and limited wildlife monitoring and wildlife crime related deterrent systems. The result framework sets out the intervention pathways how to achieve the objectives through the implementation of following four outcomes.

Enhanced enabling framework and systemic tools help conserve biodiversity and ecosystem services. Key results will include strengthened legislation and financial mechanisms for green development, incorporation of measures to conserve biodiversity and ecosystem services into local development plans, development of new tools for enhanced capacity for green development, and improved systemic measures for conservation of globally threatened /iconic biodiversity.

Rangelands, forests and biodiversity are restored, and protected areas strengthened at landscape scale. Key results will include reduced degradation of 300,000 ha of rangelands, plus 20,000ha of boreal and 25,000 ha of saxaul forests, protected area system expanded by 0.94 million ha and strengthened, and threats to globally threatened / iconic biodiversity reduced.

Sustainable livelihoods provide benefits to local communities and support biodiversity. Results will include strengthened community groups, more sustainable livelihoods, public-private partnerships and raised public awareness for green development approaches.

Improved knowledge management, monitoring and evaluation supports sustainability and up- scaling. Results will include new and effective mechanisms for knowledge management, monitoring and evaluation and gender mainstreaming

Major obstacles

The outbreak of COVID-19 in different parts of the world is a major concern. Mongolia is also fighting this very tough task for controlling the virus outbreak through extensive vaccination drive. Mongolia has so far reported 913,4 hundred Covid-19 cases and more than 2,100 deaths. In terms of the project, several consultations and on-ground activities had been put on hold due the COVID-19 pandemic. This has affected the pace of implementation of the project and the delivery of desired results as outlined in the project document. All the project areas were under lockdown because of COVID-19 and field activities were partially suspended in the last two years.

SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

MTR PURPOSE

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

MTRs will identify challenges and outline corrective actions to ensure that the project is on track to achieve maximum results by its completion. The results and recommendations from the MTR will be used by UNDP and the MET and MoFALI, to design and implement strategy and action plan for achieving desired outcomes under the project. The process will also help identify potential challenges and risks that will affect the project delivery. The MTR will also lay the foundation for a sustainability and scaling up the project.

MTR will also assess the viability of the interventions *vis-à-vis* the project outcomes and expected results, identify the challenges related to the same and suggest appropriate measures.

MTR APPROACH & METHODOLOGY

The MTR report must provide evidence-based information that is credible, reliable and useful. The MTR shall be conducted by International Consultant with support of a National Consultant.

The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, PPG), the Project Document, project reports including annual PIRs, project budget revisions, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review. The MTR team will review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement, and the midterm GEF focal area Core Indicators/Tracking Tools.

Both International and National Consultants are expected to follow a collaborative and participatory approach¹ ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

¹ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

Engagement of stakeholders is vital to a successful MTR.² Stakeholder involvement should include interviews (virtual if required) with stakeholders who have project responsibilities, including but not limited to MET and MoFALI executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, project stakeholders, academia, local government and CSOs, etc. The MTR team is expected to conduct field missions to the selected project target area following the COVID 19 guidelines issued by the Government.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions. However, gender-responsive methodologies and tools should be used to ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach including interview schedule, field visits and data to be used in the MTR must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team.

The final MTR report must describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

In case of pandemic situation if it is not possible to travel to or within the country for the MTR mission then the International Consultant should design the most appropriate methodology and strategy for carrying out this MTR that takes this into account the conduct of the MTR virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the MTR Inception Report and agreed with the UNDP. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultant will work remotely with national consultant who will conduct field visits as per the regulations and guidelines of Government of Mongolia. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress with appropriate input and support from the national consultant. See the Guidance For Conducting Midterm Reviews of UNDP- Supported, GEF-Financed Projects³ for extended descriptions.

Project Strategy

Project design

Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document. See Annex H for Progress Towards Results Matrix

- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design using Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- Review the impact of COVID in the target areas and on the project implementation
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Log-frame

- Undertake a critical analysis of the project's log-frame indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?

- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits, also considering the impact of COVID.

Progress Towards Results

Progress Towards Outcomes Analysis

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator 4	Baseline Level⁵	Level in 1st PIR (self-reported)	Midterm Target 6	End-of-project Target	Midterm Level & Assessment⁷	Achievement Rating⁸	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							

	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

Project Implementation and Adaptive Management

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
		TOTAL			

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes each co-financing amount as 'investment mobilized' or 'recurrent expenditures'. (This template will be annexed as a separate file.)

Project-level Monitoring and Evaluation Systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are

they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?

- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.

Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project's overall safeguards risk categorization.
 - The identified types of risks⁹ (in the SESP).
 - The individual risk ratings (in the SESP) .
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

- A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at Board Endorsement/Approval).

Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

- The MTR report will include a section for evidence-based conclusions, in light of the findings.
- Additionally, the International Consultant is expected to make recommendations to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for guidance on a recommendation table.
- There should be no more than 15 recommendations in total.

Ratings

- The ratings of the project's results and brief descriptions of the associated achievements should be included in a MTR Ratings & Achievement Summary Table in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for ENSURE Project

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Outcome 4 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

- Options for site visits should be provided in the Inception Report.

EXPECTED OUTPUTS AND DELIVERABLES

3.1. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	No later than two weeks before the MTR virtual mission	MTR team submits to the UNDP and project management
2	Presentation	Initial Findings	End of MTR mission	MTR Team presents to project management and the UNDP et
3	Draft MTR Report	Full draft report (using guidelines on content outlined in Annex B) with annexes	Within two weeks of the MTR mission	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFF
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft	Sent to the UNDP CO

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

INSTITUTIONAL ARRANGEMENTS/REPORTING LINES

MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the UNDP Mongolia Country Office.

The Project Team will be responsible for liaising with the International Consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

The MTR lead (International Consultant) will be responsible to conduct the MTR with the support of national consultant. This will include designing appropriate methodology and strategy for carrying out this MTR. The team lead will finalise the questionnaires for interviews with the stakeholders in close coordination with the national consultant. The locations for field visits shall be finalized by the MTR team in consultation with the

UNDP CO. The project team shall facilitate the visit missions of international and national consultants.

TIMEFRAME

The total duration of the MTR will be approximately 36 working days over a time period of 3 months and shall not exceed three months from when the consultant is hired. The tentative MTR timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and preparing MTR Inception Report (MTR Inception Report due no later than 2 weeks before the MTR mission)	5 days	April 28, 2022
Review and finalization of Inception Report based on the comments received	1 day	May 4, 2022
MTR mission: stakeholder meetings, interviews, virtual missions	15 days	May 5, 2022
Presentation of initial findings- last day of the MTR mission	1 day	May 26, 2022
Preparing draft report (due within 2 weeks of the MTR mission)	10 days	June 10, 2022
Finalization of MTR report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving comments on the draft)	4 days	June 18 th , 2022

EXPERIENCE AND QUALIFICATIONS

The MTR team will be composed of three members: one Team Leader (International Consultant), one National evaluator, and one Translator. Team leader and national evaluator shall have prior experience in evaluating similar projects. They will be recruited separately; The MTR team will conduct the review under the overall guidance of the MTR team leader and the UNDP CO's management.

The National Consultants will be expected to conduct field missions in the selected locations from 13 soums and 4 aimags. The MTR team leader shall be responsible for the overall design and writing of the MTR report and as well as the overall quality of the final report submitted to UNDP.

The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

This TOR is for the MTR team leader who is required to have the following qualifications and experience:

Education

A Master's degree or higher in Environment Sciences, Biodiversity conservation, Natural Resource Management, Sustainable Land and Forest Management or any other related field

Experience (50)

- Minimum 10 years of experience with RBM evaluation methodologies including applying SMART indicators;

- Competence in adaptive management, as applied to Biodiversity focal area, Land Degradation and Sustainable Forest Management
- Minimum 10 years of experience in evaluating GEF financed projects in Asia;
- Demonstrated understanding of UNDP social and environmental standards and framework for application to project development and implementation
- Experience of working in technical areas related to biodiversity conservation, Sustainable Forest Management, Land Degradation focal areas, ecosystem restoration, livelihood in the context of Asia, with added advantage of Mongolian experience.
- Demonstrated understanding of issues related to gender, biodiversity, land degradation and sustainable forest management, experience in gender sensitive evaluation and analysis.
- Demonstrable analytical skills,
- Experience with implementing evaluations remotely will be considered an asset. Experience with coordinating an evaluation or MTR team of consultants is desirable

ETHICS

The International Consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The International Consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The International Consultant must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

PAYMENT MODALITY

20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit

40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit

40% payment upon satisfactory delivery of the final MTR report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%10:

The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.

The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).

The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the MTR, that deliverable or service will not be paid.

The Commissioning Unit is obligated to issue payments to the MTR team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the MTR team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters.

6.2 Annex 2: Logical Framework

This project will contribute to the following Sustainable Development Goal (s): Primary focus: Goal 15: Life on Land - Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss; Secondary contributions towards – 1: (No poverty), 13: (Urgent action on climate change), 3: (Good health) and 5: (Gender equality)					
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded					
This project will be linked to the following output of the UNDP Strategic Plan 2018-2021: 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains					
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/Assumptions
Project Objective: 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.	Indicator 1: # direct project beneficiaries (people living within target soums that are benefiting from project activities), disaggregated by gender. (UNDP Indicator) (GEF-7 Core Indicator 11)	Tarvagatain Mt =0 Bukhun Mt = 0 Ulaan Shal Valley = 0 Zarman Gobi = 0	3,645 people (at least 50% female) benefiting directly from project This equals 25% of the population in the <u>baghs</u> where the project is intervening (demonstration landscapes) Tarvagatain Mt Target -685 (total 2,742) Bukhun Mountain Target -916 (total 3,666) Ulaan Shal Valley Target-499 (total 1,995) Zarman Gobi Target-1,544 (total 6,178)	25,613 people (at least 50% female) benefiting directly from project This equals 50% of the population in the entire <u>soums</u> where the project is intervening Tarvagatain Mt Target -7,642 (total 15,285) Bukhun Mountain Target -8,171 (total 16,343) Ulaan Shal Valley Target-4,439 (total 8,879)	Source: Censuses from the demonstration landscapes and project reports on results Risks: The project fails to build trust in the target soums, and communities therefore do not engage Assumptions: Communities benefit from the project interventions

				Zarman Gobi Target-5,360 (total 10,720)	
	<p><u>Indicator 2:</u> Population size of selected indicator species in demonstration landscapes</p> <p>a) snow leopard <i>Panthera uncia</i></p> <p>b) Goitered gazelle <i>Gazella subgutturosa</i></p> <p>c) Argali sheep <i>Ovis darwini</i></p> <p>d) Red deer <i>Cervus elaphus</i></p> <p>e) Musk deer <i>Moschus moschiferus</i></p> <p>f) Red thumb <i>Cynomorium songaricum</i></p>	<p>Baselines for demonstration landscapes to be confirmed in year 1 (interim aimag baselines shown):</p> <p>a) 337 in the 4 aimags in 2011. <i>Mongolian Biosphere Society (2012). Biological resource survey of Mongolian snow leopard. Research report of Natural Historical Museum</i></p> <p>b) 1,585 in the 4 aimags in 2009. <i>Mongolian Biological Institute (2009). Assessment of steppe and Gobi ungulates of Mongolia.</i></p> <p>c) 2,170 in the 4 aimags in 2009. <i>Mongolian Biological Institute (2009).</i></p>	<p><i>Not re-measured at mid-term</i></p>	<p><i>Population size is improved over baseline.</i></p>	<p>Source: <i>Means of verification will be official surveys conducted for the project, with government endorsement.</i></p> <p>Risks: <i>Threat reduction measures will have impact too late in project to affect population sizes.</i></p> <p>Assumptions: <i>Reduction in direct causes of mortality in the demonstration landscapes leads to improved population status</i></p>

		<p><i>Assessment of mountain ungulates of Mongolia.</i></p> <p><i>d) 4,000 in the 4 aimags in 2010. Amitan asralt Co LTD (2010).</i></p> <p><i>Assessment of forest ungulates of Mongolia. Mongolian Biological Institute, Research report</i></p> <p><i>e) 950 in the 4 aimags in 2010. Mongolian Biological Institute Research (2010).</i></p> <p><i>Assessment of forest ungulates of Mongolia.</i></p> <p><i>f) Limited distribution and small numbers in the 4 aimags in 2009. National University of Mongolia (2010).</i></p> <p><i>Research survey of rare and endangered plants of north</i></p>			
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		<i>and south side of Altai Mountain.</i>			
	<p>Indicator 3: Area of new protected areas (PAs) in the target aimags in important areas for biodiversity (especially from under-represented ecosystems) designed to enhance connectivity</p> <p><i>(UNDP IRRF Indicator) (GEF-7 Core Indicator 1.1)</i></p>	<p>0</p> <p><i>Total area of current State PAs is 8,321,576 ha</i></p>	<p><i>0.30 million ha of new PAs (including LPAs) gazetted in important areas for biodiversity</i></p>	<p><i>0.94 million ha of new PAs (including LPAs) gazetted in important areas for biodiversity</i></p>	<p>Source: official gazettal documents for PAs</p> <p>Risks: a) <i>The process for consultation and official approval of PAs by soum, aimag and national authorities may exceed project duration. b) Competing use with mining exploration licensed area</i></p> <p>Assumptions: <i>Government policy continues to drive agenda for more PAs such that proposals for new PAs are not thwarted by challenges from the development sectors or community opposition</i></p>
<p>Component 1 Embedding systemic tools and capacity for enhancing ecosystem services through sustainable rangeland and forest management and biodiversity conservation</p> <p>Outcome 1 <i>Enhanced enabling framework and systemic</i></p>	<p>Indicator 4: Number of aimags and soums adopting and implementing development plans/programs that incorporate cross-cutting SDG issues, such as biodiversity</p>	<p><i>0 aimags, 0 soums</i></p> <p><i>National SD Vision and Green development policy approved, but mechanisms for integrating</i></p>	<p><i>2 aimags, 3 soums</i></p> <p><i>Special sub-committees of Citizen's representative khurals driving/championing the project objective in each target aimag and soum</i></p>	<p><i>4 aimags, 8 soums</i></p> <p><i>Conservation of biodiversity and ecosystem services integrated into development planning in 4</i></p>	<p>Source: <i>Mid-Term and End of Project: Green Development/SD plans validated by public hearings and approved by Citizen's representative khurals</i></p> <p>Risks: <i>Key sectoral stakeholders might not engage due to lack of</i></p>

tools help conserve biodiversity and ecosystem services	conservation and ecosystem services	<p>conservation of biodiversity and ecosystem services into local development planning (to reduce threats) not in place in target aimags/soums</p> <p>Currently, all aimags and soums have development plans, but none of the 4 aimags or any of the soums in the demonstration landscapes has an updated landscape-based “green” development plan approved</p>	<p>Conservation of biodiversity and ecosystem services integrated into landscape-based development planning in 1 aimag and 3 soums through substantial upgrade of the existing aimag and soum long-term development plans</p>	<p>aimags (covering 39.5 million ha of largely rangeland and forested natural habitats)⁶ and 8 soums with operating SD councils and work plan and budget</p> <p>Best practices demonstrated and documented, and up-scaling promoted beyond project target areas by relevant government bodies, led by MET and MOFALI</p>	<p>priority for green development. Assumptions: Aimag and soum authorities are willing to champion green development and other concerned stakeholders can be attracted by innovative approaches and resource mobilization to solve problems for integrated and sustainable development</p>
	Indicator 5: Improved laws, regulations and guidelines for integrating conservation	a) and b) Inadequate legal environment for implementation	a1) Draft Pasture Law revised and transformed to the Law on Grasslands,	a1&2) Revised draft laws have been considered by government	Source: formal approvals of new laws, regulations and guidelines

⁶ 39.5 million ha of predominantly rangeland and forested landscapes of 4 aimags (Total area of Zavkhan, Arkhangai, Bayankhongor and Gobi-Altai aimags).

	<p>of biodiversity and ecosystem services into local green development planning. Key targets: a) Laws b) Regulations and guidelines</p>	<p><i>of existing green development plans. Strong legal regulation is needed for management of grasslands applicable for the present livestock regime</i></p>	<p><i>covering pasture for livestock and habitat for wildlife, and submitted to government a2) Protected area law and regulations upgraded with revised zoning principles adjusted to the newly emerging necessities associated with ecotourism and ecosystem approach b) Fiscal regulations upgraded with additions and amendments reflecting innovative mechanisms for collecting fees for over-exploitation and environmental damage. Special regulation prepared to impose fees in accordance with number of livestock</i></p>	<p>(approved or revised)</p> <p>b) Collected funds from natural resource user fees and fines being allocated to ecosystem restoration as per the regulation</p>	<p>Risks: <i>The process for consultation and approval of new laws and regulations by national and local authorities can be very long, and may exceed project duration</i></p> <p>Assumptions: <i>Sectoral agencies are willing to cooperate and support improved legislation and guidelines for conservation of biodiversity and ecosystem services. Herding community will endorse measures to improve grassland management, including through reduction in livestock densities.</i></p>
	<p><u>Indicator 6</u>: Financial mechanisms and amount of payments for ecosystem services (PES – incentives and disincentives) disbursed in demonstration landscapes:</p>	<p>a) <i>Nature Conservation Fund (NCF) established – almost no contribution to conservation - mostly because of government</i></p>	<p>a) <i>NCF operational with legal support from government, international funding sources, and voluntary CSR contributions from private sector</i></p>	<p>a) <i>NCF operationalized in demonstration landscapes (at least \$20,000 allocated from revenues collected in Year 7) with a specified</i></p>	<p>Source: <i>NCF official records, b) Local authority official records of payments collected and disbursed</i></p> <p>Risks: a) <i>Government fails to approve the operational</i></p>

	<p>a) Nature Conservation Fund (NCF) b) Natural resources user fees or voluntary mechanisms</p>	<p><i>limited budget dependency</i></p> <p><i>b) The revenues from Natural Resource (NR) use are not fully collected in compliance with the regulation and these incomes are not being fully reinvested in the conservation and restoration activities in compliance with the related legislations.</i></p>	<p><i>b) Increased compliance with regulation on the reinvestment of NR Use revenues for NR rehabilitation. Local authorities and / or private sector in at least 2 demonstration landscapes implementing compulsory or voluntary financing mechanisms based on: i) NR User fees; ii) Livestock (headage) fees for pasture use; iv) voluntary private sector contributions; other PES mechanisms</i></p>	<p><i>mandate focused on ecosystem services</i></p> <p><i>b) At least 2 innovative financing / PES mechanisms have delivered \$50,000 for ecosystem services in the demonstration landscapes</i></p>	<p><i>mechanisms for the NCF. International donors unwilling to fund NCF because of Mongolia middle income status; b) Funds raised are not allocated appropriately</i></p> <p><i>Assumptions: There is political will to overcome regulatory barriers and implement financial incentive measures for green development activities</i></p> <p><i>Herders willing to implement innovative PES mechanisms</i></p>
	<p><u>Indicator 7: Capacity of local authorities*</u> for conserving ecosystem services in target aimags and demonstration landscapes, as measured by UNDP Capacity Development Scorecard (see Annex L)</p> <p>*The scorecards were completed by the following officials: a) aimag level -officers of</p>	<p><i>a) Tarvagatain Mountain = 23%</i> <i>b) Bukhun Mountain = 27%</i> <i>c) Ulaan Shal Valley = 46%</i> <i>d) Zarman Gobi = 35%</i></p>	<p><i>Score improves by 10%</i> <i>a) 33%</i> <i>b) 37%</i> <i>c) 56%</i> <i>d) 45%</i></p>	<p><i>Score improves by 20%</i> <i>a) 43%</i> <i>b) 47%</i> <i>c) 66%</i> <i>d) 55%</i></p>	<p><i>Source: Capacity Development Scorecard baseline completed in 2018 Q1 and updated prior to the mid-term review and terminal evaluation by the aimag and soum stakeholders of each demonstration landscape</i></p> <p><i>Risks: Local authorities fail to fully engage their staff with</i></p>

	the Environmental Agency, Agriculture Agency, Investment and Policy Department Director; b) soum level - Forest Unit, soum governors, soum environmental inspectors, rangers, social and welfare officers and bagh governors.				<i>project capacity development activities</i> Assumptions: <i>Increases in institutional capacity are sustained through retention of trained staff and organizational stability</i>
<p>Component 2 <i>Application of sustainable rangeland and forest management and biodiversity conservation to reduce land degradation/desertification and enhance ecosystem services</i></p> <p>Outcome 2 <i>Rangelands, forests and biodiversity are restored and protected areas strengthened at landscape scale</i></p>	<p>Indicator 8: Area (ha) of mountain and steppe rangelands in demonstration landscape soums with reduced degradation</p> <p>(GEF-7 Core Indicator 3.1)</p>	<p>Area (ha) of rangeland in recovery class in demonstration landscape soums (2015):</p> <p>Zarman Gobi (12 pasture monitoring points) Class I – 6,663,119ha Class II – 844,567ha Class III = 0ha Class IV = 0ha Class V= 0ha</p> <p>Ulaan Shal Valley (14 pasture monitoring points) Class I – 1,300,216ha</p>	<p>Area with reduced degradation = 50,000 ha</p>	<p>Area with reduced degradation = 300,000 ha</p>	<p>Source: <i>Pasture health surveys in target soums using NAMEM standardized “recovery classes”</i></p>
					<p>Risks: <i>Reduction of over-grazing does not lead to improvements in biodiversity and ecosystem services because of climate (change) effects or long recovery times</i></p> <p>Assumptions: <i>Over-grazing is the primary driver of pasture degradation</i></p>

		<p>Class II = 446,809ha Class III = 0ha Class IV = 0ha Class V = 0ha</p> <p>Bukhun Mountain (21 pasture monitoring points) Class I - 559,478ha Class II - 457,906ha Class III - 99064ha Class IV = 0ha</p> <p>Tarvagatain Mountain (12 pasture monitoring points) Class I – 277,171ha Class II – 302,610 Class III – 62,933ha Class IV - 265,116ha Class V = 0ha</p>			
	Indicator 9: Area (ha) of saxaul and boreal forests in demonstration landscapes with no net loss or degradation	<p>a) Saxaul Zarman Gobi: Total area = 44,832 ha; Low density area = 100%</p>	<p>a) Saxaul: At least 25,000 ha without net loss or degradation</p>	<p>a) Saxaul: At least 25,000 ha without net loss or degradation</p>	<p>Source: Forest Inventory Reports</p> <p>Risks: Reduction of over-grazing does not reduce forest degradation because</p>

	(GEF-7 Core Indicator 3.2)	<p><i>Ulaan shal:</i> Total area = 2,950 ha; Low density area = 40%</p> <p><i>b) Boreal forest Tarvagatain Mt:</i> Total area = 20,585 ha; Degraded area = 100%; <i>Bukhun Mt:</i> Total area = 23,004 ha; Degraded area = 20%;</p>	<i>b) Boreal: At least 20,000 ha without net loss or degradation</i>	<i>b) Boreal: At least 20,000 ha without net loss or degradation</i>	<i>of climate (change) effects</i> <i>Assumptions: Over-grazing, fire and insects are the primary drivers of forest degradation</i>
	<u>Indicator 10:</u> Emissions savings (tCO ₂ -eq over the next 20 years) from reduced loss and degradation of 45,000 ha of saxaul and boreal forests in demonstration landscapes (see Annex W) (GEF-7 Core Indicator 6.1)	<p><i>a) Saxaul Zarman Gobi: 0</i> <i>Ulaan shal: 0</i></p> <p><i>b) Boreal forest Tarvagatain Mt: 0</i> <i>Bukhun Mt: 0</i></p>	<p><i>a) Saxaul: (no mid-term emissions avoided target)</i></p> <p><i>b) Boreal: (no mid-term emissions avoided target)</i></p>	<p><i>a) Saxaul: Target to be calculated in Year 1</i></p> <p><i>b) Boreal: 2,176,925 tCO₂-eq avoided emissions over 20 years</i> <i>Tarvagatain Mt: 1,262,348 tCO₂-eq</i> <i>Bukhan Mt: 914,578 tCO₂-eq</i></p>	Source: Forest Inventory Reports
	<u>Indicator 11:</u> Management effectiveness of PAs in demonstration	<p><i>METT scores 2017</i></p> <p><i>a) Tarvagatai NP = 52.1%</i></p>	<p><i>30% progress toward final scores</i></p> <p><i>a) 56.6%</i> <i>b) 26.8%</i></p>	<i>National parks reach sound management (= 67%), others a</i>	Source: METT updated prior to the mid-term review and terminal evaluation

	<p>landscapes indicated by the % increase in the Management Effectiveness Tracking Tool (METT) scores (see Annex B(I)).</p> <p>(GEF-7 Core Indicator 1.2)</p>	<p>b) <i>Bokhon shar LPA = 20.8%</i> c) <i>Burkhan buudai NR in Zarman Gobi = 32.3%</i> d) <i>Gobi Gurvan Saikhan NP in Zarman Gobi = 52.1%</i> e) <i>Proposed PA for Buuntsagaan Lake = 30.9%</i></p>	<p>c) 38.3% d) 56.6% e) 36.9%</p>	<p>20% improvement a) 67% b) 40.8% c) 52.3% d) 67% e) 50.9%</p>	<p>Risks: <i>Project impacts are thwarted by non-sustainable interventions from development sector or communities</i></p> <p>Assumptions: <i>Government champions and implements measures for improvements in PA management effectiveness</i></p>
	<p>Indicator 12: Level of key threats to biodiversity in demonstration landscapes:</p> <p>a) # of incidents of illegal killing of snow leopard and goitered gazelle (Zarman Gobi and Ulaan shal valley), and musk deer (Bukhun Mountain and Tarvagatain Mountain)</p> <p>b) Area of habitat improved for threatened species conservation: in Zarman Gobi for goitered gazelle and Argali and in</p>	<p>a) <i>Ulaan shal = X; Zarman Gobi = X; Tarvagatain Mt = X; Bukhun Mt = X</i></p> <p>b) <i>0 ha</i></p> <p><i>Baselines for a) to be established in Year 1</i></p>	<p>a) <i>5% reduction</i></p> <p>b) <i>2,000 ha across 4 landscapes</i></p>	<p>a) <i>20% reduction</i></p> <p>b) <i>10,000 ha across 4 landscapes</i></p>	<p>Source for all sub-indicators: a) <i>Verified reports by Soum officers; b) project reports</i></p> <p>Risks: <i>Project fails to change the behaviour of those who are causing the threats</i> Assumptions: <i>A significant proportion of each threat arises from local people, rather than those coming from outside the demonstration landscapes</i></p>

	Tarvagatain Mt and Bukhun Mt for Musk deer through threat reduction (threats: disturbance, grazing competition with livestock, habitat loss/degradation).				
<p>Component 3 <i>Community livelihoods enhancement to restore and sustain biodiversity and ecosystem services</i></p> <p>Outcome 3 <i>Sustainable livelihoods provide benefits to local communities and support biodiversity</i></p>	<p>Indicator 13: # of Pasture User Groups (PUGs) and Forest User Groups (FUGs) in demonstration landscapes incorporating green development measures into their contracts with soum administrations</p>	0	At least 5 PUGs and 5 FUGs	At least 20 PUGs and 10 FUGs <i>Replication and up-scaling mechanism agreed and in operation</i>	<p>Source: Contracts and Official records of soums</p> <p>Risks: Contracts are not implemented</p> <p>Assumptions: PUGs and FUGs are willing to incorporate green development measures into their contracts with soums</p>
	<p>Indicator 14: Livelihoods improvement in demonstration landscapes as measured by:</p> <p>a) # jobs created</p> <p>b) % Reduction in gender inequality in income</p>	<p>Across all four landscapes</p> <p>a) 0 jobs created (Women = 0; Men = 0)</p> <p>b) Av. Male income = XXX; Av Female income = XXX</p>	<p>Across all four landscapes</p> <p>a) 40 jobs created (Women = 20; Men = 20)</p> <p>b) 3%</p> <p>c) 5%</p>	<p>Across all four landscapes</p> <p>a) 150 jobs created (Women = 80; Men = 70)</p> <p>b) 10%</p> <p>c) 20%</p>	<p>Source: a) Project reports; b) and c) Reports of special surveys in a sample of participating households in the 4 demonstration landscapes, conducted in Year 1, and repeated prior to the Mid-Term Review and Terminal Evaluation.</p>

	c) % increase in real incomes for participating families	<p>c) <i>Av. family income = XXX</i></p> <p><i>Baselines for b) and c) to be established in Year 1</i></p>			<p>Risks: <i>Selected livelihood improvement measures do not lead to more jobs or improved incomes or better gender equality, at least within the timescale of the project</i></p> <p>Assumptions: <i>Families are willing to share information on their incomes</i></p>
	<p><u>Indicator 15:</u> Knowledge Attitudes and Practices (KAP) of elected representatives and the public for reducing land and forest degradation and enhancing ecosystem services, as measured by the KAP survey score</p>	<p><u>a) National level (UB)</u> <i>MPs (Male= XX, Female=XX)</i> <i>Public (Male=XX, Female=XX)</i></p> <p><u>b) Aimag level (4 combined)</u> <i>Elected reps. (Male=XX, Female=XX)</i> <i>Public (Male=XX, Female=XX)</i></p> <p><u>c) Soums of each demonstration landscape</u></p>	10% improvement	20% improvement	<p>Source: <i>KAP assessment (guideline was prepared during PPG) completed in Year 1 and prior to mid-term and terminal evaluation</i></p> <p>Risks: <i>Communities fail to accept green development approaches due to lack of perceived improvements to livelihoods or wellbeing</i> Assumptions: <i>The media will support the project to deliver positive empathy towards green development approaches</i></p>

		<p><i>Elected reps. (Male=XX, Female=XX) Public (Male=XX, Female=XX)</i></p> <p><i>KAP baseline to be completed in Year 1</i></p>			
<p>Component 4 <i>Knowledge Management, M&E and gender mainstreaming</i></p> <p>Outcome 4 <i>Improved knowledge management, monitoring and evaluation supports sustainability and up- scaling</i></p>	<p>Indicator 16: Number of best practices and key project lessons and strategies for sustainable landscape management and biodiversity conservation documented and disseminated for up- scaling</p>	<p><i>Baseline (2017): 0</i></p>	<p><i>Initial results and lessons learned shared through project website and social media (1 news article per month – at least 1/year on gender issues; at least 5 completed technical reports available online); 4 Demonstration landscape partnership forums held (50% female participants); initial lessons shared with MET and MoFALI and Aimag and Soum authorities for consideration in planning; Results of PPG assessment of best practices further developed and made available on-line on MET e-learning platform</i></p>	<p><i>All project results and lessons learned shared through project website and social media with one news article per month – at least one/year on gender issues; at least 12 completed technical reports available online; 8 demonstration landscape partnership Forums held (50% female participants); lessons learned presented to national seminar for upscaling; MET e-learning platform updated with best practices from</i></p>	<p><i>Source: Log maintained by the project office and placed on project web site</i></p>
					<p><i>Risks: Project fails to capture and document lessons learned Assumptions: Involvement in the design and implementation of project interventions and knowledge sharing on the experiences and expected benefits of implementing green development practices will result in long-term support for the project</i></p>

				<i>project implementation</i>	<i>and adoption of new knowledge, skills and practices.</i>
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6.3 Annex 3: Base Documents for Review

#	Item
1	PIF
2	UNDP Initiation Plan
3	UNDP Project Document
4	UNDP Social and Environmental Screening Procedure (SESP)
5	Project Inception Report
6	All Project Implementation Reports (PIR's)
7	Quarterly progress reports and work plans of the various implementation task teams
8	Audit reports
9	Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm
10	Oversight mission reports
11	All monitoring reports prepared by the project
12	Financial and Administration guidelines used by Project Team
13	Project operational guidelines, manuals and systems
14	UNDP country/countries programme document(s)
15	Minutes of the Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16	Project site location maps
17	M&E System
18	Sample of project communications materials
19	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
20	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
21	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
22	Project deliverables that provide documentary evidence of achievement towards project outcomes
	Any additional documents, as relevant.

6.4 Annex 4: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	<ul style="list-style-type: none"> - Local stakeholders - Document review of local development strategies, environmental policies, etc. 	<ul style="list-style-type: none"> - Local level field visit interviews - Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc.	<ul style="list-style-type: none"> - Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	<ul style="list-style-type: none"> - Project staff - Local and national stakeholders - Project documents 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	<ul style="list-style-type: none"> - GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents 	<ul style="list-style-type: none"> - Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	<ul style="list-style-type: none"> - UNDP strategic priority documents 	<ul style="list-style-type: none"> - Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	<ul style="list-style-type: none"> - Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach. 	<ul style="list-style-type: none"> - Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission 	<ul style="list-style-type: none"> - Desk study - Interview with project staff - Observation - Focus groups
What are the decision-making processes -project governance	<ul style="list-style-type: none"> - Roles and Responsibilities of stakeholders in project implementation. 	<ul style="list-style-type: none"> - Project documents - National policies or strategies, websites, project staff, 	<ul style="list-style-type: none"> - Desk study - Interview with project staff - Observation

Evaluative Questions	Indicators	Sources	Methodology
oversight and accountabilities?	- Partnership arrangements.	project partners - Data collected throughout the mission	- Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	- Project documents	- Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfil its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	- Minutes - Project documents	- Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
<p>What has been (to date) this projects progress towards the expected results and log frame indicators?</p> <p>How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?</p>	<ul style="list-style-type: none"> - Progress toward impact achievements - Results of Outputs 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
<p>What has been the progress to date and how has it led to, or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...).</p> <p>How cross cutting areas been included in the project are results framework and monitored on an annual basis?</p>	<ul style="list-style-type: none"> - Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
<p>What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.</p>	<ul style="list-style-type: none"> - GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Desk review
<p>What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?</p>	<ul style="list-style-type: none"> - Number of barriers in the project 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
<p>What aspects of this project s implementation approach (pilots) (enabling activities) has been particularly successful or negative (as told by consults)</p>	<ul style="list-style-type: none"> - Number of project achievements - Progress toward impact achievements. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
and how might the project stakeholders further expand or correct these benefits.			
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	- Desk review
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	<ul style="list-style-type: none"> - Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs 	<ul style="list-style-type: none"> - Project documents - Project staff 	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	<ul style="list-style-type: none"> - Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.) 	<ul style="list-style-type: none"> - Project documents - National and local stakeholders - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff - Interviews with national and local stakeholders

Evaluative Questions	Indicators	Sources	Methodology
Is the project implementation delayed? If so, has that affected cost-effectiveness?	<ul style="list-style-type: none"> - Project milestones in time - Planned results affected by delays - Required project adaptive management measures related to delays 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	<ul style="list-style-type: none"> - Number of project achievements 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
Management Arrangements and Implementation Approach (including any evidence of Adaptive management and project coordination and km with pilots)	<ul style="list-style-type: none"> - Project management and coordination effectiveness - Number of project achievements in pilots 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year? What percentage is delivered to date? Is it low?	<ul style="list-style-type: none"> - Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	<ul style="list-style-type: none"> - Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	<ul style="list-style-type: none"> - Environmental indicators - Level of progress through the project's Theory of Change 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	<ul style="list-style-type: none"> - Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
To what extent are the project results dependent on issues	Existence of institutional and governance risks to project benefits	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
relating to institutional frameworks and governance?			
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	- Project documents	- Field visit interviews - Desk review
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
women's meaningful participation?			
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

6.5 Annex 5: Evaluation Scales

Ratings for Progress Towards Results:		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (HU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability:		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future

3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

6.6 Annex 6: Interview questions

Questions to PMU and project board members and other stakeholders

Relevance

1. How does the project's objective align with the priorities of the local government and local communities?
2. How does the project's objective fit within the national environment and development priorities?
3. Where and how did the project concept originate from? How do relevant stakeholders involve in project development process?
4. How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

Effectiveness

6. Are the project objectives likely to be met? To what extent are they likely to be met?
7. What key factors are contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. To what extent are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?
11. How cross cutting areas been included in the project's results framework and how do they monitor on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

Efficiency

13. Are expenditures in line with international standards and norms?
14. How does the project implementation approach efficient for delivering the planned project results?
15. Is the project implementation delayed? If so, has that affected cost-effectiveness?

16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?
18. What is project related progress in the following 'implementation' categories?

Results

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?
20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?

Sustainability

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained? What measures have implemented for creating project ownership among relevant stakeholders?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental? What kind socio-political factors influence to the project results?

Gender equality and women's empowerment

26. How did the project contribute to gender equality and women's empowerment?
27. In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?

Cross-cutting and UNDP Mainstreaming Issues

28. How did the considered project design and implementation process effect on local population?

29. Which cross-cutting and UNDP mainstreaming issues were more considered by project implementation?

6.7 Annex 7: List and interview schedule

#	Name	Position	Organization
1. In Ulaanbaatar			
1.	Mr. A.Enkhbat	National Project Director, General Director	Department for Environment and Natural Resource Management, MET
2.	Ms. D.Ariuntuya	Senior officer	Division for International Affairs, MET
3.	Mr. Tsogtsaikhan	Director	Division for Conservation of fauna and flora, MET
4.	Mr. Batmunkh	Deputy head of project technical committee, Chairman	Livestock policy implementation and regulation department, MOFALI
5.	Mr. Byambadorj	Specialist	
6.	Dr. Enkh-Amgalan	Rangeland management	Center for Policy Research NGO
7.	Dr. Khaulenbek	sustainable forest management consultant	Institute of Geo Ecology, MAS
8.	Mrs.Oyun	GD Plans and Ecosystem Service Assessment	Ensure project
9.	Mr. Munkhtogtokh	Consultant on Environmental law	Ensure project
10.	Dr. Oyungerel	Consultant on Protected area management	Ensure project
11.	Mr. Bayasgalan	Consultant on Biodiversity conservation	Ensure project
12.	Mr. Badruugan	Consultant on Forest management	Ensure project
13.	Mr. Munkhtsog,	Reducing conflict between herders and snow leopards	Snow leopard Center
14.	Mr. Batbaatar		
15.	Mr. Adiya	Consultant on Marmot relocation	Institute of biology, MAS
16.	Mr. Tsogtbaatar	Building capacity of local forest institutions and FUGs	Monconsult company
17.	Mr.Lkhagvasuren	Reintroduction and collaring of Musk deer	Mongolian Society of Mammalogy NGO
18.	Mr .Ankhubayar	Reintroduction and collaring of Musk deer	Mongolian Society of Mammalogy NGO
19.	Mr. Banzragch	Aimag and soum Sustainable forest management plan	Training and research institute of forestry and wood industry
20.	Mr. Erdenetsetseg	Rangeland health monitoring	National Agency for Metereology and Monitoring (NAMEM)
21.	Mr. Batsaikhan,	Land-scape based development plan	Agency for Land Management, Geodesy and Cartography (ALMGC)
22.	Mr. Ikhbayar		
23.	Mr. Arildii,	Improvement of livestock breeding	Mongolian National Federation of Pasture User Groups
24.	Nashida Sattar	Deputy Resident Representative	UNDP CO
25.	Erdenebat	Program analyst	UNDP CO

26.	Erdenebileg	Coordinator	ENSURE Project, PIU
27.	Bayarmaa	M&E	ENSURE Project, PIU
28.	Enerel	Natural resource specialist	ENSURE Project, PIU
29.	Tsetsegdari	AFA	ENSURE Project, PIU
30.	Narangarav	Procurement	ENSURE Project, PIU
31.	Bilguuntuguldur	Focal point at MET	ENSURE Project, PIU
2. In Arkhangai aimag			
32.	Mr. Battulga	Governor	Ulziit soum, Soum government
33.	Mr. Purev-Ochir	Ulziit soum	Ulziit soum
34.	Mr. Bayanjargal	Member	Ulziit soum, Nast Herders' Group
35.	Mr. Bayanmunkh	Member	Ulziit soum, Nast Herders' Group
36.	Mr. Batbuyan	Member	Ulziit soum, Nast Herders' Group
37.	Mr. Enkhtaivan	Member	Ulziit soum, Nast Herders' Group
38.	Mr. Munkhbat	Member	Ulziit soum, Undur tolgoi Herders' Group
39.	Mr. Ganbold	Member	Ulziit soum, Undur tolgoi Herders' Group
40.	Mrs. Narangerel	Member	Ulziit soum, Undur tolgoi Herders' Group
41.	Mrs. Bulgantamir	Member	Ulziit soum, Undur tolgoi Herders' Group
42.	Mrs. Soyalmay	Small grant project implementer	Ulziit soum, Luut khotiin zaluus NGO
43.	Mrs. Oyunchimeg	Small grant project implementer	Ulziit soum, Luut khotiin zaluus NGO
44.	J. Munguntsetseg	Small grant project implementer	Ulziit soum, Luut khotiin zaluus NGO
45.	L. Chojjantsan	Governor	Khairkhan soum government
46.	Kh. Enkhbold	Specialist	Khairkhan soum Government
47.	M. Javzmaa	Ranger	Khairkhan soum ranger
48.	S. Erdenebileg	Ranger	Khairkhan soum ranger
49.	B. Nyamsuren	Facilitator	Khairkhan soum
50.	B. Jantsannorov	Ranger	Khairkhan soum
51.	n. Erdenetsogt	Driver	Khairkhan soum
52.	Ts. Buyankhishig	Small grant project implementer	Khairkhan soum Jarantai ikh dashlin NGO
53.	B. Munkhzul	Small grant project implementer	Khairkhan soum Jarantai ikh dashlin NGO
54.	S. Munkhsuren	Small grant project implementer	Khairkhan soum Jarantai ikh dashlin NGO
55.	B. Barbaatar	Small grant project implementer	Khairkhan soum Jarantai ikh dashlin NGO
56.	S. Chilkhaasuren	Small grant project implementer	Khairkhan soum, Jarantai ikh dashlin NGO
57.	B. Nyamdorj	Small grant project implementer	Khairkhan soum, Jarantai ikh dashlin NGO
58.	M. Munkhbat	Erdenemandal soum	Erdenemandal soum, Burgast Herders' Group
59.	M. Batbaatar	Erdenemandal soum	Erdenemandal soum, Burgast Herders' Group
60.	D. Baigali	Erdenemandal soum	Erdenemandal soum, Burgast Herders' Group
61.	T. Otgonbayar	Erdenemandal soum	Erdenemandal soum, Burgast Herders' Group

62.	B.Batsukh	Erdenemandal soum	Erdenemandal soum, soum facilitator
63.	Ch.Badamkhand	Small grant project implementer	Erdenemandal soum, Erkhem tanii eruul khuns NGO
64.	G.Enkhtur	Small grant project implementer	Erdenemandal soum, Erkhem tanii eruul khuns NGO
65.	Ch.Badamkhand	Small grant project implementer	Erdenemandal soum, Erkhem tanii eruul khuns NGO
66.	A.Erdenechuluun	Small grant project implementer	Erdenemandal soum, Erkhem tanii eruul khuns NGO
67.	N.Lkhagvadorj	Erdenemandal soum	Erdenemandal soum, governor
68.	Sh.Bolor-Erdene	Erdenemandal soum	Erdenemandal soum, Deputy Governor
69.	Z.Batmunkh	Officer	Erdenemandal soum, Government
70.	Z.Erdenebaatar	Head	Erdenemandal soum, Inter-soum forest Unit
71.	n.Bayasgalan	Local coordinator	IRIMHE
72.	L.Gansukh	Officer	Erdenemandal soum, Government
73.	Ts.Badrakh	Chairman	Arkhangai aimag Governor's office
74.	B.Tserenlkham	Focal point at Arkhangai aimag	ENSURE Project, PIU, local coordinator
3. In Zavkhan aimag			
75.	O.Odontuya	Governor	Ikh-Uul soum
76.	S.Batsukh	Speaker of SCRkh	Ikh-Uul soum
77.	B.Naranbaatar	Vice governor	Ikh-Uul soum
78.	G.Batdoo	Tsetsuukh bag Governor	Ikh-Uul soum
79.	M.Janlavsogzol	Manager	Ikh-Uul soum, Dairy factory
80.	Ts.Shinebayar	Technician	Ikh-Uul soum, Dairy factory
81.	B.Munguntuya	Assistant	Ikh-Uul soum, Dairy factory
82.	B.Bat-Amgalan	member	Ikh-Uul soum, Ikh Ult herder group
83.	G.Oyundelger	member	Ikh-Uul soum, Ikh Ult herder group
84.	B.Byambadorj	member	Ikh-Uul soum, Ikh Ult herder group
85.	B.Delgerbayan	member	Ikh-Uul soum, Ikh Ult herder group
86.	B.Unurbayan	member	Ikh-Uul soum, Ikh Ult herder group
87.	B.Norowdemed	member	Ikh-Uul soum, Ikh Ult herder group
88.	G.Batbayar	member	Ikh-Uul soum, Ikh Ult herder group
89.	B.Erdenechimeg	member	Ikh-Uul soum, Ikh Ult herder group
90.	T.Altantuya	member	Ikh-Uul soum, Ikh Ult herder group
91.	B.Renchinkhand	Facilitator	Ikh-Uul soum
92.	D.Munkhsengel	Vice governor	Tosontsengel soum
93.	L.Odontuya	Засаг дарга	Tosontsengel soum
94.	Turmunkh	Director	Tosontsengel soum, ISFU
95.	B.Davaatseren	Senior forester	Tosontsengel soum, ISFU
96.	T.Byambaragchaa	Environmental Inspector	Tosontsengel soum
97.	M.Demberel	Ranger	Tosontsengel soum
98.	Ch.Batjargal	Ranger	Tosontsengel soum
99.	L.Galbaatar	Ranger	Tosontsengel soum
100.	B.Otgonsuren	Driver	Tosontsengel soum
101.	Ch.Tsogtbaatar	Specialist	Tosontsengel soum, Agriculture unit
102.	B.Davkharbayar	Bag Governor	Tosontsengel soum
103.	Namkhaibal	Ilder bag governor	Tosontsengel soum
104.	D,Tuya	Director	Tarvagatai Mountain NPA
105.	Norjmaa	Ногоон тэс ТББ-ын гишүүн	Tosontsengel soum

106.	P.Enkhsaikhan	Specialist	Tarvagatai Mountain NPA
107.	B.Nyamjantsan	Specialist	Tarvagatai Mountain NPA
108.	G.Dulamragchaa	Агъ наран булаг хангай нөхөрлөлийн ахлагч	Tosontsengel soum, Agi naran bulag FUG
109.	B.Amartsetseg	member	Tosontsengel soum, Agi naran bulag FUG
110.	T. Damdin	member	Tosontsengel soum, Agi naran bulag FUG
111.	M.Baasandorj	facilitator	Tosontsengel soum
112.	Tsegmidzaya	Focal point at Zavkhan aimag	ENSURE Project, PIU
4. Gobi-Altai aimag (by phone call)			
113.	Mrs.Mungunchimeg	Specialist	ADET
114.	Mr. Batmagnai	Specialist	ADET
115.	Mrs.Batchimeg	Pasture land specialist	Aimag department for Land affairs, construction and urban development
116.	Mr. Purevdorj	Pasture land specialist	Aimag department for food and agriculture
117.	Mr. Davaanyam	Governor	Erdene soum government
118.	Mrs. Ichinkhorloo	Environmental Inspector	Erdene soum government
119.	Mr. Lkhagvasuren	Executive director	Erdene soum, Nagoon Jalga NGO
120.	Mr. Luvsan-Ochir	Tsetsegnuur bag governor	Erdene soum government
121.	Mr. Gansukh	Ranger	Erdene soum government
122.	Mrs. Bolortuya	Vice governor	Erdene soum government
123.	Mrs. Nansalmaa	Head	Erdene soum,
124.	Mr. Nambar	Leader	Erdene soum, “Chandmana bidnii tus” community group
125.	Mr. Jargalsaikhan	Erdene-Uul bag governor	Erdene soum government
126.	Mr. Chojiamts	Soum Facilitator	Erdene soum
127.	Mr. Erkhembayar	Secretary of SRKh	Erdene soum government
128.	Mr. Bayarbat	Director	Great Gobi SPAA
129.	Mr. Munkhjargal	Executive director /small project grantee /	Erdene soum, “Mungun zarmangiin burd” NGO
130.	Mr. Battengel	Tugrug bag governor	Tsogt soum government
131.	Mrs. Doljinsuren	Leader	Tsogt soum, Eej khairkhan herder’s group

6.8 Annex 8: Core Indicators

Draft Interim Reporting Template for GEF-7 Core Indicators

Mongolia ENSURE project / 13 July 2018

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Core Indicator 1: Terrestrial protected areas created or under improved management for conservation and sustainable use (hectares)

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)
n/a	2,081,646	1,524,574.16	

1.1 Terrestrial protected areas newly created

Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
n/a	940,000	1,096,604.57	

Name of Protected Area	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)	METT score at CEO Endorsement
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Boontsagaan lake	N/A	VI	n/a	31,000	0	29
TBD (various)	N/A	TBD	n/a	909,000	1,096,604.57	N/A

1.2 Terrestrial protected areas under improved management effectiveness

Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
n/a	1,141,646	427,969.6	

Name of Protected Area	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
Tarvagatai NP	313188	II	n/a	547,630	301,822.93	
Bokhon Shar LPA	99846	VI	n/a	18,021	58,167.00	
Burkhan Buudai NR in Zarman Gobi	99846	VI	n/a	52,170	612,318.64	
Gobi Gurvan Saikhan NP in Zarman Gobi	93580	II	n/a	523,826	123,936.86	

Name of Protected Area	METT Score at PIF	METT Score at CEO Endorsement	METT Score at MTR	METT Score at TE
Tarvagatai NP	n/a	42	82,1	
Bokhon shar LPA	n/a	18	55	
Burkhan buudai NR in Zarman Gobi	n/a	21	24,2	
Gobi Gurvan Saikhan NP in Zarman Gobi	n/a	49	n/a	

Core Indicator 3: Area of land restored (hectares)

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)
n/a	345,000	733,569	

3.1 Area of degraded agricultural lands restored

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)
n/a	300,000	653,069	

3.2 Area of forest and forest land restored

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)
n/a	45,000	80,500	

3.3 Area of natural grass and shrublands restored

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)

3.4 Area of wetlands (including estuaries and mangroves) restored

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)

Core Indicator 6: Greenhouse gas emissions mitigated (metric tons of carbon dioxide equivalent)

GHG emission type	Metric tons CO ₂ -eq (baseline at PIF)	Metric tons CO ₂ -eq (baseline at CEO ER)	Metric tons CO ₂ -eq (achieved at MTR)	Metric tons CO ₂ -eq (achieved at TE)
Lifetime direct project GHG emissions mitigated	n/a	2,176,925	3,040,800	
Lifetime direct post-project emissions mitigated	n/a	n/a	n/a	
Lifetime indirect GHG emissions mitigated	n/a	n/a	n/a	

6.1 Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry and Other Land Use

GHG emission type	Ha (expected at PIF)	Metric tons CO ₂ -eq (baseline at PIF)	Ha (expected at CEO ER)	Metric tons CO ₂ -eq (baseline at CEO ER)	Ha (achieved at MTR)	Metric tons CO ₂ -eq (above baseline at MTR)	Ha (achieved at TE)	Metric tons CO ₂ -eq (above baseline at TE)
Lifetime direct project GHG emissions mitigated	n/a	n/a	45,000	2,176,925	2,176,925			
Lifetime direct post-project emissions mitigated	n/a	n/a	n/a	n/a	n/a			
Lifetime indirect GHG emissions mitigated	n/a	n/a	n/a	n/a	n/a			

Core Indicator 11. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

Women / Men / Total	Total number (expected at PIF)	Total number (expected at CEO Endorsement)	Total number (achieved at MTR)	Total number (achieved at TE)
Women	n/a	12,807	2,953	
Men	n/a	12,806	4,535	
Total	n/a	25,613	7,488	

6.9 Annex 9: Evaluation consultant code of conduct agreement form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: José Fernando Galindo Zapata

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Quito Ecuador on 30/06/2022



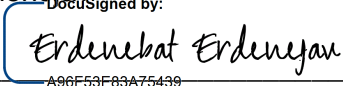
6.10 Annex 10: TE Report Clearance Form

Mid-Term Review of the Project “Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia” (UNDP PIMS# 5784)

Reviewed and Cleared By:

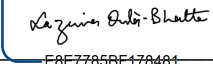
Commissioning Unit (M&E Focal Point)

Name: Erdenebat Erdenejav

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 Erdenebat Erdenejav Date: 04-Dec-2022
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Deputy Resident Representative

Name: Lazima Onta Bhatta

DocuSigned by:
 Lazima Onta Bhatta Date: _____
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Regional Technical Advisor (Nature, Climate and Energy)

Name: Tashi Dorji

DocuSigned by:
 Tashi Dorji Date: _____
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