

Annex I to the Multi Partner Contribution Agreement

Contract no. 700002240

Description of the Action

**Sustainable Ecosystem and Agriculture Management
For Rural Development in Mongolia**

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List of Abbreviations

ALAMGAC	Agency for Land Administration and Management, Geodesy and Cartography
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> (German Federal Ministry for Economic Cooperation and Development)
CBO	Community-Based Organisations
CDC	Capacity Development Centre (Centre of Excellence; TVET School)
CLIP	Country Level Implementation Plan
DA	Development Advisor
DeSIRA	Development of Smart Innovation through Research in Agriculture
DFPC	Department of Forest Policy and Coordination
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
eNGO	Environmental Non-Government Organisations
FAO	Food and Agriculture Organisation of the United Nations
FGVP	Forest Governance and Value Chains Programme
FLR	Forest Landscape Restoration
FRDC	Forest Research and Development Centre
FUG	Forest User Group
GAE	General Authority for Education
GAP	Gender Action Plan
GDP	Gross Domestic Product
GCCA	Global Climate Change Alliance
GEF	Global Environmental Facility
GHG	Greenhouse Gas
GI	Geographical Indications
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</i>
HCD	Human Capacity Development
ISFU	Inter-Soum Forest Unit
KfW	<i>Kreditanstalt für Wiederaufbau</i> (German Development Bank)
LDN	Land Degradation Neutrality
MEDS	Ministry of Education and Science
MET	Ministry of Environment and Tourism
MLSP	Ministry of Labour and Social Protection
MNCCI	Mongolian National Chamber of Commerce and Industry

MoFALI	Ministry of Food, Agriculture and Light Industry
MoU	Memorandum of Understanding
NDC	Nationally Determined Contribution
NFA	National Forestry Agency
OSGAP	Occupational Skill Gap Analysis Platform
PAPCD	Protected Area Policy Coordination Department
PFE	Professional Forest Enterprise
PMU	Project Management Unit
PPP	Public-Private Partnership
PSC	Project Steering Committee
SPACES	Supporting Protected Areas for the Conservation of Ecosystem Services
SFM	Sustainable Forest Management
SDG	Sustainable Development Goals
SME	Small and Medium Enterprises
TAPE	Tool for Agroecology Performance Evaluation
TARILSP	Training, Assessment and Research Institute for Labour and Social Protection
TEI	Team Europe Initiative
TVET	Technical and Vocational Education and Training
UNCCD	United Nations Convention on Combating Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

Project Details

Project title	Sustainable Ecosystem and Agriculture Management for Rural Development in Mongolia (STREAM+)	
Contract no.	700002240	
Team Europe Initiative	Green Economic Growth	
Specific Objective	1 Improved regulatory and/or policy framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose TVET sector. 2 Adopted integrated landscape management with focus on agriculture and forestry addressing food system challenges and climate change. 3 Developed and strengthened selected sustainable and climate-resilient agriculture and forestry value chains. 4 Enhanced capacities of TVET to meet labour market needs in close partnership with the private sector in agriculture and forestry, ensuring an increase of women and girls' participation.	
Outputs	Output 1.1: Sustainable and climate-sensitive landscape management approaches (inclusive of disaster risk management and gender approach) included in new/revised relevant national sectoral regulations/policies, and relevant institutions are strengthened. Output 1.2: Improved legislative/policy framework and institutional capacities to drive the organizational reform of TVET towards an efficient, sustainable and labour market-driven sector, with gender mainstreaming. Output 2: Effective, sustainable, climate-resilient and integrated forest and land management practices mainstreamed. Output 3.1: Green and digital technologies integrated in the value chains of selected forest- and agriculture products (in the context of a climate-resilient and circular agriculture). Output 3.2: Agroforestry models with potential to contribute to sustainable land use, climate resilience, food security and improved livelihoods for rural communities established. Output 4: Improved relevance, quality and delivery of TVET system in agriculture and forestry sectors, increasing women and girls' participation (responsibility GIZ).	
Total budget		
European Commission financial contribution		
BMZ financial contribution		

Name of the Organisation	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Name of the Partner	Food and Agriculture Organisation of the United Nations (FAO)
Start of the implementation period	01.08.2024
End of the implementation period	31.07.2028
Project duration	48 months
Country	Mongolia

1 Executive Summary

The Multi-Donor Action “Sustainable ecosystem and agriculture management for rural development in Mongolia” is jointly co-financed by the European Union and the Federal Ministry of Economic Cooperation and Development, BMZ and implemented by GIZ as the Organisation and FAO as the Partner. The part of the Action implemented by GIZ is implemented as part of the BMZ project “Supporting Protected Areas for the Conservation of Ecosystem Services (SPACES) II”. The duration of this Action is scheduled from 08/2024 to 07/2028 (48 months)

The Action is based on the EU Action Document for “Sustainable ecosystem and agriculture management for rural development in Mongolia” and financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe). It constitutes a part of the Mongolia – Multi-Annual Indicative Programme 2021 - 2027.

The Action contributes to the Team Europe Initiative (TEI) on “Green Economic Growth”, Mongolia's Global Gateway Flagship, and its objectives of “increasing green, sustainable and climate resilient agriculture and forestry value chains and strengthening sustainable forest and integrated landscape management, restoration and protection of forests and biodiversity.

The Overall Objective of the Action is to contribute to strengthening Mongolia's green and digital transition efforts for the inclusive and sustainable development of the country.

The Specific Objectives (outcomes) of the Action are:

- 1 Improved regulatory and/or policy framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose TVET sector.
- 2 Adopted integrated landscape management with focus on agriculture (agriculture encompasses livestock and crop production for food and non-food products) and forestry addressing food system challenges and climate change.
- 3 Developed and strengthened selected sustainable and climate-resilient agriculture and forestry value chains.
- 4 Enhanced capacities of TVET to meet labour market needs in close partnership with the private sector in agriculture and forestry, ensuring an increase of women and girls' participation.

The ongoing “Sustainable and Resilient Ecosystem and Agriculture Management in Mongolia” (STREAM) project serves as the foundation for this Action. The Action will implement activities that are relevant nationwide as well as specific to the existing target areas of the Khentii and Selenge provinces (“aimag” in Mongolian language) and will expand to Khuvsgul (Forestry and Agriculture)

The outputs of the Action are: (i) strengthening of sustainable and climate-sensitive landscape management approaches, including the legal framework, (ii) improvement of the legislative/policy framework and institutional capacities to successfully drive the organizational reform of (TVET), (iii) mainstreaming of effective, sustainable, climate-resilient and integrated forest and land management practices, (iv) integration of green and digital technologies in value chains of forest- and agriculture products, (v) establishment of agroforestry models to contribute to sustainable land use, climate resilience, food security and improved livelihoods for rural

communities and (vi) improved relevance, quality and delivery of the TVET system in the agriculture and forestry sectors, increasing women's and girls' participation.

2 Context

2.1 Background

Mongolia is a lower-middle-income resource-rich democracy of 3.4 million people landlocked between Russia and China. It is a key partner for stability and security in the region. The country is economically largely depending on mining and industry (38.2% of the Gross Domestic Product-GDP) whilst 40% of the population's livelihoods depend on animal husbandry and rain-fed agriculture contributing to 12.1% of the GDP.

Forestry and agriculture (agriculture encompasses livestock and crop production for food and non-food products) are closely interlinked. According to the Forest Resource Assessment¹, forests cover around 16.8 million hectares (ha) of the Mongolian territory (7.9%²). 14.2 million ha are boreal forests, and 2.6 million ha are saxaul shrub forests. About 40% of the boreal forests are in state protected areas. Currently, the forestry sector contributes only 0.3% to the GDP with more than 10.000 directly employed. Forest value chains are underdeveloped, and little value is added to forest products. This is limiting the generation of income and the sector's contribution to the GDP. The food and agriculture sector is the second strategic economic sector after mining. As of 2021, the agriculture sector contributed 10.9% to the GDP, of which 84.5% was attributed to animal husbandry and 15.5% to crop production. The livestock sub-sector accounts for almost 10% of the export earnings. Agriculture currently employs 35.9% of the total labour force, with around 188,610 herder households. Most land area in Mongolia is used as pastureland (126 million ha). Arable land accounts for only about 1 million ha. About 70% of rural income derives from livestock which thus provides an important social safety net. But the current livestock value chains suffer from low value addition. Therefore, the action can bring more value addition to the value chains, benefiting both producers and consumers. TVET aims to supply skilled workers to the labour market and bridge the existing knowledge and skills gaps in agriculture and forestry production and related value chains to support Mongolia's just transition to a greener and sustainable economy. In 2022, 700 students (1.8% of total TVET enrolment), thereof 317 women, attended forestry training programmes whilst 1468 students (4%), thereof 547 women, were enrolled in agriculture. In addition, 159 people attended non-formal short training in forestry and 758 in agriculture.

2.2 Problem Analysis

Forestry: The fact that Mongolia boreal forests include 49.9 m³/ha³ of standing or fallen deadwood demonstrates significant levels of over-maturity and crowdedness resulting from the lack of management of the forests. In addition, according to the Forest Reference Level sent to the United Nations Framework Convention on Climate Change (UNFCCC) in 2018, 1,457,000 ha

¹ Forest Resource Assessment, United Nations Food and Agriculture Organisation (FAO), 2020.

² Official reported value from Vision 2050 and subsequent plans.

³ Mongolian Ministry of Environment and Tourism 2019. Mongolian Multipurpose National Forest Inventory 2014-2017. 2nd ed. Ulaanbaatar. Mongolian Ministry of Environment and Tourism.

of forest were degraded in 2015. The forest loss from 2005 to 2015 was 52,660 ha. 28.3%⁴ of the boreal forest has been affected by wildfires in recent decades, and 9,570 ha have recently been pest-affected. Forest regeneration is impeded by overgrazing caused by soaring live-stock numbers. Climate change accelerates these developments impacting the climate resilience of the forests as permafrost areas are shrinking and found at deepening depth impacting availability of water for plants and trees. Essential ecosystem services provided by forests such as carbon sequestration, clean air and water and protection against soil erosion and landslides are compromised.

The wood industry is the economic engine of the forestry sector, but in Mongolia it is poorly developed and forest product value chains are constrained: The flow of raw material to the processing industry is neither steady nor predictable due to poor transportation infrastructure and inconsistent timber cutting quotas. The industry must import wood mainly from Russia to have sufficient raw materials to sustain their activity. The quality of wood products is low and product standards in place are not adhered to. In addition, staff on management and operational levels of forestry Micro-, Small- and Medium-sized Enterprises (MSME) are low in number, inadequately trained, over-worked and underpaid. Due to the competitive wages in the mining and other sectors it is becoming increasingly hard to find people willing to work on management and on operational levels in the forestry sector. There are very few opportunities for further training to enhance capacity on new approaches (GIS, IT, timber marketing and sales) and very little interaction between educational training centres and forest industry. Incentives for sustainable forest management are also lacking. Land access and land use rights, in relation to forested areas are either for short-term duration only (10-year period), or not suited to create incentive for the Forest Users Groups (FUGs) or the Professional Forest Enterprises (PFE) to engage in a vision of long-term sustainability in their management of the forested area. FUGs, not being legal entities, are only allowed to collect deadwood and lower value non-timber forest products and they are thus struggling to make sufficient revenue from their activities, let alone looking after forest regeneration and maintenance. To fulfil its international obligations and its national conservation goals, Mongolia is in the process of enlarging its protected area system by either extending existing state protected areas or by creating new ones. The anyway large area of forests in protected areas has thus increased. By now about 40% of Mongolia's boreal forests are located in state protected areas and are currently not managed and off limits for utilisation. To address all the above-mentioned challenges the Forest Law is currently undergoing a comprehensive review and revision process. A National Forest Agency (NFA) has been established in the second semester of 2022. This young institution still needs to be adequately capacitated in terms of human and technical resources as well as directions. Forest Divisions at aimag level and Forest Units at district ("soum" in Mongolian language) level get their funding from the Local Government (aimag, soum). This is often not sufficient to attract adequately educated, or even high calibre recruits. This lack of qualified personnel severely limits the follow-up on the implementation of forest management plans. Forest management plans are developed by licenced companies or by the Inter-Soum Forest Units (ISFU), but the FUGs and PFEs who should implement these plans lack adequate capacities, both in trained human resources and in modern technology.

Agriculture: The agriculture sector (agriculture encompasses livestock and crop production for food and non-food products) confronts numerous challenges, with past growth predominantly stemming from expanding crop areas and increasing livestock numbers rather than achieving improvements in quality and productivity. Persistent issues include low productivity due to a lack of innovation and technology transfer, inadequate land use and management, and a deficiency in integrated environmentally sustainable solutions. These encompass coordinated forest and rangeland management, climate-resilient agriculture practices, agroforestry, water conservation, circular economy practices and sustainable value chains. Key obstacles include a lack of resilience to climate hazards including dzud (dzud is a severe winter weather phenomenon characterized by heavy snowfall, extremely low temperatures, and strong wind), limited access to facilities and extension services, and a dearth of high-quality inputs. Livestock reached 71.12 million animals officially in 2022, exceeding the national rangelands' carrying capacity threefold and causing severe degradation of pasture and adjacent forest land. Climate change exacerbates these issues with rising temperatures, decreased precipitation and increased droughts thereby accelerating desertification and compromising livestock and crop sector sustainability. Pastures play a crucial role as the foundation for livestock agriculture, providing the necessary space and resources for grazing animals. However, according to latest desertification and national rangeland health assessment report of Mongolia, 65% of Mongolia's national rangelands is at various stages of degradation from moderate to heavily degraded state. One of the causes of pasture degradation is the absence of a well-defined legal framework governing the relationship between private livestock grazing on public pasturelands in the current scenario. The creation of a legal environment for responsible use of rangelands and reducing over-stocking is essential. The Action will facilitate the regulation of the current "open access" system governing common seasonal rangelands by empowering herders and local authorities to manage grazing pressure and stocking rate, to promote the regeneration of these vital rangelands.

Livestock value chains for meat and cashmere face challenges such as structural issues in the supply chain, poor quality control, sanitary controls related to animal diseases, and limited information on antibiotic use. The livestock sector faces additional challenges in poor management and inefficient cross-border logistics. Limited access to resources, infrastructure and technology, coupled with a lack of digitalization, reduces competitiveness and market access. Farmers in rural areas often abandon agriculture, including herding, due to financial burdens, leading to urban migration. To holistically address the issues in the livestock value chains for meat and cashmere and enhance their efficiency and competitiveness, a strategic approach involving policy revision, public-private partnerships, and investment in new technologies and practices is required.

TVET: There is an acute shortage of skilled workers in agriculture and forestry sectors that account for about 25% of total employment. The "Billion Trees National Movement" (see chapter 2.3) alone, will require no less than 21,000 workers including engineers, foresters in addition to the current 1,200 workers employed in the forestry sector. At the same time, it is estimated that a sustainable forestry sector has the potential for creating more than 80,000 decent jobs.⁵ At the current pace and conditions, TVET is unlikely to supply this workforce, considering

⁵ Estimation based on analysis of EU Forest 4 Future Facility.

that out of 19,734 TVET graduates in 2021, only 1,700 graduated in agriculture and forestry. Of those, only 31% got a job in related occupations. Students consider jobs and TVET programmes in those sectors unattractive, due to little or no technological advancement and innovations and low wages, especially in remote rural areas. Only 5% of TVET students are enrolled in agriculture and forest sector programmes in 2022-23. As a result, employers face not only difficulties in filling vacancies in the agriculture and forestry sectors but also in finding employees with skills that meet their needs and requirements.

In 07/2023 the education package law was adopted by the Mongolian Parliament including the renewed Pre-school, TVET, Higher and General Education Law. Essential components of the TVET law are greater participation of the private sector, effective financing of TVET and anchoring the approach of specialised Capacity Development Centres (CDC), the possibility of dual training as well as an environmental responsible, gender sensitive and inclusive TVET implementation. To implement these core elements of the TVET reform process, mandatory regulations and by-laws now require revision.

Climate change poses significant challenges for Mongolia, particularly in the agriculture- and forestry sectors. Mongolia has already experienced significant climate changes, with warming of over 2.24°C and declines in rainfall. These changes have led to permafrost thawing as well as chronic drought and exacerbated desertification – mainly caused by overgrazing due to increased livestock numbers – and exposure to secondary impacts such as dust storms and recurrent dzuds. Mongolia's unique ecosystems are under pressure from long-term warming and drying processes, with shifts in species ranges likely and potential loss of forest cover and associated species.

Gender: In agriculture- and forestry production there are clear differences between the work that men and women do. Women are typically in charge of husbandry activities such as caring for young animals, dairy production, tree planting, nursing in addition to household chores. Women are also largely absent from decision-making roles in forestry, despite leading many FUGs and Pasture User Groups. Also, female-run enterprises usually have fewer employees and have a lower turnover rate than those run by men. Women who own small businesses face unique challenges. They are frequently unable to obtain bank loans, for example, because they lack access to resources such as property and other kinds of items that could be utilized as collateral. There is no integrated information about the financial and business opportunities provided for women. Taking an inclusive, transformative approach is essential, and empowering women economically is key to reducing poverty and achieving inclusive and sustainable growth under the 2030 Agenda.

Digital transformation: 84% of the population over the age of twelve has access to the internet and around 94% owns a phone. There is a need to establish information, education and technology platforms that promote green job creation in all the sectors, including agriculture- and forestry sectors. Access to information (e.g. market price and conditions, extension services, weather forecast, training) is an essential enabler of modern agriculture- and forestry production.

Human rights: Despite economic growth over the past decades, inequality remains a significant issue. The 2019 World Economics Data shows that Mongolia's Gini index was 57.1. The 2020 Household Socio-Economic Survey shows that the national poverty rate in 2020 was 27.8%, translating to about 903,400 people living in poverty. One main driver of inequality is

the urban-rural divide, with rural areas lagging in basic infrastructure and services, resulting in migration from rural to urban areas. Another driver of inequality is the uneven distribution of natural resources, with the mining sector benefiting wealthy elites rather than the general population. To address these issues, the action will promote sustainable practices and support small-scale producers' value chain, including women in herder families. Sustainable forest management will create jobs for FUGs and PFEs. These efforts will be comprehensive, addressing structural issues and immediate needs to create a more equitable society in Mongolia.

Food Security: 28.4 percent of Mongolian population continues to live below the poverty line and approximately 22 percent do not have access to sufficient dietary energy on a regular basis to lead a normal, active and healthy life. Based on the Food Insecurity Experience Scale, nearly one in four Mongolians experience moderate or severe food insecurity. Further, food insecurity is higher in urban areas when compared to the countryside. Considering high reliance of Mongolia on imports for meeting food needs, Mongolia is particularly vulnerable to external shocks.

2.3 Relevance of the Action

At national and international level Mongolia has a firm commitment to environment and climate action. It is a signatory party to all relevant Multilateral Environmental Agreements and submitted its updated Nationally Determined Contributions (NDC) to the UNFCCC in 2020. On the national level, a long-term development strategy, Vision 2050, was approved by the Parliament in 2020. According to Vision 2050, the foundation of Mongolia's long-term development policy is green growth, and the country's economy and infrastructure will be developed based on its potential of natural resources and advantages of geographical location. Further to that and to revive its economy post COVID-19 pandemic, Mongolia adopted the "New Recovery Policy" with six pillars identified as key in this process. The fifth pillar, "recovery through green development", focuses, among others, on making significant contribution to mitigating climate change and delivering on the commitments of the "Billion Trees National Movement".

The President of Mongolia announced several initiatives in 2021-2022 to address the country's agriculture, environment and public health issues. This has generated another wave of policy and legislative documents to ensure delivery on these commitments. The Mongolia Sustainable Development Vision 2030 supported by the "Billion Trees National Movement" aims to expand the forest cover to 9% by 2030 and the "Food Security and Food Supply" national movement seeks to augment export-oriented agriculture production and to improve food security. The "Healthy Mongolian" national movement brings together the aforementioned movements and introduces the concept (ecological model) of "Healthy Environment-Healthy Food-Healthy Citizen". All three movements, the commitments undertaken by Mongolia at the highest level and the congruence of the country's priorities with the EU's local and global priorities have led the EU to propose Mongolia, being one of EU's five priority countries (first in Asia-Pacific) to engage in a Forest Partnership.

The above presidential initiatives, together with the Forest Partnership provide a very positive context to address the issues at stake in both the agriculture- and the forestry sector, providing some assurance of governmental support for the future Action, and ownership and active engagement to generate results from this Action.

The scope of the Action encompasses several SDGs. Whilst SDG 15 (sustainable use of terrestrial ecosystems, forest) figures prominently, other SDG will benefit as well: SDG 2 (food security, improved nutrition and sustainable agriculture), SDG 4 (inclusive and equitable quality education), SDG 5 (gender equality and empowerment), SDG 8 (inclusive and sustainable economic growth), SDG 9 (industry, innovation and infrastructure), SDG 12 (sustainable consumption and production patterns), SDG 13 (climate change), SDG 16 (peace, justice and strong institutions) and SDG 17 (global partnership for sustainable development). The broad SDG coverage is due to the integrated nature of the objectives of this Action to foster economically, socially and environmentally sustainable development in a holistic way and to involve women and youth in sustainable forest and pasture management.

The following policy and Rio markers are targeted: “gender equality”, “biological diversity”, “combatting desertification”, “mitigation of and adaption to climate change”.

The Action contributes to the Team Europe Initiative (TEI) on “Green Economic Growth” which is also Mongolia’s national Global Gateway Flagship and its following objectives: (1) increasing green, sustainable and climate resilient agriculture- and forestry value chains; (2) strengthening sustainable forest and integrated landscape management, restoration and protection of forests and biodiversity. The Action is in line with EU Gender Action Plan 2021-2025 (GAP III) and the corresponding Country Level Implementation Plan (CLIP) for Mongolia and their thematic areas of engagement “Promoting economic and social rights and empowering girls and women” and “Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation”.

The Action contributes to BMZ’s core topic of “Protecting Natural Resources and Livelihoods” and its fields of action, among others “Forest Protection” and “Restoration of Ecosystems and Nature-based Solutions”. It is aligned with BMZ’s Asia Strategy, Country Strategy for Mongolia and Forest Action Plan. Furthermore, the Action contributes to the FAO Global Program Priority Area “Better Production and Better Environment” and to various outputs of the FAO Country Programming Framework for Mongolia.

Overall, the Action builds up on the STREAM project and extends its geographical and thematic scope as well as its transformational importance for the national level with the help of experience from STREAM and a substantially increased budget provided by EU and BMZ.

2.4 Complementarity, Synergy with other relevant Actions

The proposed Action promises far-reaching synergies with several ongoing (donor-supported) initiatives and projects. It will incorporate, to the extent possible, experience and lessons learnt from past bilateral as well as multilateral interventions, equally building on institutional capacities and upscaling channels established by these projects. The Action could be considered a second phase of the SusTainable Resilient Ecosystem and Agriculture Management in Mongolia (STREAM) project. STREAM is an ambitious pilot project that builds a foundation for tackling long-term challenges in sustainable natural resource management in Mongolia with overall objective to increase capacity of Mongolian communities to implement innovative and sustainable long-term landscape management to address food system challenges and climate stresses.

On behalf of the German Government and financed by BMZ, GIZ is implementing the project Supporting Protected Areas for the Conservation of Ecosystem Services (SPACES) II. Building on the achievements in the previous SPACES project, sustainable and gender -sensitive management concepts are implemented with the support of the local population in the landscapes of selected protected areas of Mongolia. With the Mongolian Ministry of the Environment and Tourism (MET) as political associate and MET's Protected Area Policy Coordination Department (PAPCD) as well as the National Forest Agency as main implementing associates, practical provisions for the operationalisation of the revised Protection Area Law are developed, and concrete management concepts are implemented in the areas of forest, waste, tourism and co-management. The overall process is accompanied by protected area related environmental education and communication. SPACES II has a special focus on forestry in protected areas and the related activities and inputs will form part of BMZ's contribution to the EU action STREAM+.

In the field of TVET, the Action is complementary to the ongoing Cooperative Technical and Vocational Education and Training (cTVET) II project, financed by BMZ and implemented by GIZ. The project aims at supporting the implementation of key elements (performance-based financing, dual TVET) of government driven reforms in the TVET sector.

Through the EU Budget Support Programme, the EU is supporting the Ministry of Finance (MoF), the Ministry of Labour and Social Protection (MLSP) and the Ministry of Education and Science (MEDS) of Mongolia in their efforts to promote employment and decent work and to make public finances more transparent. The Technical Cooperation included in the EU budget support and implemented by the United Nations Development Programme (UNDP) supports the delivery of public services in the labour and employment sector by modernising Mongolia's public financial management.

Funded by the Global Environmental Facility (GEF), FAO and the World Wide Fund for Nature (WWF) are jointly implementing a five-year (2021-2026) project on preventing dryland ecosystem degradation and biodiversity loss through an inclusive, integrated landscape and value chain approach, where one of the project sites, namely, Bayanadarga soum of Khentii aimag is overlapping with the Action target area. Moreover, FAO is developing a GEF-funded project: Rehabilitating and conserving the mountain landscapes in Khangai region of Mongolia for improved ecosystem services and community livelihood. The Action's forestry-related activities will also be complemented by the "Forest Governance and Value Chains Programme" (FGVP). This Programme is funded by EU, implemented by FAO and covers six countries including Mongolia. FGVP will focus on operationalising, strengthening and optimising the impact of the EU-Mongolia Forest Partnership.

In the field of agricultural product markets and geographical indication products, the Action is complementary to the EU funded project: International Trade Development in Mongolia. The project aims at increasing trade efficiency of Mongolian Small and Medium Enterprises (SMEs) in the EU and regional markets, while at the same time enhancing effectiveness of trade policies in Mongolia, with a special focus on sustainable and innovative products.

Donor	Relevant actions	Expected synergies at impact level
Germany / GIZ	Supporting Protected Areas for the Conservation of Ecosystem Services (SPACES) II	Elaboration of forest laws, sustainable use of forests (in protected areas)
Germany / GIZ	Cooperative Technical and Vocational Education and Training (cTVET) II	Putting in place the regulatory and institutional preconditions for implementing the TVET reform
EU	Public Finance Management Project	- Improved financing of the TVET system - Employment promotion
GEF/FAO	Preventing drylands ecosystem degradation and biodiversity loss through inclusive, integrated landscape and value chain approach	Implementing integrated landscape approach and value chain approach
GEF/FAO	Rehabilitating and conserving the mountain landscapes in Khangai region of Mongolia for improved ecosystem services and community livelihood	Address critical thematic and geographic gaps in the baseline and reduce key policy, institutional, technological and economic barriers to environmental rehabilitation and sustainable natural resources management
EU/FAO	Forest Governance and Value Chains Programme (FGVP)	Implementation of the EU-Mongolia Forest Partnership
EU	International Trade Development in Mongolia	Enhancing the effectiveness of trade potentials for products produced by SMEs

3 Design of the Action

3.1 Objectives and Outputs

The **Overall Objective** of the Action is to contribute to strengthening Mongolia's green and digital transition efforts for the inclusive and sustainable development of the country.

The **Specific Objectives** (outcomes) of the Action are:

Specific Objective 1: Improved regulatory and/or policy framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose TVET sector.

Specific Objective 2: Adopted integrated landscape management with focus on agriculture and forestry addressing food system challenges and climate change.

Specific Objective 3: Developed and strengthened selected sustainable and climate-resilient agriculture- and forestry value chains.

Specific Objective 4: Enhanced capacities of TVET to meet labour market needs in close partnership with the private sector in agriculture and forestry, ensuring an increase of women and girls' participation.

The Action has the following outputs:

Output 1.1: Sustainable and climate-sensitive landscape management approaches (inclusive of disaster risk management and gender approach) included in new/revised relevant national and local sectoral regulations/policies, and relevant institutions are strengthened (shared responsibility).

Output 1.2: Improved legislative/policy framework and institutional capacities to drive the organizational reform of TVET towards an efficient, sustainable and labour market-driven sector, with gender mainstreaming.

Output 2.1: Effective, sustainable, climate-resilient and integrated forest- and land management practices mainstreamed.

Output 3.1: Green and digital technologies integrated in the value chains of selected forest- and agriculture products (emphasizing a climate-resilient and circular agriculture approach, which prioritizes quality and sustainability).

Output 3.2: Agroforestry models with potential to contribute to sustainable land use, climate resilience, food security and improved livelihoods for rural communities established.

Output 4.1: Improved relevance, quality and delivery of TVET system in agriculture- and forestry sectors, increasing women and girls' participation.

3.2 Main Associates, Target Group, Direct Beneficiaries

Project Associates

The main associate for forestry is the Mongolian Ministry of Environment and Tourism (MET). The MET is responsible for policies, laws and regulations relating to the environment, biodiversity, protected areas, forests, environmental impact assessments and water. Due to capacity and coordination constraints (procedural uncertainty, conflicts of competence, inadequate staffing and a lack of training and management experience) MET continues to face major challenges in fulfilling its mandate.

Another central associate structure is the newly created National Forestry Agency (NFA), whose task is the sustainable management and particularly the sustainable economic valorisation of forests. The NFA is still in the process of being set up. Its organisational structure and its role in the management of forests in protected areas is not yet clearly defined, but as a key player in the sustainable management of forests, it is a strategic associate as a counterweight to the conservation-oriented of the PAPCD.

Soum- and Inter-Soum Forest Units in the project area (Khentii: Binder Oi, Umnudelger and Batshireet / Selenge: Kharaa Bus, Eruu Bus and Khuder / Khuvsgul: to be determined / Zavkhan: Tosongentsel) are critical associates at the local level as they constitute the government's field organisation who interacts with the forest users outside of protected areas, by

issuing permits, providing advice, collecting fees, controlling the implementation of forest management, and providing training on forest management and awareness-raising on the multiple functions of forests.

MET's Protected Area Policy and Coordination Department (PAPCD) is another critical associate as 40% of the boreal forest lies in protected areas and the mandate of the NFA is currently limited to forest outside of protected areas. Regarding forest in protected areas, the project will also work with the Protected Area Administrations of the Khentii Strictly Protected Area (Khentii, Selenge) and the Tarvagatain Nuruu National Park (Zavkhan).

Main associated ministries for agriculture and land issues are the Ministry of Food, Agriculture and Light Industry (MoFALI) and the Government Agency for Land Administration and Management, Geodesy and Cartography (ALAMGAC). MoFALI plays a pivotal role in formulating policies and spearheading both national and local-level planning to facilitate the sustainable development of agriculture production. Its mandate extends to ensuring the judicious use, protection and restoration of rangeland and other planting areas, alongside ensuring a consistent supply of affordable and accessible healthy food to the population. MoFALI's active involvement is indispensable for crafting integrated solutions for the management of rangeland and forest areas. Notably, within the domain of light industries, MoFALI also oversees the transformation of both wood and non-wood forest products, reflecting its comprehensive approach to fostering sustainable practices across various sectors.

The ALAMGAC has worked under the Ministry of Construction and Urban Development. However, since 01/2024 it is working under the Prime Minister's Office with aim to contribute to the development of Mongolia by ensuring the implementation of land relations, geodesy, cartography, urban development and spatial information system.

Aimag and soum administrations are part of the downstream associate structure. Although local government authorities must comply with national government regulations on access and use of natural resources, they still have direct authority over local ecosystem management and land allocations. For example, soums can determine the location and extent of consumption of many biological resources. However, most local governments lack the necessary capacity for this task.

The Mongolian University of Life Sciences, more specifically the School of Agroecology, is an additional important associate as it is nationwide the sole university that distinctively focuses on education, research, and innovation in the field of agricultural and life sciences.

The Ministry of Education and Science (MEDS) is the main associate for TVET. MEDS is responsible for all formal parts of the education sector, from primary to tertiary levels. Since November 2022, this has included the political steering, legal regulation and coordination of the TVET sector which previously was the responsibility of MLSP. Within the MEDS, the TVET Department (DoTVET) is responsible for TVET policy, and the Department of Investment and Finance is responsible for financial management in the education sector. The 2022 established General Authority for Education (GAE) is the downstream authority of MEDS, responsible for implementing education policies (in-service training for teaching staff, digitalisation, etc.) in all sectors, including TVET. At MEDS and GAE, the capacities to implement high quality TVET that responds to the needs of the labour market are not yet sufficiently developed. The downstream institutions in the associate structure also include the council responsible for TVET.

The council's structure and composition were modified with the adoption of the renewed TVET Law in 2023 and will be detailed in specific regulations. The predecessor collaborated with MLSP to make system-relevant decisions in the TVET sector. The public TVET schools for forestry and agriculture are important associates to achieve tangible change in sector.

The private sector, as an important associate in TVET, is represented by single companies, sector associations and/or the Mongolian National Chamber of Commerce and Industry (MNCCI). The Mongolian side intends, that in future MNCCI will take on responsibilities relating to dual vocational training.

Target Groups

The target groups can be categorized as follows:

Government and regulatory bodies: Officials and policymakers involved in the development, revision and implementation of regulation, especially pasture, land and forest laws, by-laws and policies.

Farmers/herders: Smallholder farmers, herders and individuals engaged in agriculture and/or forestry activities who directly contribute to and are impacted by changes in agricultural and forestry management practices.

Local communities: Residents of communities situated in areas affected by the Action's activities.

Educational, research and academic institutions: Institutions contributing knowledge and expertise to the integration of sustainable and agro-ecological practices in agriculture and forestry. These could include the Mongolian University of Life Sciences, the National University of Mongolia, Mongolian University of Science and Technology, the Mongolian Academy of Sciences and the Research Institute of Animal Husbandry Mongolia.

TVET intermediaries: Executive and specialist staff at MEDS and the downstream authority GAE; members of the council responsible for TVET; experts, managers and teachers at state and private TVET schools.

Private Sector Entities: Enterprises, associations, chambers (e.g. MNCCI, EuroChamber Mongolia), trade unions involved in forestry, agriculture and agribusiness, especially those related to the identified value chains, wood and non-wood forest products, potentially beef and mutton value chains, milk value chain and animal feed value chain, targeted for development and strengthening.

NGOs and Community Based Organizations: Organizations actively engaged in sustainable agriculture, forestry, and community development such as Forest User Groups, Mongolian Association of Forest and Wood Processing Professionals, Pasture Users' Association, National Association of Mongolian Agriculture Cooperatives, Mongolian Meat Producer's Association etc.

Direct Beneficiaries

The ongoing "Sustainable and Resilient Ecosystem and Agriculture Management in Mongolia" (STREAM) project serves as the foundation for this Action. As a result, the Action will continue its implementation within the existing target areas of the Khentii and Selenge aimags. The

Result-Oriented-Monitoring of STREAM confirmed that these target areas were well chosen for their proximity to Ulaanbaatar and richness in forests and livestock.

The Action will add one aimag, namely Khuvsgul to the project area. Khuvsgul is the northernmost aimag and due to Lake Khuvsgul, a popular tourist destination. It is heavily forested and large parts of the northern forest are inside protected areas. The southern forest, however, constitutes an important part of Mongolia's production forest and offers a high potential for the development of the forestry sector if the forest were properly managed.

Agriculture is the primary economic sector of the province, with animal husbandry being its main subsector. Agricultural land accounts for 57.7% of the province's total area. Local livestock breeds, such as Darkhad sheep, Erchim black goats, and Tesiin Gol horses, which are well adapted to the province's natural and climatic conditions, are raised in this region.

An estimate of 9,000 households (1,000 households from each soum) from the nine target soums in 3 aimags (three target soums in each aimag) will be the direct beneficiaries of the Action. Their livelihoods will benefit through improved regulatory and policy framework for forestry, agriculture, integrated landscape management and strengthened agriculture- and forest value chains.

As the BMZ-funded SPACES II project is implementing forestry related activities in cooperation with the Khentii Strictly Protected Area Administration in the Khentii and Selenge aimag and the Tarvagatain Nuruu National Park in the Zavkhan aimag, the latter will also belong to the Action's forestry-related intervention area.

Residents of the target communities will be introduced to green and digital technologies that will support the transition efforts for the inclusive and sustainable development.

Direct beneficiaries of the improved TVET programmes in forestry and agriculture encompass a diverse group, including students and trainees, workers and professionals, rural communities, entrepreneurs, and organisations dedicated to environmental conservation and sustainable development within the specific context of Mongolia's agriculture and forestry sector.

3.3 Methods of Implementation

Capacity development is a key element to achieve the overall objective and all four specific objectives of the Action. Capacity is the ability of people, organisations and societies to manage their own sustainable development processes. This includes recognising development problems, designing strategies to solve them and successfully implementing these. Capacity development increases the ability of stakeholders to effectively combine political will, interests, knowledge, values and financial resources. It addresses government structures and officials to enable them to implement policy and institutional reforms through participatory processes, non-governmental organisations in terms of supporting and participating in participatory reform processes, private companies and individuals in terms of support to implement new and improved value chains in the forest- and agriculture sectors, and to participate in public-private partnership dialogues.

Specific Objective 1 is aimed at improving regulatory and/or policy and institutional framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose TVET sector.

In the forest, agriculture and TVET sectors reform processes have been initiated and the aim of the Action is to finalize and coordinate necessary documents (e.g. Forest Law, Protected Area Law, Land Law and related by-laws and guidelines), to support the emergence and or strengthening of the vertical structures of the forest and agriculture administration, to strengthen disaster risk management (DRM) including dzud management and to capacitate (including guideline development for participatory landscape related planning) all the relevant target groups to implement the initiated reform processes.

Specific Objective 2 is geared at adopting integrated landscape management with focus on agriculture and forestry addressing food system challenges and climate change.

In the forest sector, the elaboration of improved forest management plans (site, soum and aimag levels & protected area level) will be supported, improved in terms process management, evidence-based planning and tested management tools (soil preserving harvesting technology, forest road planning and construction, advanced seedling production technology). At the same time, an active partnership is created to protect ecosystem services.

In the agriculture and land sectors, support will be provided for the development, revision, and implementation of integrated landscape plans for the soum and aimag in a participatory manner. The emphasis will be on engaging stakeholders, fostering collaboration, building capacity and incorporating the input of the local community. Support will also be provided for revision, development and implementation of land laws. This will be done in close coordination with other various actors including relevant national agencies and development associates. Synergies and linkages will be ensured with ongoing similar initiatives.

Moreover, innovative, agro-ecological and climate resilient technologies will be introduced/scaled up to reduce the degradation of soil and biodiversity, restore grasslands and to reduce the number of livestock.

The government has recently initiated the 'New Cooperative-Wealthy Herder Program' aimed at promoting new generation cooperatives to facilitate more effective technology transfer, improved market access and to provide concessionary financing to the herders. The project will consider activities to strengthen these cooperatives including working closely with them for more effective implementation and generation of synergies with other projects and activities..

Specific Objective 3 is designed to develop and strengthen selected sustainable and climate-resilient agriculture- and forestry value chains and create employment opportunities.

Through participatory processes and the promotion of income-generating, sustainable use of forest and agricultural resources, the needs of the target groups are taken into account in the planning and implementation. The integration of innovative, green and digital technologies, along with the establishment of Public-Private Partnerships (PPP), will form the core of value chain development across various stakeholder groups. Developing forest products value chains (e.g. small diameter wood, charcoal) and agriculture value chains (e.g. meat, cashmere) enhances efficiency, sustainability and competitiveness within the value chain and generates employment opportunities. Continuing with agro-ecological approaches and the development of Geographical Indications (GI) will be integral to the value chain development.

MoFALI and MET will be supported to develop agro-forestry models / strategies focused on climate change, biodiversity conservation and disaster risk reduction (DRR), including the risk of dzud. The approach will be on institutionalization of anticipatory actions in the agriculture

sector including the Standard Operational Procedures and guidelines for DRM at national, aimag and soum levels. More specific activities and intervention points will be identified during the inception phase. Stakeholders / target groups at decentralized levels (soum, aimag, local population) will be capacitated (including planning capacities at aimag and soum level, finance, TVET) in terms of implementation of the models / strategies.

Specific Objective 4 aims to enhance capacities of TVET to meet labour market needs in close partnership with the private sector in agriculture and forestry, ensuring an increase of women and girls' participation.

A cooperative, criteria-based selection process by relevant stakeholders (e.g. MET, MoFALI, MEDS, private sector representatives) shall ensure that only those public TVET institutions will be supported, which are prioritised within the TVET reform process, have adequate experience in providing TVET training in the agreed trade areas and show sufficient readiness for cooperation. The criteria shall include among others institutional pre-conditions, cooperation pre-conditions, financial pre-conditions and competence level of personal. As of 12/2023 13 public TVET schools offer forestry related and 9 public TVET schools offer agriculture related TVET⁶. Support for the criteria based selected TVET schools to become specialized CDCs with multiplication tasks and drivers of innovation forms the core approach to improve the quality and capacity of TVET in forestry and/or agriculture. This includes strengthening the cooperation with social associates through professional boards (representatives from the private sector, TVET schools and local government) as well as improving quality management processes at the institutional level. The social associates are essential to identify skills demand, review and renew curricula and to be involved in the development and implementation of certification processes, ensuring that TVET graduates meet industry standards and are recognized for their skills and competencies. This is accompanied by human capacity development of TVET school staff as well as private sector staff e.g. to implement the new (dual) training modes. An awareness raising campaign on job, career and training opportunities in agriculture and forestry, to also increase women's and girl's participation, aligned with the EU's GAP/CLIP target to "Strengthen economic and social rights and empower girls and women", will be supported.

Key Activities

To achieve the envisaged outputs and the specific objective, the following key activities per output are foreseen. This list of key activities is indicative and may change over the project cycle. During the implementation, the project organises planning workshops with its associate organisations and other stakeholders to further operationalise the indicative activities, the results of which will be presented in indicative work plans submitted with each report (see also Appendix 1).

⁶ Source MEDS as of 12/2023: Forestry: Arkhangai VETC, Bulgan Agriculture VETC, Zavkhan Tosontsegel VETC, Orkhon Agriculture VETC, Sunkhbaatar VETC, Selenge VETC, Tuv Erdene VETC, Dunggobi PC, Selenge Zuunkharaa PC, UvS PC, Khovd Khugjil PC, Khuvsgul PC, VETC under MUST; Agriculture: Bayan-Ulgii VETC, Bulgan Agriculture VETC, Zavkhan Tosintsegel VETC, Tuv Zaamar VETC, Tuv Erdene VETC, Mongolian-Korean PC, Uvurkhangai PC, Selenge Zuunkharaa PC, Khovd Khugjil PC

Outputs	Indicative list of key activities	Indicative instruments
Output 1.1	Forestry 1. Support finalization of Forest Law (logistics, technical advice, moderation, stakeholder participation) 2. Support development of selected bylaws that support sustainable forest management (logistics, technical advice, moderation, stakeholder participation) 3. Facilitate stakeholder meetings/workshops to support the vertical structure of the public forest administration – NFA (national), Forest Division (aimag) and Forest Unit (soum) – and clarify responsibilities of public forest administration and local government 4. Support forest fire (and pest) prevention approach in the target areas (incl. equipment) 5. Conduct capacity needs assessment and capacity building activities (ISFUs, FUGs, PFE and Government officials) and institutionalization of capacity building activities in the forest sector Agriculture 6. Support the revision, development, and the implementation of land laws, including pasture management directives, bylaws and regulations, and the legal framework for agroforestry in close coordination and alignment with other development associates and other ongoing similar initiatives. 7. Support the strengthening of the vertical structure of ALAMGAG and facilitate the establishment of relevant institutional mechanism within MoFALI for effective rangeland management and agroforestry 8. Support development of action plans for DRR and support institutionalization of anticipatory actions in the agriculture sector including the Standard Operational Procedures and guidelines for DRM at national, aimag and soum levels	Experts Equipment Grants

Outputs	Indicative list of key activities	Indicative instruments
	9. Support provincial agricultural departments enhancing livestock value chain competitiveness, and build capacity of land officers for sustainable land management plans	
Output 1.2	1. Developing up to 3 sub-regulations and implementation guidelines to implement revised TVET law 2. Establishing TVET public-private sector dialogue and cooperation in forestry and agriculture sectors at national level: Skills council (2) as part of sector associations at national level (MEDS, MoFALI, MET, MNCCI, sector associations)	Experts
Output 2	Forestry (GIZ) 1. Develop and support nationwide implementation of a “Guideline for developing and forest management plan” (for FUGs, PFEs) in harmonization with the revised Forest Law 2. Support to development and implementation of a forest management plan of target aimags and soums with practical demonstration of participatory bottom-up management planning 3. Continue maintenance of pilot sites and up-scale the network of demonstration sites through “Model Forests” for policy inputs: soil preserving harvesting technology, forest road planning and construction, advanced seedling production technology Agriculture (FAO) 4. Support the development and revision and implementation of integrated landscape management plans in selected aimags and soums 5. Introduce/scale-up innovative and agroecological and climate resilient technologies aimed at mitigating soil degradation, biodiversity loss, restoration of grassland including the reduction of the number of livestock 6. Assist in the incorporation of the “Billion Trees National Movement” within the land management planning	Experts Equipment Grants

Outputs	Indicative list of key activities	Indicative instruments
Output 3.1	Forestry 1. Further develop forest value chains pre-selected under STREAM I (e.g. wood derived from thinning, birch charcoal) and identify new value chains adapted to climate change scenarios 2. Support micro businesses, selected FUGs and/or qualified MSMEs to apply innovative technologies to produce high quality products (timber, birch charcoal, wooden souvenirs ...) Agriculture 3. Assess agro-ecological value chains, incorporating green practices and digitalization and identify products for domestic and international markets. 4. Promote agro-ecological value chains (meat, cashmere value chain) through digitalization, emphasizing environmental friendliness for export 5. Support herders, their organizations, and SMEs to produce high quality products and further strengthen GI systems for improved market access and integrate EU assessment findings on cashmere and wool.	Experts Equipment Grants
Output 3.2	Forestry 1. Establish different types of agroforestry sites (including maintenance of STREAM 1 Javkhant site) focused on climate change and biodiversity conservation 2. Develop agroforestry model guideline based on Javkhant pilot site Agriculture 3. Continue the Development and implementation of innovative agroforestry models addressing climate change, biodiversity conservation and disaster risks reduction, including dzud risk reduction. 4. Assist in executing the agroforestry strategy at aimag and soum levels, ensuring local communities are well-equipped to adopt and sustain agroforestry practices.	Experts Equipment Grants

Outputs	Indicative list of key activities	Indicative instruments
	- Strengthen the capacities of herders and farmer cooperatives and other agriculture entities in agroforestry practices - Continue conducting R&D to assess commercial and environmental benefits and pilot TAPE	
Output 4	- Criteria-based selection of a minimum of 2 TVET schools in STREAM+ supported regions to become specialized Capacity Development Centres in Forestry and/or Agriculture. - Employment relevant training - Capacitate selected TVET schools and associate enterprises to implement the TVET reform (dual vocational trainings) in the agriculture / forest sector - Review available and renew training programs in (smart) agriculture and forestry based on skills demands and ensure Human Capacity Development (HCD) for implementation - Coaching of TVET schools and companies during implementation of (dual) training programs and short-term courses for up- and re-skilling - Research on innovation in the intervention, Evaluate the first rounds of training program implementation, adjust where necessary, capacitate Education Research Institute - Develop a gender-sensitive nation-wide awareness campaign on job, career and training opportunities in Agriculture and Forestry, incl. career fair	Experts Equipment Grants

3.4 Resource Allocation

Project Offices

Due to the implementation of the Action additional staff needs to be hired by GIZ and FAO. These staff members will need new office space which causes additional running/office costs (e.g. rent, water, electricity, insurances, maintenance, telephone, security, and ICT related costs). These costs occur only due to the implementation of the Action and will be charged as direct costs.

For the Organisation

The Action will have a project office in Ulaanbaatar. The project office will be attached to the existing GIZ country office. The GIZ country office in Ulaanbaatar, the GIZ regional office in Beijing and GIZ head offices in Germany, functioning as project offices, support the Action with directly implemented technical, administrative, contractual, procurement and finance related activities. All project offices have the primary responsibility and purpose of actively following up, monitoring, checking quality, delivery and timeliness of activities.

GIZ will deploy staff at the local level, i.e at the aimag centre in Selenge and Khentii aimag. The most suitable staff location for the activities in Khuvsgul still has to be determined in co-operation with the Mongolian side. The staff working on forest in protected areas in Zavkhan aimag will be placed at the Tosontsengel soum centre. Office spaces for local project staff shall be made available by the local governments. Operating costs (e.g. water, electricity, insurances, maintenance, telephone, security, and ICT related costs, etc.), which are not covered by the local governments, shall be covered from the Action's budget.

The Action will need to purchase office equipment and to cover set-up and operating costs (e.g. water, electricity, insurances, maintenance, telephone, security, and ICT related costs, travel costs, fuel, etc.).

For the Partner

The Action will have a project office in Ulaanbaatar. The project office will be attached to the existing FAO Mongolia office.

FAO will deploy staff at the local level, in the soums. Office spaces for local project staff shall be made available by the local governments. Operating costs (e.g. water, electricity, insurances, maintenance, telephone, security, and ICT related costs, etc.), which are not covered by the local governments, shall be covered from the Action's budget.

The FAO Mongolia office will support the project office and the local staff in administrative, contractual, procurement and financial matters.

The Action will need to purchase office equipment and to cover set-up and operating costs (e.g. water, electricity, insurances, maintenance, telephone, security, and ICT related costs, travel costs, fuel, etc.).

Personnel

The Action will be implemented by a team of GIZ and FAO staff.

The configuration of the team may change over time according to the needs of the Action. Organisation and Partner will report on changes of the team through the progress reports.

For GIZ, in countries with smaller scale projects, it is both more effective and cost-efficient to pool administrative and finance-related tasks that would normally be carried out by project staff. Pooled personnel serve all projects in the country to provide all of them with the same qualified and trained expertise. The Action is supported by pooled administrative GIZ staff located at the GIZ country and regional offices in Ulaanbaatar and Beijing. Working time of staff shared with other projects will be documented through time sheets.

GIZ intends to have three Development Advisors (DA) under contract to support human capacity development at the selected TVET schools and the Tarvagatain Nuruu National Park

Administration. The provision of DA is one of several human resource instruments GIZ applies to support partner countries and organisations reaching their development goals. During their assignment DA will be based in one or more associate organisations. Forming an integral part of its team they bring their solid professional backgrounds and extensive expertise to these associates. The disciplinary assignment however lies with GIZ, and the results and achievements of the collaboration are reflected in GIZ's overall programme reports. Prior to the provision of DA, a formal and structured appraisal needs to be carried out in mutual understanding between the respective organization and GIZ. Subsequently, a MoU defining common roles and contributions will be signed.

A minimum of two TVET schools under the MoES will be selected to receive support by one DA each. Following functions and activities of the TVET schools will be supported: analyse the existing training courses for forestry/agriculture and renew them in cooperation with the associate schools and the private sector, further training for teachers and private sector, quality assurance of internal quality audits and counselling for school management. Strengthening the TVET schools contributes to meeting the labour market demand for skilled personnel in the forestry and agriculture sector.

The Tarvagatain Nuruu National Park Administration has been selected by SPACES II to receive support by one DA. The DA will assist the administration in the field of forest management. Strengthening the park administration capacity with regards to forest management in protected areas will contribute to achieving the project objective to establish and harmonize sustainable forest management in production and protected area forests.

Against this background GIZ will reach a common understanding with above mentioned organisations on the kind of advice and support in need and the required profile, tasks and a preliminary work plan of the prospective DA. Once this understanding is reached GIZ will sign an initial fixed-term contract with a suitable DA. Upon recruitment, the DA will attend preparation courses in Germany and/or Mongolia.

DA are seconded on the basis of the German Development Advisors Act (*Entwicklungshelfer-Gesetz, EhfG*) and receive the maintenance allowances and benefits in kind specified in their contract of service.

Function, project office, salary band	% of working time	Person months / Hours (allocated to the action)	Tasks & responsibilities Budget line in Annex III
For the Organisation (GIZ)			
Function: Project Manager Location: Ulaanbaatar Salary level: Band 5	75%	48 months	GIZ Team Leader; coordinating the Action with the Partner and the EU Delegation and responsible for closure activities after the end of the implementation period Budget line: 1.1.1
Function: M&E Officer Location: Ulaanbaatar Salary level: Band 4	70%	48 months	M&E expert; responsible monitoring and evaluation and support to reporting Budget line: 1.1.2

Function, project of- fice, salary band	% of working time	Person months / Hours (allo- cated to the ac- tion)	Tasks & responsibilities Budget line in Annex III
Function: Finance Manager Location: Beijing & Ulaanbaatar Salary level: Band 5 (Beijing) & 4 (Ulaanbaa- tar)	100%	48 months	Financial management of the EU and the BMZ contribution, accounting, financial re- porting and responsible for closure activi- ties after the end of the implementation pe- riod Budget line: 1.1.2
Function: Environmen- tal and Project Commu- nication Expert Location: Ulaanbaatar Salary level: Band 4	40%	48 months	Create, coordinate, and execute environ- mental advocacy activities Budget line: 1.1.2
Function: Office Manager Location: Ulaanbaatar Salary level: Band 2	100%	48 months	Day-to-day office administration; secretarial services Budget line: 1.1.2
Function: Driver Ulaanbaatar Location: Ulaanbaatar Salary level: Band 1	1x100% 1x40%	48 months	Day-to-day driving of project car Ulaanbaa- tar and project areas Budget line: 1.1.2
Function: Administra- tive Personnel Location: Ulaanbaatar Salary level: Band 4	4.5x100%	48 months	Back-office duties (procurement, contract- ing, event management, security, bookkeeping, etc) Budget line: 1.1.2
Forestry Component			
Function: Forestry Expert Location: Ulaanbaatar Salary level: Band 4	100%	48 months	Forest management and value chain ex- pert leading the technical capacity develop- ment and advice to national counterparts Budget line: 1.1.1
Function: Protected Area Specialist Location: Ulaanbaatar Salary level: Band 4	35%	48 months	Protected area specialist supporting policy advice and participation of local population in silvicultural land use Budget line: 1.1.2
Function: Component Leader Forestry Location: Ulaanbaatar Salary level: Band 5	100%	48 months	Forest management and value chain ex- pert; technical implementation Budget line: 1.1.2
Function: Forest Value Chain Expert Location: Ulaanbaatar Salary level: Band 4	100%	48 months	Forest value chain expert; technical imple- mentation Budget line: 1.1.2
Function: Forest Management and Policy Expert Location: Ulaanbaatar Salary level: Band 4	100%	48 months	Forest management and policy expert; technical implementation Budget line: 1.1.2

Function, project of- fice, salary band	% of working time	Person months / Hours (allo- cated to the ac- tion)	Tasks & responsibilities Budget line in Annex III
Function: Forest Work Expert Location: Ulaanbaatar Salary level: Band 4	100%	48 months	Forest practitioner conducting and support- ing practical training in the project forest ar- eas and advising on the maintenance of forestry equipment Budget line: 1.1.2
Function: Development Advisor Forestry in Tarvagatain Nuuru Protected Area Location: Tosontsen- gel, Zavkhan aimag Salary level: n/a	100%	36 months	Forestry expert advising the protected area administration and local stakeholders on integrating forest management into the management of the protected area Budget line: 1.1.4
Function: Assistant to Development Advisor Forestry in Tarvagatain Nuuru Location: Tosontsen- gel, Zavkhan aimag Salary level: Band 4	100%	36 months	Performs verbal and written translation; as- sists the Development Advisor in capacity development and advisory services, meet- ings and workshops and in documenting and monitoring these; coordinates activities with the Ulaanbaatar project office Budget line: 1.1.2
Function: Technical Forestry Ex- pert Selenge aimag Location: Selenge aimag Salary level: Band 4	100%	48 months	Forestry expert responsible for day-to-day implementation of activities at pilot sites in Selenge aimag Budget line: 1.1.2
Function: Driver Selenge aimag Location: Selenge aimag Salary level: Band 1	100%	48 months	Day-to-day driving of project car in Selenge aimag Budget line: 1.1.2
Function: Technical Forestry Ex- pert Khentii aimag Location: Khentii aimag Salary level: Band 4	100%	48 months	Forestry expert responsible for day-to-day implementation of activities at pilot sites in Khentii aimag Budget line: 1.1.2
Function: Driver Khentii aimag Location: Khentii aimag Salary level: Band 1	100%	48 months	Day-to-day driving of project car in Khentii aimag Budget line: 1.1.2
Function: Technical Forestry Ex- pert Khuvsgul aimag Location: Khuvsgul aimag Salary level: Band 4	100%	48 months	Forestry expert responsible for day-to-day implementation of activities at pilot sites in Khentii aimag Budget line: 1.1.2

Function, project of- fice, salary band	% of working time	Person months / Hours (allo- cated to the ac- tion)	Tasks & responsibilities Budget line in Annex III
Function: Driver Khuvsgul aimag Location: Khuvsgul aimag Salary level: Band 1	100%	48 months	Day-to-day driving of project car in Khentii aimag Budget line: 1.1.2
TVET Component			
Function: Component Leader TVET Location: Ulaanbaatar Salary level: Band 5	40%	48 months	Dual TVET expert; coordinates, supervises and technically supports the implementa- tion of TVET related outputs; reports to Project Manager Budget line: 1.1.1
Function: Development Advisor TVET Forestry Location: TVET School (tbd) Salary level: n/a	100%	32 months	TVET Forestry expert placed at associate school, responsible for human capacity de- velopment; reports to component leader TVET Budget line: 1.1.4
Function: Assistant to Development Advisor Forestry Location: TVET School (tbd) Salary level: Band 2	100%	30 months	Performs verbal and written translation; as- sists the Development Advisor in capacity development and advisory services, meet- ings and workshops and in documenting and monitoring these; coordinates activ- ities with the Ulaanbaatar project office; re- ports to component leader TVET Budget line: 1.1.2
Function: Development Advisor TVET Agriculture Location: TVET School (tbd) Salary level: n/a	100%	32 months	TVET Agriculture expert placed at associ- ate school, responsible for human capacity development; reports to component leader TVET Budget line: 1.1.4
Function: Assistant to Development Advisor Agriculture Location: TVET School (tbd) Salary level: Band 2	100%	30 months	Performs verbal and written translation; as- sists the Development Advisor in capacity development and advisory services, meet- ings and workshops and in documenting and monitoring these; coordinates activities with the Ulaanbaatar project office; reports to component leader TVET Budget line: 1.1.2
Function: TVET Expert Forestry and Agriculture Location: Ulaanbaatar Salary level: Band 4	100%	48 months	Responsible for improving quality of TVET (e.g. occupational safety and health, work- shop management) at TVET associate schools; coordinates activities with national and local stakeholders; supervises short- term experts; reports to component leader TVET Budget line: 1.1.2

Function, project of- fice, salary band	% of working time	Person months / Hours (allo- cated to the ac- tion)	Tasks & responsibilities Budget line in Annex III
Function: Expert TVET Dual and Digital Training Location: Ulaanbaatar Salary level: Band 4	50%	48 months	Responsible for improving cooperative (dual) TVET; Responsible for digitalisation in TVET (e.g. e-Training); coordinates activities with national and local stakeholders; supervises short-term experts; reports to component leader TVET Budget line: 1.1.2
Function: Expert TVET Aware- ness and Gender Location: Ulaanbaatar Salary level: Band 4	50%	48 months	Responsible for improving the image of TVET for forestry and agriculture (national and institutional level); responsible to in-crease women's and girl's participation in TVET; coordinates activities with national and local stakeholders; supervises short-term experts; reports to component leader TVET Budget line: 1.1.2
Internal technical/admin. services directly attributable to the Action (BL 1.2.1 – 1.2.4)			
Support services from GIZ country office inter- national and national personnel, Ulaanbaatar	n/a	13,272 hours	Bookkeeping, HR, procurement and travel management as well as other administra- tive project support from GIZ country office, functioning as project office. These ser- vices are logged in with time sheets and billed to project in accordance with the cau- sality principle based on German price law (SCO No. 2).
Support services from GIZ country office inter- national and national personnel, China	n/a	453 hours	Bookkeeping, HR, procurement and travel management as well as other administra- tive project support from GIZ country office, functioning as project office. These ser- vices are logged in with time sheets and billed to project in accordance with the cau- sality principle based on German price law (SCO No. 2).
Support services from GIZ Head Quarters, Germany	n/a	1,027 hours	Technical and methodological services, ad- visory services as well as other administra- tive project support by operational or sec- toral departments and internal service pro- viders form GIZ HQ, Germany, functioning as project office. These services are logged in with time sheets and billed to project in accordance with the causality principle based on German price law (SCO No. 1).

Function, project office, salary band	% of working time	Person months / Hours (allocated to the action)	Tasks & responsibilities Budget line in Annex III
For the Partner (FAO)			
Function: Project Manager Location: Ulaanbaatar Salary level: GS7	100%	48 months	Responsible for daily implementation, management, administration and technical lead and supervision of agriculture and Land component of the project Budget line: 1.1.2
Function: Monitoring and Reporting Specialist Location: Ulaanbaatar Salary level: GS5	100%	48 months	M&R Specialist will be responsible for knowledge management and M&E activities of the agriculture and land related activities Budget line: 1.1.2
Function: Communication Specialist Location: Ulaanbaatar Salary level: GS5	100%	48 months	Create, coordinate, and execute communication plans in close cooperation with EU and GIZ communication teams Budget line: 1.1.2
Function: Administrative Specialist Location: Ulaanbaatar Salary level: GS4	100%	48 months	Provide organizational and logistical support related to project execution to the Project coordinator, PMU staff and consultants as per FAO guidelines and procedures Budget line: 1.1.2
Function: Operations Specialist Location: Ulaanbaatar Salary level: GS5	100%	48 months	Support financial reporting to Donor, regular monitoring of budget expenditure Budget line: 1.1.2
Function: Land Management Expert Location: Ulaanbaatar Salary level: GS6	100%	48 months	Responsible for coordination of activities to develop, revise, and implement the integrated landscape management plans Budget line: 1.1.2
Function: Agriculture/Agroforestry Expert Location: Ulaanbaatar Salary level: GS6	100%	48 months	Responsible for development and implementation of agroforestry systems and improve farmers' capacity to implement agroforestry practices Budget line: 1.1.2
Function: Livestock Expert Location: Ulaanbaatar Salary level: GS6	100%	48 months	Responsible for development of livestock value chains Budget line: 1.1.2
Function: Policy and Legal Expert Location: Ulaanbaatar Salary level: GS6	100%	48 months	Responsible for supporting the development, revision, and amendment of laws and regulations, and institutional structures Budget line: 1.1.2
Function: Local Coordinators; 9, Location: one in each target soums Salary level: GS1	100%	9x48 months	Responsible for day-to-day management of the activities at the local level, in collaboration with the local government officers and communities Budget line: 1.1.2

Function, project of- fice, salary band	% of working time	Person months / Hours (allo- cated to the ac- tion)	Tasks & responsibilities Budget line in Annex III
Function: Driver Location: Ulaanbaatar Salary level: GS1	100%	48 months	Driver-messenger Budget line: 1.1.2
Function: International Technical Experts (Law, Cooperative, Economy, Processing, Digitiliza- tion) Location: Ulaanbaatar Salary level: GoF Reg A	N/A	20days x 5 persons	Offer advice in the technical area, bringing global experience and know-how Budget line: 1.1.1
SCO			Covers the costs of "IT and Security Sup- port Service" for every personnel em- ployed/hired by the Action. The cost co- vers, services for email accounts opening, running and closing and internal system security costs.

Financial support to third parties

GIZ will identify independent interventions aimed at contributing to the project objective and provide financial support to several recipients. The modalities through which the financial support is granted are as follows: Selection of supported persons/entities and their measures by GIZ in line with GIZ's positively assessed rules and procedures for grants.

The following conditions and criteria apply for the selection of proposals and funding of projects: The types of activities must correspond to the "Indicative fields of activities" described in Chapter 3.3 above. Following types of persons/entities or categories of persons/entities are eligible to receive financial support: local governments and institutions; local education institutions; civil society organisations. The amount for each project will be determined based on the individual proposal and in accordance with GIZ's internal rules.

FAO will make available Grants to various implementing associates. The recipients will be determined during project implementation.

Procurement

GIZ's resources for the Action will be complemented by the procurement of equipment for beneficiaries and implementing entities supporting the Action.

FAO's resources for the Action will be complemented by the procurement of equipment for beneficiaries and implementing entities supporting the Action and by the procurement of one project vehicles that will be based at the project office in Ulaanbaatar.

Road transport will be further supported with vehicles procured under STREAM project and FAO's local coordinators will be provided with motorcycles procured by the Action's budget.

If needed road transport will be further supported with vehicles available at the GIZ SPACES project and the FAO country office, subject to documentation and a cost-sharing arrangement.

In addition, GIZ and FAO will procure short-term national and international expertise as required to provide specific technical input. Short-term experts will operate from the project offices and will be subject to the FAO national project manager's and GIZ project manager's direction, respectively.

4 Programme Governance

The project will be governed by a Project Steering Committee (PSC). The PSC will be established by Ministerial Decree. The PSC will be co-chaired by the Vice Minister of MET and the EU Delegation. The exact composition of the PSC will be determined through further consultations during the first months of project implementation.

The PSC will be tasked to review overall progress of the Action, assure coordination among Mongolian associates and the parties to the Multi-Partner Contribution Agreement and to facilitate mobilisation of Mongolian associate contributions. To this end, the PSC shall convene twice per year.

The members of the PSC will each assume the role of a Focal Point for the Action in their respective agencies. Hence, the project will have a Focal Point in each concerned institution. As Focal Points in their agency, the concerned PSC members will: (i) technically oversee activities in their sector; (ii) ensure a fluid two-way exchange of information and knowledge between their agency and the project; (iii) facilitate coordination and links between the project activities and the work plan of their agency; and (iv) facilitate the provision of co-financing to the Action.

MET will appoint a National Project Director (e.g. the Head of a thematically related department) who will provide the Action with policy guidance and who will oversee and assist in the coordination of the implementation of the Action and who is also a member of the PSC.

A project officer of The Organisation (GIZ) shall act as a Secretary of the PSC and provide necessary support to the PSC to carry out its responsibilities. Details will be defined in Terms of References of the PSC.

Local implementation of the Action will be coordinated in cooperation with aimag level governance bodies, e.g. the agriculture and livestock units and the (Inter-)Soum Forest Units in the project area.

GIZ and FAO will establish a joint Project Management Unit (PMU) with the main functions to ensure overall efficient management, coordination, implementation and monitoring of the project through the effective implementation of the annual work plans and budgets.

5 Sustainability, Complementarity and Cross-Cutting Issues

5.1 Sustainability of the Action

Sustainability of the Action will entail the following dimensions.

The action takes account of the need to achieve long-term effectiveness by interlinking capacity development measures at three levels (individual, organisational and societal). Necessary human resource capacities will be developed within important intermediaries to implement key elements of the sector reforms (forestry, agriculture, TVET). Where possible, a multiplier approach will be adopted so that the intermediaries can train others independently of the action. Moreover, capacity development support for associates and target groups will put in place the institutional preconditions for the implementation of the reform processes. The extended range of services offered by sector-relevant institutions will continue to be available even after completion of the action, thus contributing to the successful implementation of the reforms.

Advice on the implementation of the new forestry law through the drafting of implementing provisions will be largely evidence-based, either on the basis of preliminary work under the previous action (STREAM I) or through pilots in at least three regions as part of the new action planned here. It can therefore be assumed that the implementation provisions will be practicable and therefore long-lasting.

Adapted forest management models for selected forests will be consistently integrated into the respective local (aimag, soum) management plans and will thus be anchored in the long term.

The Action aims to collaborate with and utilize established governmental and community-based institutions and procedures related to land management. Specifically, it aligns with the ongoing land management planning led by ALAMGAC. The initiative seeks to enhance capabilities at both national and local levels to advance resource governance, management, and restoration through an agro-ecological approach. The resulting land management plans will seamlessly integrate into governmental procedures, extending from the national-level planning process and serving as a mandatory component for local governments. It is anticipated that these plans will become integral cross-sectoral tools for local government planning in both the immediate and long-term future. The working groups also leverage existing mechanisms within the land management planning process, with the expectation that they will persist under the guidance of ALAMGAC and the aimag land offices.

The Action's objective is to create value chains that promote sustainable management. Through interventions in the value chain, connections will be forged among various actors, including producers (herders), processors, traders and consumers, by engaging with the private sector. These interventions are envisioned to yield advantages for all participants, and as a result, they are anticipated to endure beyond the conclusion of the project.

The action aims to establish necessary institutional mechanism for agroforestry. Establishing and strengthening an institutional mechanism within the MoFALI focused on agroforestry management is essential for achieving the sustainability and success of action. It enables a more coordinated, integrated, and effective approach to the planning, implementation, and monitoring of agroforestry initiatives.

Structures and institutions in the TVET sector are strengthened in line with labour market demand. Social associates are systematically involved in the design of TVET programmes and the qualification of teaching and training staff. This creates a sustainable partnership between them. In addition, the Action provides important input for the sustainable design of the TVET

through analyses and advisory approaches at policy level. The expansion of the CDC approach to the forestry and agriculture sector, including the introduction of quality management processes for independent school development will enable them to act as multipliers and innovators in the Mongolian TVET system, promoting the further development of other TVET schools and strengthen the sector's capacities in the long term.

5.2 Mainstreaming

GIZ applies a "Safeguards and Gender Management System", cross-referenced against (and compatible with) similar multilateral systems (e.g. the World Bank's Environmental, Social and Health Standards. The GIZ system addresses six specific dimensions: (i) Environment – including biodiversity, (ii) Climate Change Mitigation, (iii) Climate Change Adaptation, (iv) Conflict and Fragile Contexts, (v) Human Rights and (vi) Gender. Such safeguard systems gained prominence particularly in relation to large-scale infrastructural investments and transformational projects, requiring project designers and implementers to systematically and verifiably apply safeguards at two stages: First, screening a project's design for unintended impacts and devising preventive and/or corrective action in response thereto. Second, to observe environmental and social risks and the application of safeguards by means of monitoring and evaluation (M&E) and to reflect transparently reflect findings in a project's reporting system.

The Action at hand pursues four outcomes focused on policy and framework for agriculture, forest and fit-for-purpose TVET; integrated landscape management with focus on agriculture and forestry; agriculture and forestry value chains; and capacitated TVET.

It may safely be stated that, by its very design and intervention logic, the proposed Action will be conducive to Environmental, Health and Social standards, and does not herald substantial risks. Even so, minor risks warrant continuous scrutiny, including, inter alia:

- potential land use disputes between herder communities and FUGs, arising from grazing pressure and the resultant risk of forest degradation,
- social equity (particularly in terms of gender equality and participation by marginalised segments of society, e.g. rural youths) in the design and operation of natural resource-based value chains,
- social hardships, potentially arising from access- and management restrictions necessitated by biodiversity protection and climate-smart forestry (e.g. carbon-stock accumulation),
- occupational safety hazards associated with selective forest management operations.

These risks are already reflected in the Action's design, starting with integrated cross-sectoral planning and participatory decision making and the establishment of coordination platforms as well as support frameworks. Capacity development equally serves to mitigate potential risks and trade-offs.

Application of environmental, health and social safeguards will feature prominently as part of the science-based monitoring system, and thence fed into steering decisions and the promotion of enabling framework conditions through policy dialogue and public awareness building.

Policy alignment ensures that the Action's design responds to both, the "UN Resolution on the Improvement of Livelihoods of Rural Women and Girls" and the "Ulaanbaatar Declaration" (adopted by the "SDG: Gender and Development" International Conference, 2018) as well as extant policy processes and initiatives at national, aimag and soum levels.

To promote gender equality and the empowerment of women, the Action will analyse social and gender issues under both Specific Objectives as part of preparatory screening and fact-finding steps (including the criteria-based selection of pilot-sites). Both the promotion of agroecological value chains and the piloting of close-to-nature multipurpose forest management afford numerous entry-points for gender-sensitive action in terms of, e.g. participation in decision-making processes, implementation of resource management and downstream processing/marketing. Gender issues will be reflected specifically in terms of (i) knowledge transfer and capacity building, (ii) integration of women and youth in value-chains, and (iii) gender-specific climate change adaptation options. Evidence-based contributions to policy dialogue and stakeholder exchange, drawing on specific lessons learnt, will create upscaling channels and options for mainstreaming.

Monitoring will provide gender-disaggregated data that will inform both, generation of lessons learnt and flexible adaptation of the Action to a dynamically changing implementation environment.

6 Risk Assessment

Risks	Likelihood*	Ability to mitigate*	Mitigating measures
Political risks			
The politicization of land ownership, possession, and land-related issues can hinder constructive discussions and effective policymaking.	3	1	- Promote transparency, strengthen institutions, update legal frameworks and foster open and inclusive dialogues. - Public awareness campaigns and educational initiatives
Change in policy following the 2024 elections	2	2	Close contact to lead executing agency; involvement of social associates in reform process
Frequent changes in government strategy have a significant impact on export-oriented agriculture product value chain development.	2	2	Regular dialogue and feedback mechanisms to the government

Risks	Likelihood*	Ability to mitigate*	Mitigating measures
Risks related to project implementation			
The delayed realization of favourable results and the potential discouragement of farmers from engaging in green technologies.	2	2	- Provide farmers with education and training on the benefits of green technologies. - Create an enabling environment for the adoption of green technologies in agriculture.
Herders and farmers face significant challenges in entering and navigating the market.	1	3	- Encourage private sector engagement to add value to raw agriculture products through processing and packaging. - Build strong PPPs
Lack of human resources at MEDS, GAE and MNCCI	2	2	Close, ongoing advisory services for associates, also on the regulatory framework that applies for CDCs; capacity development measures to build the capacities and processes needed; fostering a social partnership and creating space for dialogue
Lack of cooperation between MEDS and MoF	3	2	
Shift of responsibility from MLSP to MEDS lessens labour market orientation	2	2	
Clinging to existing role patterns	2	2	
Limited autonomy of vocational training facilities	1	2	
Conflict between crop farmers and herders, between herders and herders, between mining companies and herders, between herders and foresters, can have a significant impact on agriculture, as it can disrupt food production, reduce access to resources and create a hostile environment for farmers/herders and their families	2	2	In cooperation with the Government and other donors promote conflict resolution mechanisms, including community engagement and conflict assessments, as essential to ensure the stability and resilience of the sector.

Risks	Likelihood*	Ability to mitigate*	Mitigating measures
Inflation/exchange rates fluctuations	2	1-2	GIZ and FAO closely monitor the impact of inflation/exchange rates changes and transparently discuss implications and possible adjustments with the Action's donors
Sustainability risks			
Lacking ownership and willingness to cooperate of user groups/CBOs and private sector entities at and around pilot locations	1	3	Ensure transparency, participatory decision making. Communicate socio-economic potential of improved natural resource management. Prioritise tangible benefits.
Segments of the rural population object to promoted measures	1	3	Promote participatory planning. Address land-use competition and tenure security. Create awareness for downstream-employment opportunities as part of value-chain promotion.
Destruction of pilot-sites due to wildfires, pest infestations and other external disturbances	1	2	Build awareness among user-groups/local sector authorities at and around pilot sites
Environmental and social impact (unintended negative effects)			
Environmental impact of module activities	1	4	Resource-conserving planning, training, awareness work with associates, use of digital technologies
Worsening inequalities as a result of performance-based financing mechanism	1	3	Taking account of balancing factors in financing mechanism
Natural resource tenure and access rights of women and female-headed households remain unequal relative to men and male-headed households	2	2	Continuous dialogue with the Government of Mongolia to promote gender mainstreaming in the natural resources and environment sector. Strengthen strategic collaboration with women's advocacy groups and civil society organisations.
Insufficient or inadequate gender mainstreaming could reinforce gender inequalities and the non-realisation of human rights in	2	3	Knowledge and tools of gender mainstreaming are available. Gender-sensitive monitoring, use of sex-disaggregated data, and gender-sensitive indicators. Gender mainstreaming is applied in all phases of the project cycle

Risks	Likelihood*	Ability to mitigate*	Mitigating measures
the sector and hinder the efficiency and sustainability of the action.			
Corruption risks			
Endemic corruption	2	2	Pursuing a do no harm approach based on transparent implementation rules and regulations and corruption-sensitive monitoring
Overall risk assessment	2	2	

*) Ranking: 1=low, 2=medium, 3=high, 4=very high

Assumptions are listed in the log frame (Appendix 2 to the DoA). For this MPCA specifically, following assumptions additionally apply:

- Clear division of labour and responsibility for activities,
- efficient cooperation and trust among the implementing associates and the Parties to this Agreement, and
- each Party to the MPCA fully implements those activities assigned to it according to this Agreement.

7 Monitoring, Evaluation, Reporting and Audits

Monitoring

A results-based monitoring system will be established to generate data on the progress of the Action on a regular basis. The monitoring tasks and responsibilities are distributed as follows between the Organisation and each Partner:

Given their different methodological focus, agriculture, forestry and TVET sectors and assignment of different indicator baseline and target values to the Organisation and the Partner, individual monitoring systems will be set up by the Organisation and the Partner. These systems will nonetheless be streamlined into a framework for unified progress reporting and will feed into the EU OPSYS M&E system.

At project start, a detailed M&E plan, which builds on the logframe and defines specific requirements for each indicator (with annual targets for certain indicators, data collection methods, frequency, responsibilities for data collection and analysis, etc.) will be developed during by FAO's and GIZ's M&E Officers.

In the first six months, relevant baseline studies will be carried out to generate differentiated data for the logical framework. The logframe will then be reviewed to validate and, if required, update: (i) outputs; (ii) indicators; and (iii) baseline information and targets. Subsequently, the logframe and work plan/time schedule will be jointly validated with the Mongolian associates (PSC members). During project implementation, a variety of tools and methods will be applied to regularly assess both quantitative and qualitative progress indicators. This includes among others gender-disaggregated analyses and visualisation of pre-determined parameters (Indicators and Milestones). Where possible, it is intended to harmonise data collection with national associates systems. Where possible, it is intended to harmonise data collection with national associates systems and present indicators disaggregated, e.g. by gender or age.

The logframe will be used as management tool enabling flexible adjustments at the output, activity and indicator levels in order to effectively achieve the expected specific objective. Data will be used for programme steering as well as for annual progress reporting. All monitoring activities and plans shall be shared with the EU in order to strengthen joint monitoring efforts.

Progress monitoring relates to project management and observes the gradual realisation of Output and Outcome Indicators over the Action's implementation period. It equally enables observation of assumptions and proactive risk management (see Appendix 2 – Logframe Matrix). In designing the monitoring system, options for digital solutions shall be identified and, to the extent possible, realised.

Evaluation

In the spirit of synergetic cooperation and increased cost efficiency (Art. 9 GC), GIZ aims to avoid the project being reviewed by more than one evaluation of a similar character at close intervals (time range of around 12 months).

GIZ implements a system of Central Project Evaluations (CPE; annually, a representative random sample of 40% is drawn for evaluation from all projects commissioned by BMZ with a value exceeding EUR 3 million and ending in a given year.). If the Action is part of a project selected for a CPE, the EU will be informed by the project and may decide whether this CPE could serve as a substitute for an eventual evaluation planned and commissioned by the EU. As per CPE standard, the EU-funded project components are part of the evaluation object. Subsequently, the EU will be consulted throughout the evaluation process, the CPE terms of references are shared, it may bring in its knowledge interests and perspectives as well as comment on the draft reports (Art. 9.1 GC).

An evaluation planned and commissioned by the EU (Art. 9.2 GC) may replace a CPE if the following requirements are met: (1) conducted by independent external consultants, (2) assesses and rates (quantifiably) all six OECD-DAC criteria, (3) encompasses the BMZ-funded part of the project and (4) follows set methodological minimum standards, such as a theory-based approach (e.g. contribution analysis).

An external final evaluation is planned to be conducted during the last months of implementation or within three months after its ending to assess the Action's medium- and long-term impacts. Wherever possible, evaluations by the donors and/or the organisation shall be combined, and missions should be planned and completed in a collaborative manner. In this respect,

all parties shall ensure that notice of the intended evaluations and monitoring exercises is communicated to the other parties as soon as this is available.

In case the Contracting Authority plans to send a monitoring and/or evaluation mission for this Action, GIZ/FAO and the Associates will support such mission in a collaborative manner.

Reporting

Each report shall provide an account of all relevant aspects of the implementation of the Action for the reporting period, activities envisaged, difficulties encountered, changes introduced, as well as the degree of achievement of results as measured by corresponding indicators, using as reference the Logical Framework. The report shall be presented to allow monitoring of the objectives, the means envisaged and employed, and of the budget details of the Action. The final report, narrative and financial, will cover the entire period of the Action implementation.

The following reports will be submitted by the Organisation to the EU:

- Three interim annual reports (narrative and financial), recapitulating on the progress made in the achievement of the results (outputs and outcomes); listing activities carried out during the reporting period, difficulties encountered, and measures taken to overcome problems and eventual changes introduced; and outlining the work plan for the coming 12 months.
- The final report shall cover the entire period of the Action, providing information on achievements of the Action, including an outlook on measures undertaken to ensure sustainability of results and further dissemination/up-scaling.
- Additional reports shall be provided in response to specific needs, e.g. realisation of assumption or development of risks, or further unforeseen changes to the Action's implementation environment, and upon request by the EU Delegation when specific information are needed.

8 Visibility and Communication

Visibility measures for this Action will adhere to Article 7 of Annex II and the "Communicating and raising EU visibility: Guidance for external action" (hereafter the Guidelines).

On equipment, vehicles or supplies used in or delivered under the Action, the German Cooperation logo and EU emblem shall be accompanied by the GIZ and FAO logo under a text stating "Implemented by". The positioning of emblems is determined in agreement with all the donors.

Where necessary, GIZ will adjust the standard disclaimers in the Guidelines to acknowledge the financial support of all donors to the Action and to clarify that products do not necessarily reflect their views but are the sole responsibility of GIZ.

FAO should follow Article 11 (visibility) of the Financial and Administrative Framework Agreement (FAFA) between the EU and United Nations, while respecting the FAO corporate communications policy.

9 Timing

The Action has a duration of 48 months, envisaged from 08/2024 to 07/2028. There will be no Inception Phase. The implementation of the activities under GIZ's responsibility may only start after the commissioning by BMZ.

During the first months of implementation, the project will organise planning workshops with its main associates and stakeholders to validate objectives and intervention logic, further operationalise the indicative activities, achieve agreements on approaches and establish detailed work plans. The first months of implementation are equally used to set-up the programme structures – additional to the existing STREAM structure -, establish the ToR for the governance structure and carry out the first PSC meeting.

An updated and detailed workplan is sent in appendix to each annual progress report.

Appendix 1: Indicative Work Plan

Milestones will be developed in a planning workshop after the start of the implementation.

	Activities xxx = GIZ; xxx = FAO	2024					2025								2026				2027				2028			
		8	9	10	11	12	1	2	3	4	5	6	7	III	IV	I	II	III	IV	I	II	III	IV	I	II	III
	1.1.1 Support finalization of Forest Law (logistics, technical advice, moderation, stakeholder participation)																									
	1.1.2 Support development of selected bylaws that support sustainable forest management (logistics, technical advice, moderation, stakeholder participation)																									
	1.1.3 Facilitate stakeholder meetings/workshops to support the vertical structure of the public forest administration – National Forest Agency, Forest Division (aimag) and Forest Unit (soum) – and clarify responsibilities of public forest administration and local government																									
	1.1.4 Support forest fire (and pest) prevention approach in the target areas (incl. equipment)																									
	1.1.5 Conduct capacity needs assessment and capacity building activities (ISFUs, FUGs, PFE and Government officials) and institutionalization of capacity building activities in the forest sector																									
	1.1.6 6. Support the revision, development, and the implementation of land laws, including pasture management directives, bylaws and regulations, and the legal framework for agroforestry in close coordination and alignment with other development partners and other ongoing similar initiatives																									
	1.1.7 Support the strengthening of the vertical structure of ALA-MGAG and facilitate the establishment of relevant institutional mechanism within MoFALI for effective rangeland management and agroforestry																									
	1.1.8 Support the development of action plans for DRR and support institutionalization of anticipatory actions in the agriculture																									

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Appendix 2: Logframe Matrix

Meeting indicators on impact level will not be part of the responsibility of the Organisation and Partner. Indicators will be monitored with regard to data availability. In the course of implementation, Organisation and Partner may - in agreement with the Contracting Authority - change Outputs, Indicators and their related targets, baselines and sources of verification. Changes shall be agreed in writing (exchange of letters or emails). The Organisation and Partner will also highlight the respective changes in the next report.

Project title:

Sustainable ecosystem and agriculture management for rural development

OPSYS no.

700002240

Implementation period

08/2024 - 07/2028

Country/Region/Global

Mongolia

Logframe version of

16.05.2024

Intervention logic	Indicators	Baseline (incl. reference year)	Targets (incl. reference year)	Sources and means of verifica- tion	Assumptions
Overall objective (Impact) Contribute to strengthening Mongolia's green and digital transition efforts for the inclusive and sustainable development of the country.	Overall objective indicator 1.1 % increase of absolute contribution of agriculture to GDP	13% (2023)	15% (2028)	National Statistics Office Reports	
	Overall objective indicator 1.2 Progress towards sustainable forest management** [SDG 15.2.1]	(0) State Forest Policy rescinded in 2022	Sustainable Forest Management enshrined in national policy/strategy document (2028)	National Forestry Agency Reports; E-Mongolia	

	Overall objective indicator 1.3 Proportion of land that is degraded over total land area** [SDG 15.3.1]	Degraded pasture: Selenge 43% Khentii 53% Khuvsgul 28% (2023)	Restore 10% of degraded pastureland (2028)	Reports of development projects; (national and local); E-Mongolia, National report on photo monitoring to assess the impact of pasture utilization	
Specific objective (Outcome 1) Improved regulatory and/or policy framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose TVET sector. (achieved by GIZ and FAO)	Outcome indicator 1.1 Number of laws, bylaws and relevant policies that contribute to the result 1 developed or revised with EU support	Forestry & TVET related (GIZ): 2 (2023) Agriculture (FAO): 0 (2023)	Forestry & TVET related (GIZ): 10 (2027) Agriculture related (FAO): 2 (2027)	Project reports; www.legalinfo.mn ;	After elections in 2024: Government of Mongolia remains committed to implementing legal reforms in the selected sectors to achieve its development goals and international commitments.
	Outcome indicator 1.2 Status of implementation of sectoral gender policies	Forest (GIZ) and Agriculture (FAO) related: Incomplete implementation reported (2022)	Forestry (GIZ): Positive assessment of level of implementation (2027) Agriculture (FAO): Positive assessment of level of implementation (2027)	National Committee on Gender Equality reports/data; Reports from CEDAW treaty monitoring body.	The implementation of gender policies and strategies remain an official objective of MET and other relevant institutions during project implementation.
	Outcome indicator 1.3 Number of proposed approaches / documents for adoption climate change	Forestry (GIZ): Gender Strategy of the Ministry of Environment and Tourism (MET)	Forestry (GIZ): MET Gender Strategy is updated, and a Gender Strategy for the	Published Strategies of MET and NFA	

	adaptation and mitigation policies (including nationally determined contributions), and environment protection strategies and plans (including energy policies/ strategies) that include gender equality objectives, in line with the United Nations Framework Convention on Climate Change (UNFCCC) and EU GAP III	2016 (2023) Agriculture (FAO): Food, Agriculture and Light Industry Sector Gender Strategy 2018-2025 (2018)	National Forest Agency developed. (2027) Agriculture related (FAO): Agricultural Sector Gender Policy assessed and updated (2027)		
Specific objective (Outcome 2) Adopted integrated landscape management with focus on agriculture and forestry addressing food system challenges and climate change. (achieved by GIZ and FAO)	Outcome indicator 2.1 Areas of terrestrial ecosystems under sustainable management with EU support *, ** [GERF 2.9]	Forestry (GIZ): 894,069 ha forest (2023) Agriculture (FAO): 12,147,770 ha pasture (2023)	Forestry (GIZ): 3,000,000 ha forest (2028) Agriculture (FAO): 28,500,180 ha (2028)	National Forest Agency Reports and Statistics; Reports on EU interventions;	Climate change progression does not result in extreme conditions for rural development. during the implementation of the Action The provincial government will have the capability to share the costs for the development of aimag land management plans.
	Outcome indicator 2.2 Number of aimag and Soum territorial development plans incorporating sustainable landscape management*	Forestry (GIZ): Forestry aspects integrated in 46 soums of 20 aimags (2023) Agriculture (FAO): 46 soums of 20	Forestry (GIZ): Forestry aspects integrated in 52 soums of 21 aimags (2027) Agriculture (FAO): 49 soums of 21	Agency for Land Administration and Management, Geodesy and cartography; National Statistics Office; Reports from development projects	The government will refrain from implementing activities aimed at increasing the livestock numbers.

		aimags (2020) (national level)	aimags (2027)		
	Outcome indicator 2.3 Number of livestock (all type) in the country*	Agriculture (FAO): 64.8 million (2023)	Agriculture (FAO): 61.6 million (2027)	Ministry of Agriculture; Ministry of Environment and Tourism; National Statistics Office	
Specific objective (Outcome 3) Developed and strengthened selected sustainable and climate-resilient agriculture and forestry value chains (achieved by GIZ and FAO)	Outcome indicator 3.1 Number of (a) jobs, (b) green jobs supported/ sustained by the EU. Disaggregation by sex, age and disability*, ** [GERF 2.13]	Forestry (GIZ): 0 (2023) Agriculture (FAO): 0	Forestry (GIZ): 100 (2028) Agriculture (FAO): 95	Project implementation reports	After elections in 2024: The Government of Mongolia remains committed to delivering on the targets set by the “Billion Tree” and “Food Supply and Food Security” National Movements, and is dedicating sufficient funding to meet such targets. The legal revision process in the forestry sector is successful in allowing greater economic participation of the private sector.
	Outcome indicator 3.2 Number of climate and environmentally friendly value chains that support food system with EU support*	Agriculture (FAO): 0 in 2023	Agriculture (FAO): 2 (meat and cashmere, VC) in 2028	Project implementation reports	
	Outcome indicator 3.3 Number of forestry value chains reinforced with EU support.	Forestry (GIZ): 0 (2023)	Forestry (GIZ): 4 (thinning material, sawn timber, birch charcoal, medicinal plants) – in 2028	Project implementation reports	
Specific objective (Outcome 4)	Outcome indicator 4.1	TVET (GIZ): 0 (2023)	TVET (GIZ): Min 2 (2028)	Annual reports from Ministry of Education and Science;	After elections in 2024: The Government of Mongolia rec-

Enhanced capacities of TVET to meet labour market needs in partnership with the private sector in agriculture and forestry, ensuring an increase of women and girls' participation (achieved by GIZ)	Number of specialised TVET schools implementing competency-based programs in agriculture and forestry*			Project reports Surveys	ognises TVET sector as an enabler for job creation and economic diversification of the country, and remains committed to the reform of the sector.
	Outcome indicator 4.2 Percentage increase in public-private partnerships (TVET school and local agriculture and forestry industry)*	TVET (GIZ): TBC following TVET school selection	TVET (GIZ): TBC following TVET school selection	Annual reports from Ministry of Education and Science; Project reports Surveys	
	Outcome indicator 4.3 Increased number of females enrolled in forestry and agriculture TVET programs	TVET (GIZ): TBC following TVET school selection	TVET (GIZ): TBC following TVET school selection	Annual reports from Ministry of Education and Science; Project reports Surveys	
Output 1.1 Sustainable and climate-sensitive landscape management approaches (inclusive of disaster risk management and gender approach) included in new/revised relevant national sectoral regulations/policies, and relevant institutions are strengthened.	Output indicator 1.1.1 Number of legislation and policies including integrated landscape management approaches and gender mainstreaming.	Forestry (GIZ): 1 (2023) Agriculture related (FAO): 19 (2023)	Forestry (GIZ): 5 (2027) Agriculture related (FAO): 24 (2027)	Reports of ministries and local government Ministry of Agriculture, Food and Light Industry National Statistics Office	FMPIM reports officially introduced by the National Forest Agency. After elections in 2024: Government of Mongolia remains committed to implementing reforms to achieve its international commitments.
	Output indicator 1.1.2 Status of development of forest management planning, implementation	Forestry (GIZ): No official FMPIM reports in 2023	Forestry (GIZ): 3 Effectively published reports (2027)		

(achieved by GIZ and FAO)	Monitoring (FMPIM) reports				
	Output indicator 1.1.3 Number of capacity building activities implemented jointly with relevant institutions	Forestry (GIZ): 25 (2023) Agriculture (FAO): 81 (2023)	Forestry (GIZ): 75 (2028) Agriculture (FAO): 150 (2028)	Project implementation reports; reports of ministries and local government Ministry of Agriculture, Food and Light Industry National Statistics Office	
Output 1.2 Improved legislative/policy framework and institutional capacities to drive the organizational reform of TVET towards an efficient, sustainable and labour market-driven sector, with gender mainstreaming (achieved by GIZ)	Output indicator 1.2.1 Number of relevant legislation and policies leading to an efficient, sustainable and labour-market driven TVET sector, with gender approach.	TVET (GIZ): 0 (2023)	TVET (GIZ): 3 (2028)	National Statistics Office; Ministry of Labour and Social Protection; Ministry of Education and Science	After elections in 2024: The Government of Mongolia recognises the TVET sector as an enabler for job creation and economic diversification of the country and remains committed to the reform of the sector.
	Output indicator 1.2.2 Number of capacity building activities implemented jointly with relevant institutions	TVET (GIZ): 0 (2023)	TVET (GIZ): 9 (2028)	Project implementation reports	
Output 2.1 Effective, sustainable, climate-resilient and inte-	Output indicator 2.1.1 Forest area (ha) under sustainable and climate-sensitive forest management with EU support.	Forestry (GIZ): 894,069 ha forest (2023)	Forestry (GIZ): 3,000,000 ha forest (2028)	Project implementation reports; Reports on One Billion Trees movement National Forestry	Government of Mongolia and relevant stakeholders are committed to delivering on the objectives of the "Food Supply and Food Security" and "Billion

grated forest and land management practices mainstreamed. (achieved by GIZ and FAO)				Agency National Statistical Office	Tree" National Movements, including on implementing sustainable forest and land management practices. Local communities, the private sector and government actors are motivated and have the capacities to mainstream sustainable approaches into their practices.
	Output indicator 2.1.2 Areas of agriculture and pastoral ecosystems where sustainable management practices have been introduced with EU support (ha)*,** [GERF 2.2]	Agriculture (FAO): 1,452,098 ha (Selenge)	Agriculture (FAO): Khentii -6,865,869 ha Selenge- 1,452,098 ha Khuvsgul- 4,137,416 ha	Ministry of Food, Agriculture and Light Industry; Project reports	
Output 3.1 Green and digital technologies integrated in the value chains of selected forest- and agriculture products (in the context of a climate-resilient and circular agriculture). (achieved by GIZ and FAO)	Output indicator 3.1.1 Number of MSMEs applying Sustainable Consumption and Production practices with EU support *, ** [GERF 2.6]	Forestry (GIZ): 0 (2023) Agriculture (FAO): 3 (2023)	Forestry (GIZ): 10 (2028) Agriculture (FAO): 10 (2028)	Project reports; National Statistics Office; Ministry of Finance Baseline Survey.	Local communities / MSMEs / agripreneurs are willing and motivated to adopt green and digital technologies.
	Output indicator 3.1.2 % of agripreneurs practicing climate-resilient and circular agriculture with EU support.	Agriculture (FAO): TBC following baseline survey (2024)	Agriculture (FAO): 10% increase	Project reports; National Statistics Office; Ministry of Finance Baseline Survey.	
Output 3.2 Agroforestry models with potential to contribute to	Output indicator 3.2.1 Ha under agroforestry system.	Agriculture (FAO): 98.9 ha (2024)	Agriculture (FAO): 128.9 ha (2028)	3.2.1, 3.2.2 Project reports; Baseline surveys	Government of Mongolia and relevant stakeholders are com-

sustainable land use, climate resilience, food security, and improved livelihoods for rural communities established (achieved by FAO)	Output indicator 3.2.2 Number of households deriving increased revenues from agroforestry-related activities.	Agriculture (FAO): 36 (2024)	Agriculture (FAO): 84 (2028)	Project reports; Baseline surveys	mitted to delivering on the objectives of the “Food Supply and Food Security” National Movement, including on implementing the concept of agroforestry in Mongolia as a means to reaching food self-sufficiency. Local communities are open to exploring and incorporating agroforestry concept at local level.
Output 4 Improved relevance, quality and delivery of TVET system in agriculture and forestry sectors increasing women and girls' participation. (achieved by GIZ)	Output indicator 4.1 Number of students enrolled TVET for agriculture (disaggregated by sex, age and disability) at supported TVET institutes	TVET (GIZ): TBC following TVET school selection (2024)	TVET (GIZ): TBC following TVET school selection (2028)	National Statistics Office; Ministry of Labour and Social Protection; Ministry of Education and Science	After the elections in 2024: The Government of Mongolia recognises the TVET sector as an enabler for job creation and economic diversification of the country and remains committed to the reform of the sector.
	Output indicator 4.2 Number of students enrolled TVET for forestry (disaggregated by sex, age and disability) at supported TVET institutes	TVET (GIZ): TBC following TVET school selection (2024)	TVET (GIZ): TBC following TVET school selection (2028)	National Statistics Office; Ministry of Labour and Social Protection; Ministry of Education and Science	
	Output indicator 4.3 Number of specialised TVET schools using updated curricula derived	TVET (GIZ): 0 (2024)	TVET (GIZ): 2 (2028)	Project reports; Baseline survey finding;	

	from occupational standards and (e-) training material/ programmes*.			Self Quality assessment of training institutes	
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