

Project Administration Manual

Project Number: 50013-002

Loan Number: LXXXX

April 2019

Mongolia: Sustainable Tourism Development Project

ABBREVIATIONS

ADB	–	Asian Development Bank
CKTC	–	Chinggis Khaan Tourism Complex
CPP	–	consultation and participation plan
CSO	–	civil society organization
CWMT	–	community waste management team
DMF	–	design and monitoring framework
DPAM	–	Department of Protected Area Management
DTPC	–	Department of Tourism Policy Coordination
EMP	–	environmental management plan
FMA	–	financial management assessment
SGAP	–	social and gender action plan
GRM	–	grievance redress mechanism
IEE	–	initial environmental examination
JFPR	–	Japan Fund for Poverty Reduction
KLNP	–	Khuvsgul Lake National Park
MET	–	Ministry of Environment and Tourism
MOF	–	Ministry of Finance
MRTD	–	Ministry of Road and Transport Development
OBNP	–	Onon-Balj National Park
OCR	–	ordinary capital resources
OCB	–	open competitive bidding
O&M	–	operation and maintenance
PIU	–	project implementation unit
PSC	–	project steering committee
SCS	–	stakeholder communication strategy
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
TRTA	–	Transaction Technical Assistance

WEIGHTS AND MEASURES

km	–	kilometer
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GLOSSARY

<i>aimag</i>	–	province
<i>soum</i>	–	county

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Project Administration Manual Purpose and Process

The project administration manual (PAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with the policies and procedures of the Government of Mongolia (the government) and the Asian Development Bank (ADB). The PAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

The Ministry of Environment and Tourism (MET), as the executing agency; MET's Department of Protected Area Management (for the Khuvsgul subproject) and Department of Tourism Policy Coordination (for the Khentii subproject) as the implementing agencies; and, the Ministry of Finance, are wholly responsible for the implementation of the project, as agreed jointly between the loan recipient and ADB, and in accordance with the government and ADB's policies and procedures. ADB staff is responsible to support implementation including compliance by MET, Department of Protected Area Management, Department of Tourism Policy Coordination, and Ministry of Finance of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At loan negotiations, the borrower and ADB shall agree to the PAM and ensure consistency with the two loan agreements for the project (one each respectively for the regular loan and concessional loan). Such agreement shall be reflected in the minutes of the loan negotiations. In the event of any discrepancy or contradiction between the PAM and the loan agreements, the provisions of the loan agreements shall prevail.

After ADB Board approval of the project's report and recommendations of the President (RRP), changes in implementation arrangements are subject to agreement and approval pursuant to the government and ADB administrative procedures (including the project administration instructions) and upon such approval they will be subsequently incorporated in the PAM.

I. PROJECT DESCRIPTION

1. The project will help transform two national parks in Khuvsgul and Khentii *aimags* (provinces) as models for economically inclusive tourism and conservation in the protected area network, by improving park infrastructure, sanitation, and capacity to manage tourism growth sustainably.¹ About 11,009 residents are expected to benefit from the project outputs, which are designed to achieve tourism-related income for communities, protection of natural capital, and climate-resilient facilities; and which scale up from previous grant projects in each park.

A. Rationale

2. Tourism is the largest and fastest growing sector of the global economy. Ecotourism, a major subsector,² comprises up to 20% of global tourism and is a major contributor to rural income and the financing of protected areas in many countries.³ Mongolia has a small but rapidly growing tourism sector. In 2017, tourism comprised 11.4% of Mongolia's gross domestic product (GDP), generating \$1.2 billion, 10.4% of total employment, and 121,500 jobs. By 2028, tourism is forecast to comprise 11.0% (\$2.1 billion) of GDP and provide 149,000 jobs. International visitor arrivals totaled 471,239 in 2017 and are forecast to increase to 1 million by 2028.⁴ Developing the tourism sector is a high national priority to diversify the economy and create jobs, especially under Mongolia's current economic difficulties. The government's plans to expand tourism focus on ecotourism in protected areas, which encompass 21% of Mongolia's area and are targeted to reach 30% by 2030.

3. Mongolia ranks low in the Travel and Tourism Competitiveness Index (in 2017, Mongolia was ranked 102 out of 136 countries evaluated). Challenges include low service standards, inadequate infrastructure, and a short tourism season due to harsh winters. Most protected areas are underfunded and located in remote regions of high poverty. Tourism, if unmanaged, may also result in ecological and cultural impacts and provide few local benefits. To address these issues, the government has initiated the National Program on Tourism Development, 2016–2030, which aims to establish Mongolia as a global destination for nomadic culture.⁵ The program outlines a phased approach for tourism development that focuses initially on protected areas in northern, central, and eastern Mongolia. It prioritizes investments in visitor facilities, transport and sanitation infrastructure, and community-based products and services. Five sites are listed to pilot and catalyze ecotourism development, two of which are designated the highest priority: Khuvsgul Lake National Park (KLNP) in Khuvsgul *Aimag* and Onon-Balj National Park (OBNP) in Khentii *Aimag*.⁶

4. The KLNP (1.18 million hectares) and OBNP (0.42 million hectares) are the largest national parks in northern and eastern Mongolia. Khuvsgul Lake in the KLNP is Mongolia's largest freshwater resource.⁷ The OBNP is the documented birthplace of Chinggis Khaan, a historical leader revered in Mongolia. Both parks support global biodiversity values, small populations with high poverty rates,⁸

¹ The Asian Development Bank (ADB) provided technical assistance to design the project (ADB. 2016. *Technical Assistance to Mongolia for the Sustainable Tourism Development Project*. Manila).

² Ecotourism is defined as "responsible travel to natural areas that conserves the environment, sustains the well-being of local people, and involves interpretation and education". The International Ecotourism Society. [What is Ecotourism?](http://www.ecotourism.org/what-is-ecotourism) 2015. <http://www.ecotourism.org/what-is-ecotourism>.

³ Y.-F. Leung et al. 2018. Tourism and visitor management in protected areas. Gland: International Union for Conservation of Nature World Commission on Protected Areas.

⁴ World Travel and Tourism Council. 2018. Travel and Tourism Economic Impact 2017: Mongolia. London.

⁵ Government of Mongolia. 2015. *National Program on Tourism Development, 2016–2030*. Ulaanbaatar.

⁶ The other three sites are the Orkhon Valley National Park, Ugii Nuur Ramsar site, and Tuv *Aimag* (central Mongolia). Sites were selected based on high ecological and/or cultural values, poverty, and increasing visitor numbers.

⁷ The lake contains 70% (380.7 cubic kilometers) of Mongolia's freshwater and 1% of global freshwater. C. Goulden et al. 2006. *The Geology, Biodiversity and Ecology of Lake Hövsgöl (Mongolia)*. Leiden: Backhuys Publishers.

⁸ Khuvsgul and Khentii *aimags* exhibit high levels of poverty. In 2017, GDP per capita was \$1,567 (Khuvsgul) and \$1,842 (Khentii) versus a national mean of \$3,591; and unemployment was 8.5% (Khuvsgul) and 10.1% (Khentii).

and transboundary river basins with the Russian Federation. Despite these similarities, the parks are at very different stages of tourism development. In 2017, the KLNP received about 89,000 visitors and the OBNP received about 20,400 visitors.⁹ Improved road and air access to the KLNP was established in 2010. Since then, visitor numbers have increased rapidly, and the park has become a major national tourism destination. Growth has been unplanned and has resulted in severe seasonal congestion, damage to natural resources, and few community benefits. In contrast, the OBNP has limited road and no air access, but a road to the park will be constructed in 2021 as part of government efforts in regional tourism. Without planning, this may result in rapid increases in visitor numbers and similar impacts as at the KLNP.¹⁰ The KLNP and OBNP reflect many of the challenges faced in developing sustainable tourism in Mongolia's protected areas, which require a focus on four key areas, as follows.

5. Limited inclusive planning and community benefits. Few KLNP and OBNP residents derive income from tourism, and most tour camp employees are external workers.¹¹ This is due to several linked factors. At the institutional level, livelihood and tourism targets are not included in the *soum* (county) development plans for either park. Residents face unique planning restrictions due to park regulations, yet *soum* and park management plans are not integrated. Khankh *soum* in the KLNP lacks any development plan but is the only *soum* in Mongolia located entirely within a protected area. At both parks, the issuance of licenses for tour camps is not based on systematic procedures or social and environmental standards. This has favored external operators, which have greater access to finance and external markets. Most residents have low capacity and capital to produce quality goods (e.g., handicrafts) or services (e.g., food supplies, guiding). Institutional support to promote local products and train residents is also limited.

6. Insufficient enabling infrastructure. Public infrastructure in the KLNP and OBNP is limited or outdated. This impacts park management and the visitor experience. At the KLNP, the closest area to the provincial capital (Murun) for public access is a road along the shore of Khuvsgul Lake. This supports the park's highest numbers of tour camps, visitors, and vehicle activity. The road is unsealed and lacks barriers, signs, or car parks. Access is uncontrolled. Sections of lake shoreline are damaged from vehicle activity, and dust generated by vehicles is a significant source of lake pollution. The OBNP has few visitor facilities, roads, or car parks, yet tourism growth is expected (footnote 11) and requires infrastructure planning. Neither park has a visitor center, which hinders fee collection, reduces the visitor's sense of "destination," and limits the opportunity to inform visitors about park regulations and community goods and services. Public trails are in poor condition, reducing visitor satisfaction and creating safety risks.

7. Inadequate waste management. The KLNP and OBNP have no organized systems for waste collection or treatment. Public toilets are mostly unlined pits, and sewage seeps into the soil and waterbodies. Landfill sites are present at each park, but are shallow, unlined excavations

versus a national rate of 7.5%. The KLNP and OBNP are located in 10 *soums* (counties), with poverty rates of 36%–44%. In 2017, the total population in both parks was 36,573, of which about 25% was in three towns: Khatgal (3,195), Khankh (2,783) in the KLNP, and Dadal (3,006) in the OBNP. National Statistical Office. 2018. *Mongolian Statistical Yearbook 2017*. Ulaanbaatar.

⁹ From 2009 to 2017, visitor numbers rose by 572% in the KLNP and 528% in the OBNP (mean annual increases of 38% and 32% respectively). Most arrivals (99%) are from June to August, according to visitor logbooks.

¹⁰ Growth projections indicate that, by 2038, annual visitor numbers may have increased to about 161,000 at the KLNP and 136,000 at the OBNP. Sector Assessment (Summary): Multisector (Agriculture, Natural Resources, and Rural Development; and Industry and Trade) (accessible from the list of linked documents in Appendix 2).

¹¹ Tourism-related income is defined as any income-generating activity linked with tourism goods and/or services, e.g., guides, handicrafts, food suppliers, and camp employees. In 2018, 13.3% (2,650) of KLNP residents and 7.5% (1,249) of OBNP residents derived income from tourism. Sixty-three tour camps (50 in the KLNP and 13 in the OBNP) operated at the parks, with a total of 503 employees, of which 56% (283) employees were from other *aimags*.

with limited management. Projections based on population and tourism growth indicate that solid waste generation will increase by over 290% by about 2038 (footnote 11). At the KLNP, the pristine quality of Khuvsgul Lake is threatened by sewage disposal, dust (para. 6), and litter. For both parks, poor sanitation is a key factor contributing to reduced visitor satisfaction. To address these issues, traditional infrastructure solutions need to be combined with small, decentralized methods tailored to local conditions and seasonal changes in visitor numbers.

8. **Inadequate park management.** The KLNP and OBNP administrations are underfunded and have limited equipment and resources. Entry fees, tourism concessions, and central government funding are key revenue sources for both parks, yet ticket collection booths are poorly located and campsites are not well managed, resulting in a loss of revenue. Park staff do not have the training to plan for and manage tourism growth. Both parks have management plans, yet these focus on biodiversity conservation and do not provide guidelines or targets for livelihoods, tourism, sanitation, and the management of park revenue streams. The impact of climate change is a cross-cutting issue that affects many management issues at the KLNP and OBNP. Increasing temperatures, extreme rainfall events, and overgrazing contribute to soil exposure, permafrost damage, algal blooms, and tree dieback, in a continuous cycle that also increases fire risk.

9. Government and donor efforts are addressing some of these issues. Grant projects funded by the Japan Fund for Poverty Reduction (JFPR) have been implemented at the OBNP (2008–2013) and KLNP (2016–2019), benefiting more than 4,000 residents through small business initiatives and strengthened park management. Key initiatives included the establishment of community revolving funds (for income diversification), a tourism council (to facilitate tourism planning), community waste management teams (CWMT) (litter control), and sustainable financing arrangements to maintain the revolving funds and pay team salaries through campsite and public toilet entry fees.¹² Civil society organizations and other donors have provided support for park equipment, ranger training, litter collection, and livelihoods. These measures have been small in scale yet provide a strong platform to scale up and achieve a holistic approach for conservation and development at the KLNP and OBNP. Continued focus on these two parks is a priority to (i) leverage previous efforts; (ii) establish a new focus on tourism management, tailored to each park; (iii) for the OBNP, manage the opportunities and risks posed by pending road construction; and (iv) complement donor efforts in other protected areas.¹³

10. **Strategic fit.** The project is aligned with Mongolia's National Program on Tourism Development, 2016–2030 (footnote 6) which prioritizes the KLNP and OBNP for ecotourism development. It also supports the country partnership strategy for Mongolia, 2017–2020 of the Asian Development Bank (ADB), for income diversification and sustainable tourism in wilderness areas, and is listed in the country operations business plan for 2019–2021; and ADB's Strategy 2030 operational priorities A (reducing poverty), C (climate resilience, environmental sustainability), and G (regional cooperation and integration).¹⁴ The project leverages two JFPR grants (footnote 13) and is a timely response by ADB to support Mongolia's growing tourism sector.

¹² ADB. 2008. *Grant Assistance to Mongolia for Poverty Reduction through Community-Based Natural Resource Management*. Manila; and ADB. 2015. *Grant Assistance to Mongolia for Integrated Livelihoods Improvement and Sustainable Tourism in Khuvsgul Lake National Park Project*. Manila. Other measures included the establishment of community groups to improve resource management (OBNP); and piloting of water-efficient toilets (KLNP). For the OBNP, the JFPR-supported mechanisms established in 2008 to 2010 were reviewed and remain largely operational.

¹³ Including: Thompson, A. et al. 2014. *Tourism Concessions in Protected Natural Areas: Guidelines for Managers*. New York: UNDP; and KfW. 2015. *Biodiversity and Adaptation to Climate Change Project*. Ulaanbaatar.

¹⁴ ADB. 2017. *Country Partnership Strategy: Mongolia, 2017–2020—Sustaining Inclusive Growth in a Period of Economic Difficulty*. Manila; ADB. 2018. *Country Operations Business Plan: Mongolia, 2019–2021*. Manila; and ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

11. **Lessons.** The project designs reflect the experience gained from the JFPR grants at the KLNP and OBNP; and incorporate best-practice lessons for ecotourism, sanitation, and infrastructure by ADB, civil society organizations, and other donors: (i) a multisector design that addresses the linked issues of livelihoods, tourism, waste, and conservation, tailored to the different tourism scenarios at each park; (ii) transport and waste management designs, which combine structural and nonstructural measures; (iii) infrastructure designed for climate resilience, durability, and cost-effectiveness; (iv) the management of park revenue streams; and (v) capacity building, which builds on the grant trainings, focusing on the lead role of women for local tourism initiatives.¹⁵

B. Impact and Outcome

12. The project is aligned with the following impact: sustainable economic growth and environmental improvement in Khuvsgul and Khentii *aimags* achieved (footnote 6). The project will have the following outcome: sustainable and inclusive tourism in the KLNP and OBNP developed.

C. Outputs

13. **Output 1: Inclusive planning and capacity for community-based tourism enhanced.** This output will strengthen the institutional framework for tourism planning and increase the number of local beneficiaries from tourism. The project will (i) revise the development plans for the three largest settlements at the KLNP and OBNP to include livelihood targets, natural resource use, and spatial planning for about 9,000 residents, based on growth projections and compatibility with park management; (ii) establish tourism concession manuals and an ecotourism certification program for each park, to embed social and gender targets and environmental standards in the concession process, strengthen links with local goods and services, and provide a stable business framework for 63 tour camp operators and more than 500 employees; (iii) strengthen the KLNP tourism council (para. 10) and replicate this at the OBNP to guide tourism planning; (iv) install information facilities in the Khuvsgul *Aimag* capital (the gateway for most visitors to the KLNP) to promote KLNP products and services; and (v) build on the previous community and gender initiatives by providing vocational training for small tourism businesses and service providers, and installing 11 women-led tourist markets, as outlets for the JFPR-trained vendors. About 10,500 residents (50% women)—one-third of the population (footnote 9)—will benefit from tour camp jobs and/or new or expanded business opportunities.

14. **Output 2: Enabling infrastructure for tourism constructed.** At the KLNP, the project will (i) upgrade 37.9 kilometers (km) of unsealed roads; (ii) construct eight small car parks (linked with the women-led tourist markets; output 1); and (iii) improve traffic control and safety, focusing on the sites subject to the highest seasonal congestion, unregulated public access, and vehicle-induced pollution. At the OBNP, the project will (i) construct a tourism center, the Chinggis Khaan Tourism Complex (CKTC); (ii) establish supporting infrastructure, comprising ticket collection booths, information signs, and three car parks; and (iii) upgrade a short access road (2.6 km), and extend (by 4.5 km) the *soum* power line, to the CKTC site. The CKTC will catalyze and strengthen tourism development for the OBNP. It will be managed by a state-owned company, which will have a key mandate to (i) promote community-led tourism at the OBNP; and (ii) develop low-impact tourism activities based on heritage, education, and conservation values. It will prioritize local employment and community goods and services and work closely with the OBNP tourism council (output 1) for tourism planning. For both parks, the project facilities will support the efficient management and

¹⁵ ADB. 2017. *Tourism Sector Assessment, Strategy, and Road Map for Cambodia, Lao People's Democratic Republic, Myanmar, and Viet Nam (2016–2018)*. Manila; ADB. 2008. *Grant Assistance to Mongolia for the Community-Based Local Road Upgrading and Maintenance in the Western Region of Mongolia*. Manila; and ADB. 2014. *From Toilets to Rivers: Experiences, New Opportunities, and Innovative Solutions*. Manila. See also footnote 3.

public entry of more than 5,000 visitors per day during peak season, reduced congestion, and improved protection of the park core zones.

15. **Output 3: Waste management improved.** Output 3 will (i) facilitate the installation of low-cost and gender-sensitive toilet systems at about 102 tour camps, campsites, and project-funded car parks. The project will replicate successful JFPR-funded toilet designs, procedures for operation and maintenance (O&M), and CWMTs, including sustainable financing for the CWMT salaries (para. 9); and scale these up at the KLNP and OBNP; (ii) construct three wastewater treatment plants (WWTPs); and (iii) upgrade three landfill sites, for a total new capacity of 72,500 cubic meters, and develop new procedures for recycling and waste management. The cumulative benefits of the grant and loan-funded interventions will provide improved hygiene conditions for more than 9,000 residents (about 50% women) and 290,000 visitors per year at both parks.

16. **Output 4: Park management strengthened.** Output 4 will (i) construct a KLNP headquarters and visitor center, two fee collection stations, and a road control station. This will improve revenue collection, strengthen the visitor experience, promote local goods and services, and improve protection of the park's core zone and wilderness values; (ii) rehabilitate 15 km of public trails subject to high seasonal use; (iii) revise the KLNP and OBNP management plans with the project measures, including O&M costs and financing sources for the project facilities;¹⁶ (iv) prepare a 4-year action plan for each park, to guide the implementation of the revised management plans; and (v) train park and *soum* government staff (about 40% women) to implement the revised plans. The officially endorsed plans, together with the new *soum* development plans (output 1), will provide the first comprehensive guidance for central and local government to manage tourism, conservation, and development at the KLNP and OBNP. They will align with provincial tourism plans and contribute to regional tourism development targets.

17. **Promoting innovation, knowledge, and value added by ADB assistance.** This will be the first loan project for Mongolia to focus on tourism and protected area management. The designs scale up from measures established under two JFPR grants and other donor efforts, and match these with physical investments and institutional planning. Key features include (i) piloting of the first tourism concession manuals and eco-certification program for protected areas in Mongolia; (ii) the introduction of international standards for the construction and operation of rural landfills; (iii) adaptation measures to address adverse climate change impacts, including climate-resilient road designs and incorporation of climate resilience in the revised park management and *soum* development plans; (iv) infrastructure designs based on growth projections and cost efficiency; and (v) cross-cutting links between each output, including the integrated siting of roads, car parks, public toilets, and tourist markets. Lessons learned will be disseminated as part of the project stakeholder communication strategy (para. 98).¹⁷ The designs are consistent with best practice principles for sustainable tourism in protected areas.¹⁸

18. The details of each output and subcomponents are summarized in Appendix 1.

¹⁶ O&M costs for the project facilities have been established. Project revenue streams and O&M financing sources include income from the tourism concessions (output 1) and entry fees for the parks, visitor centers, public toilets, and campsites (outputs 2–4). Opportunities for public–private partnerships to manage the WWTPs, landfills, and visitor centers will be assessed during implementation.

¹⁷ Project Innovation and Knowledge Dissemination (accessible from the list of linked documents in Appendix 2 of the Report and Recommendation of the President to the Board of Directors).

¹⁸ World Tourism Organization. 2004. *Indicators of Sustainable Development for Tourism Destinations*. Madrid.

II. IMPLEMENTATION PLAN

A. Project Readiness Activities

Indicative Activities	2019					Responsibility
	Mar	Apr	May	Jun	Jul	
Loan negotiations						ADB, MOF
ADB Board approval						ADB
Loan signing						ADB, MOF
Government legal opinion provided						MOJ, MOF
Establishment of project implementation arrangements						MET, DPAM, DTPC
Loan effectiveness						ADB

ADB = Asian Development Bank, DPAM = Department of Protected Area Management, DTPC = Department of Tourism Policy Coordination, MET = Ministry of Environment and Tourism, MOF = Ministry of Finance, MOJ = Ministry of Justice.

Source: Asian Development Bank.

[illegible]

[illegible]

[illegible]

Activities			2019				2020				2021				2022				2023				2024				2025			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
4.4 KLNP and OBNP Management Plan																														
4.4	KLNP and OBNP Management Plan	Integration of O&M of project facilities into plan																												
		Preparation of revised KLNP and OBNP management plans																												
		Stakeholder consultation and review of draft plan																												
		Government endorsement of final KLNP and OBNP management plans																												
4.5 Capacity Building																														
4.5	Capacity Building	Capacity building training for KLNP and OBNP administration staff																												
		Capacity building training for KLNP and OBNP management and tourism sub-councils and OBNP destination management organization																												
		Training of operators for O&M of project facilities at KLNP and OBNP																												
Project Management																														
	Establish project steering committee																													
	Recruit PIU staff and establish PIU offices																													
	Quarterly Progress Report																													
	Implement EMP and Submit Semi-annual environmental monitoring report																													
	Financial Audit Report																													
	Submit Project Completion Report																													

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CKTC = Chinggis Khaan Tourism Complex, DMO = destination management organization, EMP = environmental management plan, HQ = headquarters, KLNP = Khuvsgul Lake National Park, OBNP = Onon-Balj National Park, O&M = operation and maintenance, PIU = project implementation unit, VC = visitor center, WWTP = wastewater treatment plant.
Source: Asian Development Bank estimates.

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organization – Roles and Responsibilities

19. The Ministry of Environment and Tourism (MET) is the executing agency responsible for overall project implementation. MET's Department of Protected Area Management (DPAM) will be the implementing agency for the Khuvsugul subproject. MET's Department of Tourism Policy Coordination (DTPC) will be the implementing agency for the Khentii subproject. Guidance and sector coordination will be through a national project steering committee (PSC). The PSC will be chaired by the State Secretary of MET and will meet at least twice a year during project implementation. The PSC will be represented at the daily level by a technical working group of technical officers from each PSC agency. The technical working group will assist the implementing agencies for regular coordination between line agencies.

20. A project implementation unit (PIU) will be established, with one central office, at MET in Ulaanbaatar, and two field offices, at the headquarters of the KLNP Administration (in Khatgal Town, Khuvsugul *aimag*) and OBNP Administration (in Dadal *soum*, Khentii *aimag*). The PIU will be responsible for daily project management, including accounting, procurement, training, monitoring, and reporting. The PIU will be chaired by the Director General of DPAM, in close coordination with the Director General of DTPC. The executing and implementing agencies lack the personnel and resources needed to fully implement the project, and the PIU staff will comprise consultants recruited for the administrative and technical tasks.

21. Once the PIU structure is approved by MOF, MET will finalize and acquire no objection from ADB on the TOR of the PIU staff, and publicly announce the vacancies through local newspapers as well MET website. Project implementation arrangements, including the establishment of the PSC, selection and hiring of the PIU staff, reporting, and other relevant arrangements, will comply with Mongolia's *Regulation on Utilization of Proceeds of Foreign Loans of the Government; Implementation, Administration, Financing, Monitoring and Evaluation of Projects and Programs Funded by Such Proceeds*, approved under the Order of the Minister of Finance and other relevant regulations approved and amended from time to time, provided they do not conflict with the provisions of the loan agreements,¹⁹ this project administration manual or ADB policies.

22. The MET will assume overall responsibility for the project implementation, including authorization of the PIU staff contracts (with contracting of the PIU procurement and financial specialists to be undertaken by MOF upon request by MET). The Director Generals of DPAM and DTPC will together be responsible for the annual review of PIU staff performance, overall project reporting, and/or other management issues, and will coordinate closely throughout project implementation.

23. Roles and responsibilities of the project agencies are summarized in Table 2.

Table 2: Project Implementation Organizations

Organization	Roles and Responsibilities
Ministry of Environment and Tourism (MET)	<ul style="list-style-type: none"> • Project executing agency • Assumes overall accountability and responsibility for project planning, management, and implementation • Ensures timely and effective execution of the loan agreements • Co-signs (with MOF) withdrawal applications to ADB

¹⁹ One each respectively for the regular loan and concessional loan.

Organization	Roles and Responsibilities
	<ul style="list-style-type: none"> • Co-signs (with PIU coordinator) withdrawals from the advance accounts to the local currency accounts; and for expenditures from the local currency accounts • Responsible for recruitment and coordination of PIU • Ensures all PIU tasks are completed in a timely and efficient manner • Reviews PIU progress reports • Submits progress reports to ADB and MOF • Ensures PIU uploads project financial statements and progress reports to MOF's ODA MIS • Ensures that procurement is undertaken in accordance with government laws and regulations and ADB policies • Develop and submit annual project budget to MOF in line with the Budget Law of Mongolia • Facilitates auditing of project accounts • Chairs the PSC (chair: MET State Secretary) • Provides timely policy and coordination support
MET Department of Protected Area Management (DPAM)	<ul style="list-style-type: none"> • Project implementing agency • On behalf of MET, responsible for: (i) co-signing (with MOF) of withdrawal applications to ADB; (ii) co-signing (with PIU coordinator) of withdrawals from the advance accounts to the local currency accounts, and, for expenditures from the local currency accounts; (iii) overall project planning and implementation; (iv) consolidation of the technical and financial project progress reports from both implementing agencies and timely submission to the MET Minister's Office, MOF, and ADB; and (v) facilitation of project auditing • Responsible for implementation of Khuvsgul subproject • Joint responsibility with DTPC for coordination of PIU • Closely work together with DTPC in the joint project tasks, including: review of technical and financial progress reports prepared by PIU; implementation of project EMP, SGAP, CPP, and SCS • Provide guidance to KLNP and OBNP administrations, to work with the PIU, facilitate project stakeholder activities e.g., meetings and trainings with <i>soum</i> governments, communities, and tour operators • Conduct all tasks in close consultation, and joint agreement, with DTPC
MET Department of Tourism Policy Coordination (DTPC)	<ul style="list-style-type: none"> • Project implementing agency • Responsible for implementation of Khentii subproject • Joint responsibility with DPAM for coordination of PIU • Closely work together with DPAM in the joint project tasks, including: review of technical and financial progress reports prepared by PIU; implementation of project EMP, SGAP, CPP, and SCS; coordination of PIU • Provide tourism policy guidance for KLNP and OBNP administrations and Khuvsgul and Khentii <i>aimag</i> governments
Ministry of Finance (MOF)	<ul style="list-style-type: none"> • Represents GOM for loan negotiations • Signs the loan agreements and project approval on behalf of GOM • Opens the two project advance accounts • Co-signs (with MET) withdrawal applications to ADB • Reviews project progress and/or audit reports, as needed • Repays ADB loan
Project Steering Committee (PSC)	<ul style="list-style-type: none"> • Comprises MET State Secretary (Chair), DPAM, DTPC, MOF, Ministry of Construction and Urban Development, Ministry of Road and Transport Development, Ministry of Energy, Khuvsgul and Khentii <i>aimag</i> governments, and CSOs • Provides advice on project implementation • Reviews project progress • Endorses procurement and implementation plans • Ensures timely inter-ministerial coordination and support for the project, including information exchange and facilitation of meetings and approvals, as needed • Meets at least semi-annually
Technical Working Group	<ul style="list-style-type: none"> • Comprises MET, DPAM and DTPC Director Generals, technical representatives from each ministry within the PSC and CSOs • Represents the PSC to assist the executing and implementing agencies with regular technical support, as needed (e.g. for information exchange and/or to facilitate

Organization	Roles and Responsibilities
<div>meetings)</div> <div>• Meets regularly</div> <div>Project Implementation Unit (PIU)</div>	<div>• Comprising a project coordinator, two field coordinators, accountant, procurement specialist,^a and technical specialists</div> <div>• Based at MET in Ulaanbaatar, except for the two field coordinators, to be based at the KLNP administration (Khatgal Town, Khuvsgul <i>aimag</i>) and OBNP administration (Dadal <i>soum</i>, Khentii <i>aimag</i>)</div> <div>• On behalf of, and with coordination from, the implementing agencies, coordinates and implements the project activities, including recruitment, procurement, financial management, disbursement, safeguards, supervision of contractors, monitoring, and reporting</div> <div>• On behalf of the executing and implementing agencies, maintains the advance and local currency accounts. Prepares the withdrawal applications to be submitted to ADB by MOF and MET. PIU coordinator co-signs (with MET) project expenditures from the two advance accounts and two local currency accounts</div> <div>• Ensures compliance with the EMP, SGAP, CPP, SCS, and other project documents. For the EMP, this includes screening procedures and the GRM</div> <div>• Coordinates the preparation and delivery of the domestic detailed environmental impact assessment and any social safeguard requirements</div> <div>• Monitors project progress, including site inspections and compliance with project administration manual, EMP, SGAP, and other project documents</div> <div>• On behalf of the executing and implementing agencies, prepares and submits quarterly and annual reports, annual audit reports, and financial statements; submits and uploads relevant documents and reports to MOF's official development assistance monitoring and information system in a timely manner</div> <div>• Prepares semi-annual project progress reports</div>
<div>Khuvsgul <i>aimag</i> government and Khentii <i>aimag</i> government</div>	<div>• Facilitates <i>aimag</i>- and <i>soum</i>-level project support, including arrangement of project workshops</div> <div>• Assigns at least one <i>soum</i> officer per <i>soum</i> in each park (i.e. a minimum of five officers per park) to attend meetings and trainings</div> <div>• <i>Soum</i> officers to ensure <i>soum</i> and <i>aimag</i> governments are updated on project progress</div> <div>• The <i>aimag</i> governors are co-chairs of the technical working group that will guide project implementation</div> <div>• Undertakes regular coordination with the PIU</div> <div>• Participates in central- and <i>aimag</i>-level meetings to define operation and maintenance arrangements and financing for the project facilities, including the allocation of government funds for operation and maintenance</div> <div>• Provides timely information and clarification on any local land issues and permits, as needed</div> <div>• Participates as members of the PSC</div> <div>• Reviews PIU progress reports</div>
Other Domestic Agencies	
General Agency for Specialized Inspection – environment, health and safety inspectors	<div>• <i>Soum</i> environment, health, and safety inspectors will inspect project facilities and issue completion certificates</div>
CSOs and other donors	<div>• Project will coordinate with existing donor efforts at KLNP and OBNP, including EcoLeap, World Wildlife Fund, and Kreditanstalt für Wiederaufbau programs</div>
Asian Development Bank (ADB)	<div>• Oversees project administration and timely execution of the loan agreements by the executing and implementing agencies</div> <div>• Disburses loan proceeds</div> <div>• Reviews procurement, consultant recruitment, progress reports, and audit reports</div> <div>• Reviews project compliance and targets against the design and monitoring framework, EMP, SGAP, and project administration manual</div> <div>• Monitors project progress and conducts review missions</div> <div>• Discloses monitoring reports on ADB public website</div> <div>• Serves as observer to the project steering committee</div>

CPP = stakeholder consultation and participation plan, CSO = civil society organization, EMP = environmental management plan, GOM = Government of Mongolia, GRM = grievance redress mechanism, KLNP = Khuvsgul Lake

National Park, MOF = Ministry of Finance, OBNP = Onon-Balij National Park, ODA MIS = official development assistance management information system, PIU = project implementation unit, PSC = project steering committee, SCS = stakeholder communication strategy, SGAP = social and gender action plan.

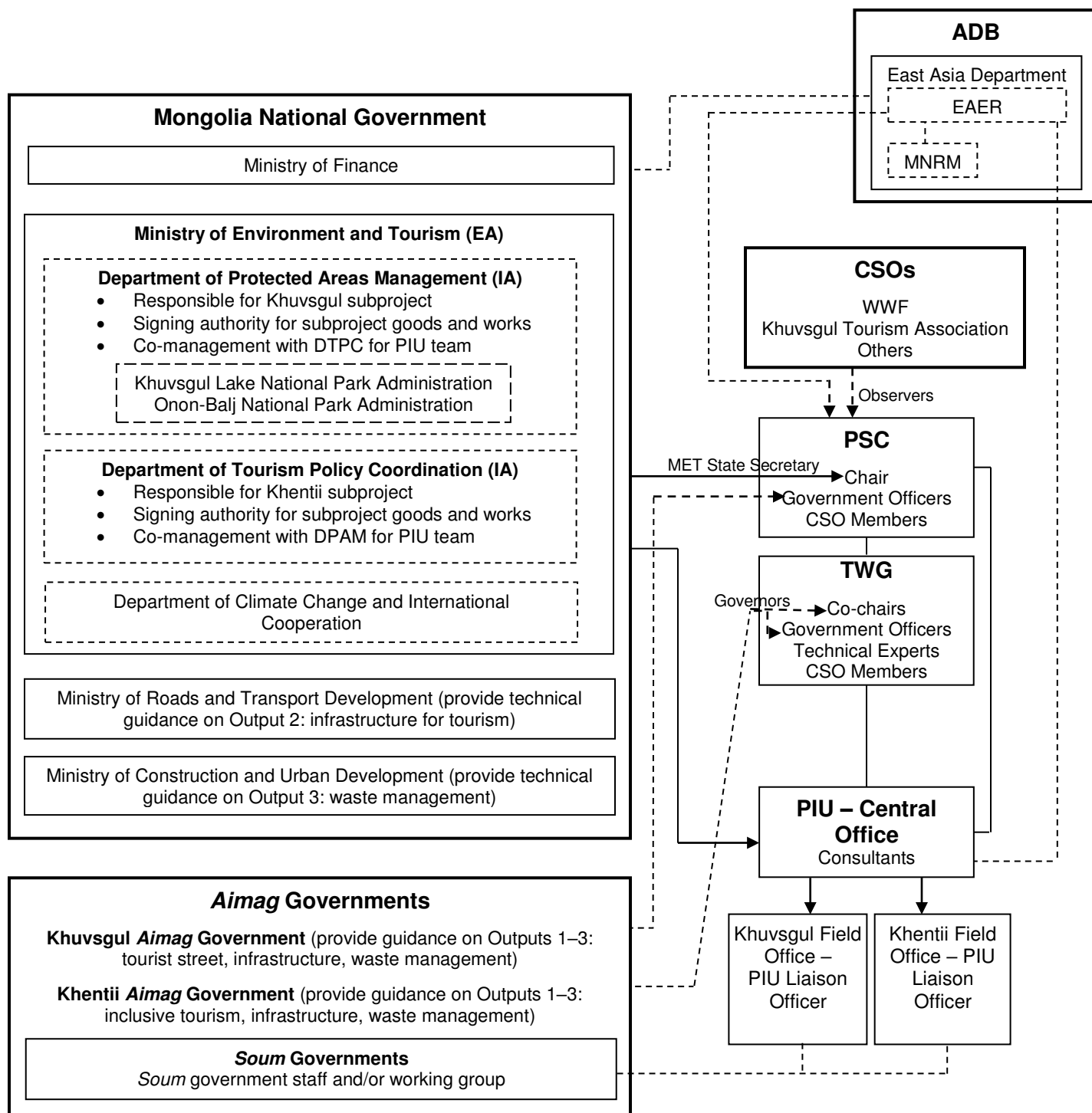
^a In compliance with Regulation 196 of Mongolia's Ministry of Finance, the project procurement will be coordinated by a qualified PIU procurement specialist. Mongolia's Department for Procurement will not be involved in the project procurement as the department's mandate is for state-financed (not donor-funded) projects

Source: Asian Development Bank.

B. Key Persons Involved in Implementation

Organization	Representative
Executing Agency: Ministry of Environment and Tourism (MET) Acting through the Department of Protected Area Management and Department of Tourism Policy Coordination	
Implementing Agency 1: MET Department of Protected Area Management (DPAM)	Mr. Sansarbayar E. Acting Director General Telephone (W): +976-51-267283; Telephone (M): +976-99975689 Email: sansarbayar@mne.gov.mn
	Mr. Munkh-Orgil S. DPAM Officer Telephone (W): +976-51-267283; Telephone (M): +976-99067983 Email: munkhorgil@mne.gov.mn
	Mr. Gal Ch. DPAM Senior Officer Telephone (W): +976-51-267675; Telephone (M): +976-88113717 Email: chinbat.gal@gmail.com
	Ms. Javzandulam B. DPAM Officer Telephone (W): +976-51-267283; Telephone (M): +976-99086381 Email: b.javzaa86@yahoo.com
Implementing Agency 2: MET Department of Tourism Policy Coordination (DTPC)	Ms. Bayasgalan S. Director General Telephone (W): +976-51-263385; Telephone (M): +976-89111189 Email: bayasgalan.saranjav@gmail.com
	Mr. Tserenbal G. DTPC Officer Telephone (W): +976-51-263385; Telephone (M): +976-99194118 Email: tserenbal.tourism@gmail.com
	Mr. Gerelsaikhan Ts. DTPC Officer Telephone (W): +976-51-263385; Telephone (M): +976-99043129 Email: gerelsaihan@mne.gov.mn
Project Implementation Unit On behalf of the executing and implementing agencies	[name] Project coordinator Telephone (W): +976-51-xxxxxx; Telephone (M): +976-xxxxxx Email: xxxxx
Asian Development Bank Environment, Natural Resources, and Agriculture Division of the East Asia Department	Mr. Qingfeng Zhang Director, EAER Telephone (W): +63 2 632 1519 Fax (W): +63-2-6362534/2444 Email: qingfengzhang@adb.org
Mission Leader	Mr. Mark Bezuijen Senior Environment Specialist / Mission Leader, EAER Telephone (W): +63-2-6321519 Fax (W): +63-2-6362444 Email: mbezuijen@adb.org

C. Project Organization Structure



ADB = Asian Development Bank; CSO = civil society organization; EA = executing agency; EAER = Environment, Natural Resources, and Agriculture Division; IA = implementing agency; MNRM = Mongolia Resident Mission; PIU = project implementation unit; PSC = project steering committee; TWG = technical working group; WWF = World Wide Fund for Nature.

IV. COSTS AND FINANCING

24. The project is estimated to cost \$38.4 million, including taxes and duties of \$3.4 million. The major expenditure item is civil works.

25. The government has requested a regular loan of \$19 million and a concessional loan of \$19 million from ADB's ordinary capital resources to help finance the project. The regular loan will have a 26-year term, including 5-year grace period; an annual interest rate determined in accordance with ADB's London interbank offered rate (LIBOR)-based lending facility; a commitment charge of 0.15% per year (the interest and other charges during implementation to be capitalized in the loan); and such other terms and conditions set forth in the draft loan agreement. Based on the straight-line method, the average maturity is 15.75 years, and the maturity premium payable to ADB is 0.10% per year. The concessional loan will have a 25-year term, including 5-year grace period and an annual interest rate of 2.0%, with no maturity premium or commitment charge; and such other terms and conditions set forth in the draft loan agreement.²⁰

26. ADB will finance the expenditures in relation to civil works, equipment, materials, consulting services, training, and taxes and duties. The government will finance taxes and duties. No land acquisition costs apply. All PIU staff and national consultant salaries are inclusive of personal income taxes; such personnel are responsible for fulfilling their Mongolian tax obligations. Salaries for international consultants and resource persons who are required to pay tax on their income earned in Mongolia are inclusive of relevant taxes, i.e. the project will pay the relevant tax; the treaties for the avoidance of double taxation will need to be checked to determine whether income taxes need to be paid by the international consultants or not. The government has assured ADB that it will provide additional funding for any shortfall of funds or cost overruns to ensure the success of the project.

27. Climate adaptation finance (ADB financing only) is estimated as \$5.5 million. Details are in the climate change assessment.²¹

A. Cost Estimates Preparation and Revisions

28. **Preparation.** Cost estimates were prepared during the project preparation in compliance with ADB's Guidelines on Preparing and Presenting Cost Estimates for Projects and Programs Financed by ADB. Costs were prepared in a participatory process between DPAM and DTPC, the Ministry of Finance (MOF), and the transaction technical assistance consultants, under the guidance of the ADB project team. Costing was conducted using government costing standards, cost information from the site investigations, and market analysis of similar projects in Mongolia.

29. **Revision.** The project cost estimates (Tables 4–8) will be reviewed during implementation (including during detailed design) and updated as necessary, considering actual contract prices and actual expenditures. The PIU, on behalf of the executing and implementing agencies, will prepare any proposed cost revisions. The executing agency will submit any proposed cost revisions, together with a request for reallocation, to MOF and ADB for review and endorsement. If the revision is endorsed, the PIU will revise the cost estimates under the guidance of ADB project officer.

²⁰ The terms and conditions of the two loans are set forth in the draft loan agreements.

²¹ Climate Change Assessment (accessible from the list of linked documents in Appendix 2 of the *Report and Recommendation of the President to the Board of Directors*).

B. Key Assumptions

30. The following key assumptions underpin the cost estimates and financing plan:

- (i) Exchange rate: MNT 2,408.49 = \$1.00 (as of 8 June 2018).
- (ii) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

Table 3: Cost Escalation Factors for Price Contingency Calculation

	2019	2020	2021	2022	2023	2024	Average
Foreign rate of price inflation	1.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
Domestic rate of price inflation	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%

Source: Asian Development Bank estimates.

C. Detailed Cost Estimates by Expenditure Category

Table 4: Detailed Cost Estimates by Expenditure Category

Item	\$ Million			MNT Million			% of Total Base Cost
	Foreign Exchange	Local Currency	Total	Foreign Exchange	Local Currency	Total	
A. Investment Costs^a							
1. Civil works	22.67	6.18	28.85	59,784	16,301	76,085	92.87
2. Goods (equipment and materials)	0.10	0.04	0.14	257	107	364	0.44
3. Consulting services	0.27	1.16	1.44	713	3,071	3,785	4.62
4. Community contracts	0.06	0.34	0.40	158	897	1,055	1.29
5. Workshops, training, seminars, and conferences	0.01	0.03	0.05	36	83	119	0.14
6. PIU operation costs	0.06	0.14	0.20	157	366	522	0.64
Subtotal (A)	23.17	7.90	31.06	61,105	20,825	81,929	100.00
Total Base Cost	23.17	7.90	31.06	61,105	20,825	81,929	100.00
B. Contingencies							
1. Physical	0.93	0.32	1.24	2,444	833	3,277	4.00
2. Price	1.29	2.48	3.77	3,414	6,532	9,945	12.14
Subtotal (B)	2.22	2.79	5.01	5,858	7,365	13,223	16.14
C. Financing Charges During Implementation							
1. Interest During Construction	2.23	-	2.23	5,883	-	5,883	7.18
2. Commitment Charges	0.08	-	0.08	218	-	218	0.27
Subtotal (C)	2.31	-	2.31	6,101	-	6,101	7.45
Total Project Cost (A+B+C)	27.70	10.69	38.40	73,064	28,190	101,253	123.59

MNT = Mongolian tugrik, PIU = project implementation unit.

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$3.4 million to be financed from government resources and the Asian Development Bank. The government will contribute to financing of taxes and duties of \$0.4 million through exemptions.

Source: Asian Development Bank estimates.

D. Allocation and Withdrawal of Loan Proceeds

Table 5: Allocation and Withdrawal of ADB Ordinary Capital Resources Loan Proceeds

Number	Item	Total Amount Allocated for ADB Financing (\$)	Percentage and Basis for Withdrawal from the Loan Account
1	Civil Works	13,870,238	100.0% of total expenditure claimed ^a
2	Goods, Consulting Services, Community Contracts, Workshops, PIU operating costs	3,614,862	100.0% of total ^a expenditure claimed
3	Interest and Commitment Charges	1,514,900	100.0% of total amounts due
	Total	19,000,000	

ADB = Asian Development Bank, PIU = project implementation unit.

^a Proceeds of the Concessional Loan Agreement for the corresponding category are to be fully utilized prior to disbursement of this loan for this category.

Source: Asian Development Bank estimates.

**Table 6: Allocation and Withdrawal of ADB Concessional
Ordinary Capital Resources Loan Proceeds**

Number	Item	Total Amount Allocated for ADB Financing (\$)	Percentage and Basis for Withdrawal from the Loan Account
1	Civil Works	14,586,802	100.0% of total expenditure claimed ^a
2	Goods, Consulting Services, Community Contracts, Workshops, PIU operating cost	3,614,862	100.0% of total expenditure claimed ^a
3	Interest Charges	798,336	100.0% of total amounts due
	Total	19,000,000	

ADB = Asian Development Bank, PIU = project implementation unit.

^a Proceeds of this category are to be fully utilized prior to disbursement of the corresponding category under the Regular Terms Loan Agreement.

Source: Asian Development Bank estimates.

E. Detailed Costs Estimates by Financier

Table 7: Detailed Costs Estimates by Financier
(\$ million)

Item	ADB OCR		ADB Concessional OCR		Government		Total Cost	
	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	Taxes & Duties
A. Investment Costs								
1. Civil Works ^a	13.87	48.08%	14.59	50.57%	0.40	1.35%	28.85	1.23
2. Goods (equipment and materials)	0.07	50.00%	0.07	50.00%	-	-	0.14	0.02
3. Consulting Services	0.72	50.00%	0.72	50.00%	-	-	1.44	0.27
4. Community Contracts	0.20	50.00%	0.20	50.00%	-	-	0.40	1.36
5. Workshops, training, seminars, and conferences	0.02	50.00%	0.02	50.00%	-	-	0.05	0.25
6. PIU operation costs ^b	0.10	50.00%	0.10	50.00%	-	-	0.20	1.77
Subtotal (A)	14.98	48.22%	15.69	50.53%	0.40	1.26%	31.06	3.38
B. Contingencies								
1. Physical	0.62	50.00%	0.62	50.00%	-	-	1.24	-
2. Price	1.89	50.00%	1.89	50.00%	-	-	3.77	-
Subtotal (B)	2.51	50.00%	2.51	50.00%	-	-	5.01	-
C. Financing Charges During Implementation								
1. Interest Charges	1.43	64.21%	0.80	35.79%	-	-	2.23	-
2. Commitment Charges	0.08	100.00%	-	0.00%	-	-	0.08	-
Subtotal (C)	1.51	65.49%	0.80	34.51%	-	-	2.31	-
Total Project Cost (A+B+C)	19.00	49.49%	19.00	49.49%	0.40	1.02%	38.40	3.38

ADB = Asian Development Bank, OCR = ordinary capital resources, PIU = project implementation unit.

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$3.4 million to be financed from government resources and the Asian Development Bank.

^b Includes the costs of office rental, stationary, photocopying, printing, and vehicle fuel.

Source: Asian Development Bank estimates.

F. Detailed Cost Estimates by Outputs

Table 8: Detailed Cost Estimates by Outputs

(\$ million)

Item	Total Cost	Output 1		Output 2		Output 3		Output 4		Project Management	
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
A. Investment Costs^a											
1. Civil Works	28.85	0.40	1.38	23.90	82.84	2.60	9.01	1.95	6.76	-	-
2. Goods (equipment and materials)	0.14	-	-	-	-	-	-	0.08	58.01	0.06	41.99
3. Consulting Services	1.44	0.44	30.66	-	-	-	-	0.10	6.97	0.90	62.37
4. Community Contracts	0.40	0.40	100.00	-	-	-	-	-	-	-	-
5. Workshops, training, seminars, and conferences	0.05	-	-	-	-	-	-	-	-	0.05	100.00
6. PIU operation costs	0.20	-	-	-	-	-	-	-	-	0.20	100.00
Subtotal (A)	31.06	1.24	3.99	23.90	76.93	2.60	8.37	2.13	6.86	1.20	3.85
Total Base Cost	31.06	1.24	3.99	23.90	76.93	2.60	8.37	2.13	6.86	1.20	3.85
B. Contingencies											
1. Physical	1.24	0.05	3.99	0.96	76.93	0.10	8.37	0.09	6.86	0.05	3.85
2. Price	3.77	0.15	3.99	2.90	76.93	0.32	8.37	0.26	6.86	0.15	3.85
Subtotal (B)	5.01	0.20	3.99	3.86	76.93	0.42	8.37	0.34	6.86	0.19	3.85
C. Implementation											
1. Interest During Construction	2.23	0.09	3.99	1.72	76.93	0.19	8.37	0.15	6.86	0.09	3.85
2. Commitment Charges	0.08	-	-	0.08	100.00	-	-	-	-	-	-
Subtotal (C)	2.31	0.09	3.84	1.80	77.76	0.19	8.07	0.15	6.61	0.09	3.71
Total Project Cost (A+B+C)	38.40	1.53	3.98	29.55	76.98	3.21	8.35	2.63	6.85	1.47	3.84

PIU = project implementation unit.

Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$3.4 million to be financed from government resources and the Asian Development Bank.

Source: Asian Development Bank estimates.

G. Detailed Cost Estimates by Year

Table 9: Detailed Cost Estimates by Year
(\$ million)

Item	Total Cost	2020	2021	2022	2023	2024
A. Investment Costs^a						
1. Civil works	28.85	-	2.88	14.42	8.65	2.88
2. Goods (equipment and materials)	0.14	-	0.01	0.07	0.04	0.01
3. Consulting services	1.44	-	0.14	0.72	0.43	0.14
4. Community contracts	0.40	-	0.04	0.20	0.12	0.04
5. Workshops, training, seminars, and conferences	0.05	-	0.00	0.02	0.01	0.00
6. PIU operation costs	0.20	-	0.02	0.10	0.06	0.02
Subtotal (A)	31.06	-	3.11	15.53	9.32	3.11
B. Contingencies						
1. Physical	1.24	-	0.12	0.62	0.37	0.12
2. Price	3.77	-	0.38	1.89	1.13	0.38
Subtotal (B)	5.01	-	0.50	2.51	1.50	0.50
C. Financing Charges During Implementation						
1. Interest During Construction	2.23	-	0.05	0.37	0.80	1.01
2. Commitment Charges	0.08	0.03	0.03	0.02	0.01	0.00
Subtotal (C)	2.31	0.03	0.08	0.39	0.80	1.01
Total Project Cost (A+B+C)	38.40	0.03	3.39	18.43	11.63	4.62

PIU = project implementation unit.

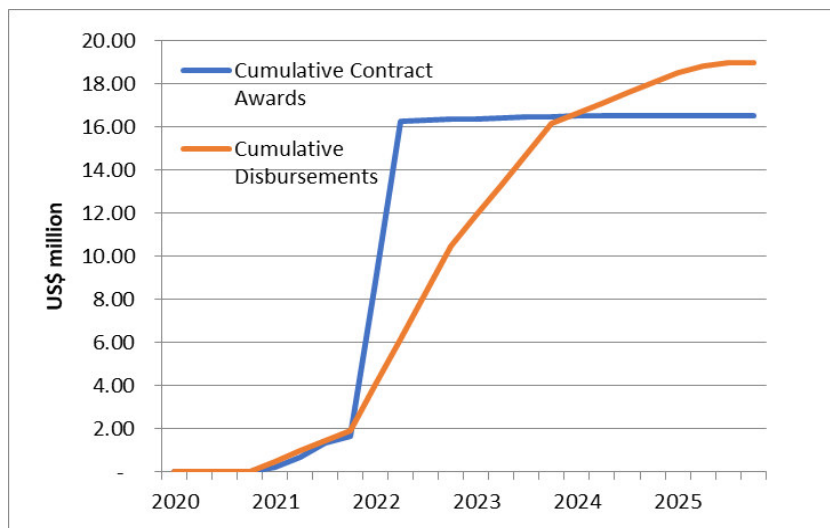
Note: Numbers may not sum precisely because of rounding.

^a Includes taxes and duties of \$3.4 million to be financed from government resources and the Asian Development Bank.

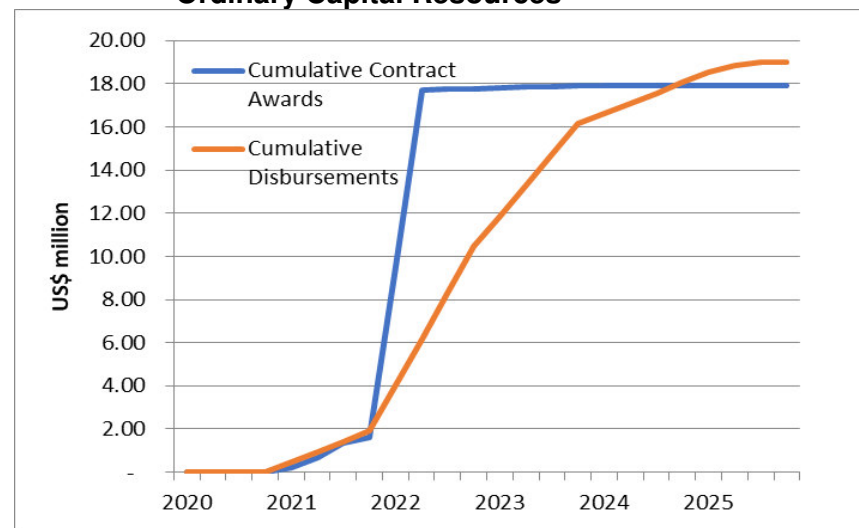
Source: Asian Development Bank estimates.

H. Contract and Disbursement S-curve

S-Curve for the ADB Ordinary Capital Resources Loan



S-curve for the ADB Concessional Ordinary Capital Resources



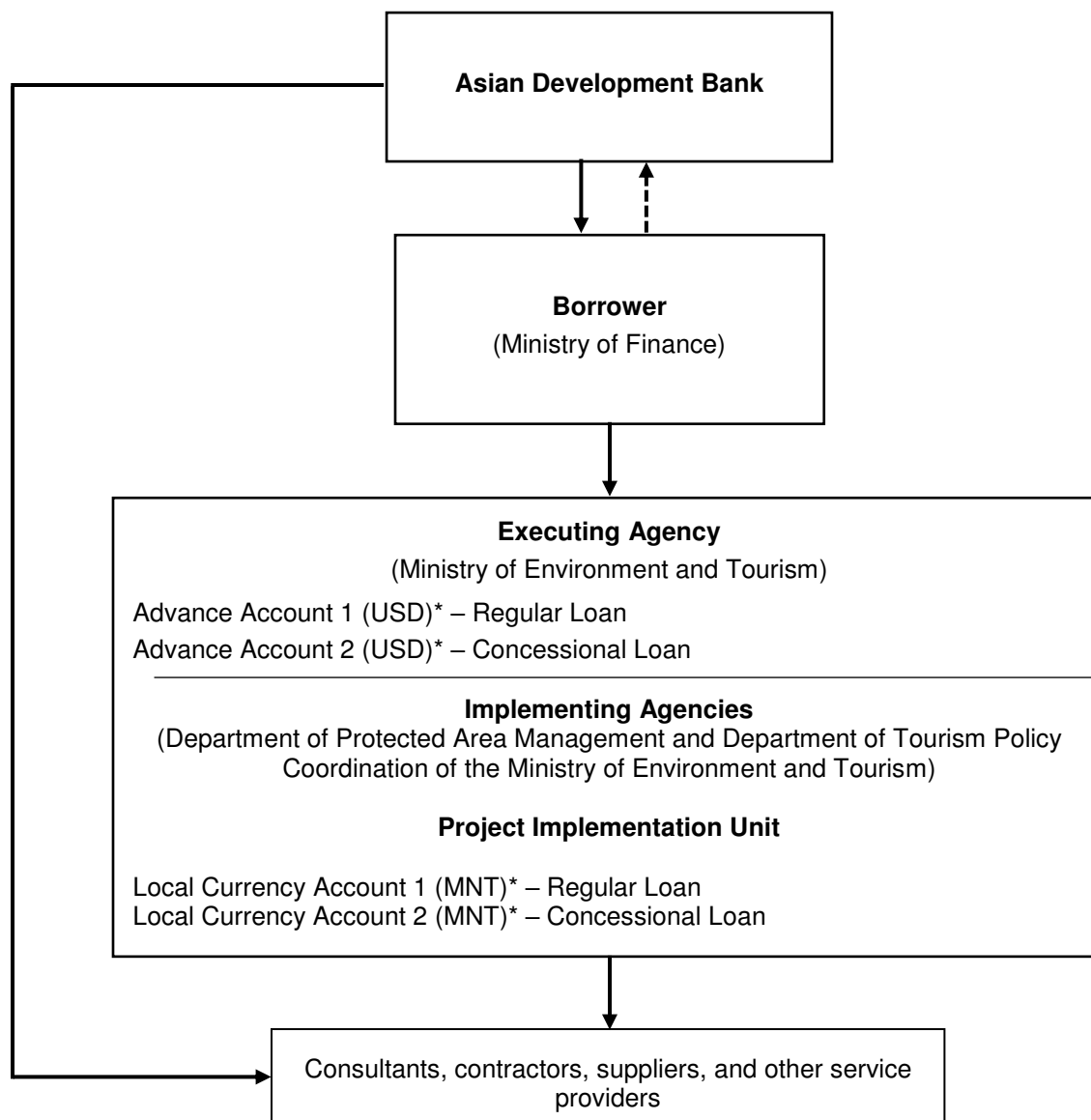
Schedule for Contract Awards and Disbursement for the ADB Ordinary Capital Resources Loan

Item	2020				2021				2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Quarterly Contract Awards	-	-	-	-	0.21	0.47	0.67	0.28	7.17	7.48	0.03	0.03	0.03	0.03	0.03	0.03	0.02	-	-	-	-	-	-	-
Cumulative Contract Awards	-	-	-	-	0.21	0.67	1.35	1.63	8.80	16.28	16.31	16.35	16.38	16.41	16.45	16.48	16.50	16.50	16.50	16.50	16.50	16.50	16.50	17.49
Quarterly Disbursements	-	-	-	-	0.47	0.47	0.47	0.47	2.14	2.14	2.14	2.14	1.42	1.42	1.42	1.42	0.47	0.47	0.47	0.47	0.47	0.32	0.16	-
Cumulative Disbursements	-	-	-	-	0.47	0.95	1.42	1.90	4.04	6.17	8.31	10.45	11.87	13.30	14.72	16.15	16.62	17.10	17.57	18.05	18.52	18.84	19.00	19.00

Schedule for Contract Awards and Disbursement for the ADB Concessional Ordinary Capital Resources Loan

Item	2020				2021				2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Quarterly Contract Awards	-	-	-	-	0.21	0.47	0.67	0.28	7.89	8.20	0.03	0.03	0.03	0.03	0.03	0.03	0.02	-	-	-	-	-	-	-
Cumulative Contract Awards	-	-	-	-	0.21	0.67	1.35	1.63	9.52	17.72	17.75	17.79	17.82	17.85	17.89	17.92	17.94	17.94	17.94	17.94	17.94	17.94	17.94	18.20
Quarterly Disbursements	-	-	-	-	0.47	0.47	0.47	0.47	2.14	2.14	2.14	2.14	1.42	1.42	1.42	1.42	0.47	0.47	0.47	0.47	0.47	0.32	0.16	-
Cumulative Disbursements	-	-	-	-	0.47	0.95	1.42	1.90	4.04	6.17	8.31	10.45	11.87	13.30	14.72	16.15	16.62	17.10	17.57	18.05	18.52	18.84	19.00	19.00

I. Fund Flow Diagram



Legend:

- Loan proceeds disbursement. Payments released to advance accounts and/or directly to contractors, suppliers, developers, and consultants.
- - -→ Loan repayment. Withdrawal applications prepared by the project implementation unit on behalf of the executing agency and forwarded to Ministry of Finance.

MNT = Mongolian togrog, USD = United States dollars.

* Accounts to be located in the State Bank, within the Treasury Single Account.

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

31. A financial management assessment (FMA) was conducted between May and October 2017 of MET's DPAM, DTPC, and Financial Division; the KLNP Administration and OBNP Administration under DPAM; and, the finance departments of the Khuvsgul and Khentii *aimag* governments. The FMA was conducted in accordance with ADB guidelines,²² including use of the ADB Financial Management Assessment Questionnaire and interviews with government personnel in each agency. The FMA focused on fund flow arrangements, staffing, accounting, financial reporting systems, financial information systems, and internal and external auditing arrangements. The assessment was supplemented by information from a previous FMA conducted by ADB of DPAM, in 2015, for a previous ADB-funded project,²³ and, a key review on public financial management in Mongolia.²⁴

32. The pre-mitigation risk for financial management of the project was assessed to be substantial. Inherent risks concern the volatility of the national economy, which is currently narrowly based on the minerals sector, and weaknesses in fiscal management. These risks are being addressed by the government with coordinated assistance from the donor community, in parallel with efforts to diversify the economic base through support to agriculture and tourism. Project-specific risks comprise relatively limited financial management capacity of the executing and implementing agencies (due to the small size of MET's Financial Division) and weak internal auditing functions within the implementing agencies.

33. A financial management action plan has been prepared to address these risks (Table 10). The plan includes the following mitigation measures: (i) a qualified accountant and a procurement officer will be recruited in the PIU to manage accounts and procurement, respectively; (ii) financial management software acceptable to ADB will be used for the project, supported by maintenance of hardcopy ledgers and records; (iii) training in ADB disbursement requirements and procedures; and (iv) regular review and/or updating of the action plan during project implementation, to ensure the project responds dynamically to risks. These tasks are included in the terms of reference for the project accountant. MET's Financial Division will provide financial oversight to DPAM and DTPC, working closely with the PIU accountant; and ADB will provide intermittent financial training and mentorship to DPAM and DTPC, as needed. Overall, based on the findings of the FMA, and the corrective actions in the financial management action plan, MET is assessed to have sufficient capacity to manage the project financial management procedures, including the advance accounts and statements of expenditures, based on experience and familiarity in implementing ADB and other donor projects.

Table 10: Financial Management Action Plan

Risk	Action	Responsibility	Timing
Limited capacity and experience of executing and implementing agencies in managing	Establish PIU including a project coordinator, accountant, and procurement specialist, with qualifications and experience in managing ADB- and/or other donor-funded projects	MET DPAM and DTPC	Immediately after loan effectiveness
	Train MET and PIU staff in ADB financial	ADB	Before and after loan

²² ADB. 2015. *Financial Management Assessment Technical Guidance Note*. Manila; and, ADB. 2009. *Financial Due Diligence, A Methodology Note*. Manila.

²³ ADB. 2015. *Proposed Grant Assistance Mongolia: Integrated Livelihoods Improvement and Sustainable Tourism in Khuvsgul Lake National Park*. Manila.

²⁴ World Bank. 2015. *Mongolia Public Financial Management Performance Report*. Washington.

Risk	Action	Responsibility	Timing
donor funds, financial management, disbursement, and auditing	management procedures		effectiveness, then intermittent as required
	Based on the procedures in this PAM, develop detailed accounting procedures to ensure effective management of the project funds and assets	PIU	Immediately after loan effectiveness
	Procure financial management software acceptable to ADB for the project, supported by maintenance of hard-copy ledgers and records	MET	Within 6 months of loan effectiveness
	Maintain continuous supervision of project advance accounts and local currency accounts and quality of financial reports and conduct annual formal audits	MET, MOF	After establishment of advance and local accounts; quarterly progress reports; auditing
	Conduct training, as needed, for MET and PIU staff in ADB guidelines and procedures for financial administration and disbursement	ADB	Periodically, as required
	Conduct regular ADB review missions	ADB	At least annual
	Regularly review and update this action plan for risk mitigation during implementation to ensure the project responds dynamically to risks. Include this requirement in the terms of reference for the PIU staff.	PIU	On-going, reviews to be carried out at least once per quarter
	MET's Financial Division will provide financial oversight to the implementing agencies and PIU	MET	On-going

ADB = Asian Development Bank; DPAM = Department of Protected Area Management, DTPC = Department of Tourism Policy Coordination, MET = Ministry of Environment and Tourism; MOF = Ministry of Finance, PIU = project implementation unit.

Source: Asian Development Bank.

B. Disbursement

1. Disbursement Arrangements for ADB

34. The loan proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time),²⁵ and detailed arrangements agreed upon between ADB and the government. Online training for project staff on disbursement policies and procedures is available.²⁶ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

35. **Advance fund procedure.** Two separate advance accounts for the project (one for the regular loan and one for the concessional loan) will be established in a commercial bank or Treasury Single Account (TSA) at MOF. The currency of the advance accounts will be the US dollar.²⁷ The ADB loan proceeds will be paid into the advance accounts, which will be operated by the executing agency, the MET. The advance accounts will be used exclusively for ADB's share of eligible expenditures. DPAM, with the support of the PIU, will be responsible for the management, monitoring, and reconciliation of the advance accounts. The PIU will process the invoices of contractors and will generate requests for replenishments of the advance accounts

²⁵ The handbook is available electronically from the ADB website (<https://www.adb.org/documents/loan-disbursement-handbook>)

²⁶ Disbursement elearning: http://wpqr4.adb.org/disbursement_elearning

²⁷ Currently, MOF is working to establish foreign currency accounts under the TSA. Once this arrangement is in place, all USD accounts will be transferred to TSA upon consultation with ADB. Until this is introduced, advance accounts will be established under a commercial bank.

and provide detailed reporting of all financial flows. Two local currency (MNT) accounts (one for the regular loan and one for the concessional loan) will also be established for the project. Both local currency accounts will be held under the TSA at MOF. The local currency accounts will be maintained by the PIU on behalf of MET and will be for daily expenditures including for payments to contractors, suppliers, consultants. MET's DPAM and DTPC will ensure that every liquidation and replenishment from the project accounts is supported by documentation in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time). Co-signing responsibilities are as follows: (i) withdrawal applications submitted to ADB will be co-signed by MOF and MET; (ii) expenditures in US\$ paid from the advance accounts will be co-signed by the Director-General, DPAM and PIU coordinator; and (iii) transfer of loan proceeds from the advance accounts to the local currency accounts, and, expenditures in MNT paid from the local currency accounts, will be co-signed by the Director-General, DPAM and PIU coordinator.

36. The total outstanding advance to the advance accounts will not exceed the estimate of ADB's share of expenditures to be paid through the advance accounts for the forthcoming 6 months. MET and MOF may request for initial and additional advances to the advance accounts based on an estimate of expenditure sheet²⁸ setting out the estimated expenditures to be financed through the account for the forthcoming 6 months. Supporting documents will be submitted to ADB or retained by DPAM and the PIU in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time) when liquidating or replenishing the advance accounts.

37. **Statement of expenditure procedure (SOE).**²⁹ The SOE procedure may be used for reimbursement of eligible expenditures or liquidation of advances to the advance accounts. Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB's disbursement and review missions, upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit.

38. Before the submission of the first withdrawal application, MET and MOF will submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is stipulated in the *Loan Disbursement Handbook* (2017, as amended from time to time). Individual payments below such amount should be paid (i) by the MET and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB. The borrower should ensure sufficient category and contract balances before requesting disbursements. Use of ADB's Client Portal for Disbursements system is encouraged for submission of withdrawal applications to ADB.³⁰

39. **Condition for withdrawal from the loan accounts.** No withdrawals will be made from the loan accounts until the PIU has been established and has engaged a qualified project coordinator, financial specialist and procurement specialist.

²⁸ Estimate of Expenditure sheet is available in Appendix 8A of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

²⁹ SOE forms are available in Appendix 7B and 7D of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

³⁰ The Client Portal for Disbursements system facilitates online submission of withdrawal applications to ADB, resulting in faster disbursement. The forms to be completed by the Borrower are available online at <https://www.adb.org/documents/client-portal-disbursements-guide>.

2. Disbursement Arrangements for Counterpart Fund

40. Government counterpart contributions to the project are in-kind only comprising exemption of selected taxes and duties, and, the work time of government personnel. The tax and custom duties exemptions will be accounted and recorded by the PIU, to properly account for the government counterpart financing for the project. The amounts exempted will be recorded as part of the cost of the assets purchased and/or services contracted.

3. Accounting

41. MET, through the PIU, will maintain separate books and records by funding source for all expenditures incurred on the project following the International Public Sector Accounting Standard. MET, through the PIU, will prepare consolidated project financial statements on accrual basis in accordance with the government's accounting laws and regulations, which are consistent with international accounting principles and practices. Reports to MOF will be prepared monthly and quarterly.

4. Auditing and Public Disclosure

42. MET, through the PIU, will cause the detailed consolidated project financial statements to be audited in accordance with International Standards on Auditing or equivalent national standards, by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by MET. This procedure will complement and extend existing domestic procedures for auditing, which comprises an external audit by MOF of all ministries (including MET) financial accounts every two years, and MOF annual training to all ministry accounting staff. MOF has agreed to ensure that project accounts are subject to annual audit.

43. The audit report for the project financial statements will include a management letter and auditor's opinions, which cover (i) whether the project financial statements present an accurate and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the loans were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

44. The MET, through the PIU, will cause the company that owns and operates the CKTC to provide the annual financial statements prepared in accordance with financial reporting standards and audited annually by independent auditors acceptable to ADB. The audited financial statements together with the auditor's opinion will be presented in English language to ADB within 1 month after their approval by the relevant authority.

45. Compliance with financial reporting and auditing requirements will be monitored by review missions and during normal program supervision, and followed up regularly with all concerned, including the external auditor.

46. MET and MOF have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.³¹ ADB reserves the right to require a change in the auditor (in a manner consistent

³¹ ADB's approach and procedures regarding delayed submission of audited project financial statements:

with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

47. Public disclosure of the audited project financial statements, including the audit report on the project financial statements and auditor's opinion on the project financial statements, will be guided by ADB's Access to Information Policy and Article IV, Section 4.02 (b).³² After review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements by posting them on ADB's website no later than 14 days after ADB's confirmation of their acceptability. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.³³

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- (i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
 - (ii) When audited project financial statements are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the executing agency of ADB's actions; and (b) advise that the loans may be suspended if the audit documents are not received within the next 6 months.

When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loans.

³² Available at <https://www.adb.org/documents/access-information-policy>.

³³ This type of information would generally fall under ADB's Access to Information Policy.

VI. PROCUREMENT AND CONSULTING SERVICES

48. **Procurement risk assessment.** All procurement and consultant recruitment for the project will be implemented by DPAM and DTPC, through the PIU. A procurement risk assessment was conducted for DPAM and DTPC, in accordance with the ADB's *Guidance Note on Strategic Procurement Planning*. In accordance with ADB's new procurement framework, the procurement risk assessment included a market assessment to understand and assess the availability of potential qualified bidders to supply works, goods and services for the project components. The overall project procurement risk is moderate. The main weaknesses identified include: (i) limited experience by MET with requirements for procurement by international donors; and (ii) lack of procedures in place for procurement management and project implementation.

49. Mitigation measures have been applied to address these risks and include: (i) the inclusion of a qualified procurement specialist as part of the PIU, who will lead the project procurement in close cooperation with MET and ADB; (ii) on-the-job training to MET personnel during project implementation, to be conducted by the PIU procurement specialist and ADB. This will supplement the preliminary training provided to staff of MET's DPAM, DTPC, and Financial Division during project preparation, which included ADB procedures for procurement of goods, works and consulting services; and (iii) prior review for most packages (Section VI.B).

A. Advance Contracting and Retroactive Financing

50. The government cannot take advantage of advance contracting and/or retroactive financing due to restrictions under national law, that do not allow budgets to be committed to projects which are not yet ratified by Parliament. Advance procurement actions will be applied to begin recruitment of the PIU coordinator, financial specialist, and procurement specialist, including advertisement and proposal evaluation, as the project has been ratified under a financing framework arrangement between the Government and ADB. Any advance procurement actions will be undertaken at the Borrower's own risk. The loan proceeds may only be used to fund eligible expenditures incurred after effectiveness of the loan agreements.

B. Procurement of Goods, Works, and Consulting Services

51. All procurement of goods and works, and consulting services, will follow ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time).³⁴ Open competitive bidding (OCB) will be used to procure the project goods and works.

52. The procurement plan comprises a total of 30 packages with 51 contracts: two OCB packages for works for international advertisement; four OCB packages for works for national advertisement; two goods packages (with a total of nine contracts) for requests for quotation (previously "shopping"); one community participation package (with a total of 15 contracts); four consulting services packages through quality- and cost-based selection; two consulting services packages through consultants' qualifications selection; and, 15 packages for individual consultants (competitive for individual consultant; previously "individual consultant selection"). The two packages for international advertisement reflect: (i) the results of the market

³⁴ Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

assessment, which indicated the interest of foreign bidders for similar works in previous projects; and (ii) the unique nature and design requirements of the CKTC.

53. Twenty-four packages are for ADB's prior review and six are for post review (sampling). ADB review of packages will include assessment of the invitations for bids, bidding documents, bid evaluation reports, and draft negotiated contracts. Prequalification of bidders is not required for any of the packages. For the packages subject to ADB's post review (sampling), the reviews may be conducted at each reimbursement cycle, when a series of withdrawal applications are received, or as part of project review missions by ADB or its consultants. Alternatively, the reviews may be organized as distinct post review missions on a regular basis. The Borrower must retain all documentation with respect to each contract where post review was adopted during project implementation and for at least one year after the project closing date.³⁵ The relevant sections of ADB's Anticorruption Policy (1998, as amended from time to time) will be included in all procurement documents and contracts.³⁶

54. Before the start of any procurement, ADB and the government will review the national public procurement laws to ensure consistency with ADB's Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time).

C. Procurement Plan

Basic Data		
Project Name: Sustainable Tourism Development Project		
Project Number: 50013	Approval Number: xxx	
Country: Mongolia	Executing Agency: Ministry of Environment and Tourism	
Procurement Classification: Category B	Implementing Agency: MET Department of Protected Area Management MET Department of Tourism Policy Coordination	
Procurement Risk: Moderate		
Project Financing Amount: \$38.4 million ADB Financing: \$38.0 million Non-ADB Financing: \$0.4 million	Project Closing Date: 30 June 2025	
Date of First Procurement Plan: 14 November 2018	Date of this Procurement Plan: xxx	
Procurement Plan Duration (in month): 18	Advance contracting: No	e-GP: No

1. Methods, Review and Procurement Plan

55. Except as the ADB may otherwise agree, the following methods shall apply to procurement of goods, works, non-consulting services, and consulting services.

Procurement of Goods, Works and Non-Consulting Services	
Method	Comments
Open Competitive Bidding (OCB) for Works	The procurement assessment examined potential for attracting enough qualified bidders. It was concluded that only two works packages would require international advertising to attract enough qualified bidders. All the other open competitive bidding packages can therefore be advertised nationally.
Request for Quotation for Goods	The procurement assessment examined potential for attracting enough qualified bidders. There are only two goods packages for the project, each for relatively small amounts, which will be procured based on minimum of three quotes per package.
Community Participation	Community-driven works and services, for establishment of small tourism facilities and for events including public awareness for waste management and tourism conduct. Recipients will

³⁵ See ADB Guidance Note on Procurement Review.

³⁶ Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/default.asp>

Procurement of Goods, Works and Non-Consulting Services	
Method	Comments
	be community groups registered with the <i>soum</i> governments of the 10 project <i>soums</i> ; and are expected to include the community-based organizations, CWMTs, and other groups established and trained under two JFPR-supported grants (footnote 13). Works will include the establishment of 11 community tourist markets (Output 1). For each package, the PIU will closely supervise the technical design, procurement, financial administration, monitoring, and reporting, with the collaboration of the KLNP and OBNP tourism councils.

CWMT = community waste management team, JFPR = Japan Fund for Poverty Reduction, KLNP = Khuvsgul Lake National Park, OBNP = Onon-Balj National Park, PIU = project implementation unit.

Consulting Services	
Method	Comments
Quality- and Cost-Based Selection for Consulting Firm	4 contracts to recruit 4 national consulting firms for (i) road design engineering and supervision (CS17); (ii) simple architectural designing (CS19); (iii) urban planning (CS20); and (iv) complicated architectural designing (CS21).
Consultants' Qualifications Selection	2 contracts to recruit 2 national consulting firms for: (i) ecotourism planning (CS16); and (ii) sanitation and solid waste engineering and supervision (CS18).
Competitive for Individual Consultant	15 contracts to recruit 15 individual consultants for the project implementation unit, including specialists for project coordination, implementation, and monitoring and evaluation; procurement; financial management; environment safeguard; social, gender, and civil society; liaison, office administration; other technical specialists, etc.

2. List of Active Procurement Packages (Contracts)

56. The following table lists goods, works and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan duration.

Goods and Works							
Package Number	General Description	Estimated Value (\$ million)	Procurement Method	Review	Bidding Procedure	Advertisement Date	Comments ¹
W1	Urban works for Murun Square and KLNP headquarters and visitor center and control stations	1.834	OCB for national advertisement	Prior	1S1E	Q4 2021	Domestic Preference Applicable: N Bidding Document: Small Works
W2	Road link between town center and local tourism road; road sealing from Khatgal to Jankhai; car parks at Khatgal	9.575	OCB for international advertisement	Prior	1S1E	Q4 2021	Domestic Preference Applicable: N Bidding Document: Large Works
W3	Construction of the landfill facilities in Khatgal, Khankh, and Dadal; and car parks at Khankh	1.892	OCB for national advertisement	Prior	1S1E	Q4 2021	Domestic Preference Applicable: N Bidding Document: Small Works
W4	Construction of CKTC building	11.387	OCB for international advertisement	Prior	1S1E	Q2 2021	Domestic Preference Applicable: N Bidding Document: Large Works
W5	Construction of road to CKTC, parking and transmission line	2.096	OCB for national advertisement	Prior	1S1E	Q2 2021	Domestic Preference Applicable: N

Goods and Works							
Package Number	General Description	Estimated Value (\$ million)	Procurement Method	Review	Bidding Procedure	Advertisement Date	Comments ¹
							Bidding Document: Small Works
W6	Construction of one WWTP treatment facility and two on-site sanitation systems (Khatgal, Khankh and CKTC)	0.641	OCB for national advertisement	Prior	1S1E	Q4 2021	Domestic Preference Applicable: N Bidding Document: Small Works
G1	PIU office equipment	0.058	Request for Quotation for Goods	Post (Sampling)	At least three quotations	Q1 2020	Domestic Preference Applicable: N Bidding Document: Goods No. of contracts: 8 Including: 1 project vehicle; computers; office furniture
G2	2 patrol boats	0.080	Request for Quotation for Goods	Post (Sampling)	At least three quotations	Q4 2021	Domestic Preference Applicable: N Bidding Document: Goods No. of contracts: 1

CKTC = Chinggis Khaan Tourism Complex, KLNP = Khuvsgul Lake National Park, OCB = open competitive bidding, PIU = project implementation unit, Q = quarter, WWTP = wastewater treatment plant, 1S1E = one stage one envelope.

¹ Prequalification of bidders is not required. For OCB for international advertisement for works, Asian Development Bank's standard bidding document for large works will be used. For OCB for national advertisement for works, the standard bidding document for procurement of works, issued by the Ministry of Finance, will be used.

Consulting Services							
Package Number	General Description	Estimated Value (\$ million)	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
National individual consultants for the project implementation unit							
CS1	Project coordinator	0.132	Competitive	Prior	EOI	Q1 2020	National
CS2	Project implementation and M&E specialist (deputy project coordinator)	0.121	Competitive	Prior	EOI	Q1 2020	National
CS3	Procurement specialist	0.020	Competitive	Prior	EOI	Q1 2020	National
CS4	Financial specialist (Accountant)	0.075	Competitive	Prior	EOI	Q1 2020	National
CS5	Administration officer	0.015	Competitive	Prior	EOI	Q2 2020	National
CS6	Environment safeguard specialist	0.058	Competitive	Prior	EOI	Q2 2020	National
CS7	Social, gender, and civil society specialist	0.135	Competitive	Prior	EOI	Q2 2020	National
CS8	Khankh liaison officer	0.041	Competitive	Prior	EOI	Q2 2020	National
CS9	Dadal liaison officer	0.041	Competitive	Prior	EOI	Q2 2020	National
CS10	Driver	0.064	Competitive	Prior	EOI	Q2 2020	National

Consulting Services							
Package Number	General Description	Estimated Value (\$ million)	Selection Method	Review	Type of Proposal	Advertisement Date	Comments
CS11	Ecotourism specialist	0.083	Competitive	Prior	EOI	Q2 2020	National
CS12	Road construction engineer	0.056	Competitive	Prior	EOI	Q2 2020	National
CS13	Waste and sanitation specialist	0.056	Competitive	Prior	EOI	Q2 2020	National
CS14	Protected area specialist	0.032	Competitive	Prior	EOI	Q2 2020	National
CS15	Building construction Engineer (for KLNP HQ and CKTC complex)	0.056	Competitive	Prior	EOI	Q2 2020	National
National consulting firms							
CS16	Ecotourism planning	0.255	CQS	Prior	BTP	Q2 2020	National firm
CS17	Road designing and supervision	0.652	QCBS	Prior	BTP	Q3 2020	National firm for CS, DED, and DEIA. Quality-Cost Ratio 90:10
CS18	Sanitation and solid waste engineering and supervision	0.074	CQS	Prior	BTP	Q1 2021	National firm for CS, DED, and DEIA
CS19	Simple architectural designing and supervision (for KLNP HQ and Murun Square)	0.145	QCBS	Prior	BTP	Q1 2021	National firm for CS, DED, and DEIA. Quality-Cost Ratio 90:10
CS20	Urban planning for Khankh <i>Soum</i>	0.285	QCBS	Prior	BTP	Q1 2021	National firm Quality-Cost Ratio 90:10
CS21	Architectural design and supervision (CKTC)	0.550	QCBS	Prior	BTP	Q3 2020	National firm for CS, DED, and DEIA. Quality-Cost Ratio 90:10

BTP = biodata technical proposal, CKTC = Chinggis Khan Tourism Complex, CQS = consultants' qualifications selection, CS = construction supervision, DED = detailed engineering design, DEIA = detailed environmental impact assessment, EOI = expression of interest, HQ = headquarters, ICS = individual consultant selection, KLNP = Khuvsgul Lake National Park, M&E = monitoring and evaluation, Q = quarter, QCBS = quality- and cost-based selection.

3. List of Indicative Packages (Contracts) Required under the Project

57. The following table lists goods, works and consulting services contracts for which the procurement activity is expected to commence beyond the procurement plan duration and over the life of the project (i.e. those expected beyond the current procurement plan duration).

Goods and Works							
Package Number	General Description	Estimated Value (\$ million)	Procurement Method	Review	Bidding Procedure	Advertisement Date	Comments
CP1	Small facilities and events (to generate income, sale local products, and extend tourism season)	0.400	CP	Post (sampling)	Agreement between the government and a community	Q2 2021	15 contracts

CP = community participation

4. List of Awarded and Completed Contracts

58. The following table lists the awarded contracts and completed contracts for goods, works and consulting services.

Goods, Works and Non-Consulting Services					
Package Number	General Description	Contract Value (US\$)	Date of ADB Approval of Contract Award	Date of Completion	Comments
None					
Consulting Services					
Package Number	General Description	Contract Value (US\$)	Date of ADB Approval of Contract Award	Date of Completion	Comments
None					

5. Non-ADB Financing

59. There are no contracts to be fully financed by non-ADB sources.

6. Open Competitive Bidding for National Advertisement

a. Regulation and Reference Documents

58. The procedures to be followed for national competitive bidding shall be those set forth in the Public Procurement Law of Mongolia of 1 December 2005, effective 1 February 2006, as amended on February 2007, July 2009, February, June and December 2011, 2014, 2016 and 2017 (hereinafter referred to as PPLM), with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of ADB's Procurement Guidelines.

b. Procurement Procedures

59. **Eligibility.** The eligibility of bidders shall be as defined under paragraphs 1.14 to 1.18 of the Procurement Regulations for ADB Borrowers, as amended from time to time; accordingly, no bidder or potential bidder should be declared ineligible for reasons other than those provided in the Procurement Regulations for ADB Borrowers. Government-owned enterprises in Mongolia shall be eligible for project only if they can establish that they: (i) are legally and financially autonomous; (ii) operate under the principles of commercial law; and (iii) are not dependent agencies of the Borrower, Beneficiary, Recipient Executing Agency and/or the Implementing Agency.

60. **Participation of foreign bidders.** International bidders from eligible countries of ADB shall be allowed to participate in local procurement and may not be denied participation due to nationality.

61. **Preferences.** No domestic preference shall be given for domestic bidders and for domestically manufactured goods.

62. **Prequalification and registration.** Prequalification is discouraged for procurement contracts using OCB for national advertisement. When used, particularly for works contracts, an individual prequalification exercise is acceptable for each contract as is the use of a registration system (or approved standing list) of contractors based on criteria such as experience, financial

capacity, and technical capacity. Foreign bidders from eligible countries must, however, be allowed to register and to bid without unreasonable cost or additional requirements.

63. **Rejection of all bids and rebidding.** All bids shall not be rejected, or new bids invited without ADB's prior written concurrence. No bid shall be rejected merely on the basis of a comparison with the estimated cost or budget ceiling without ADB's prior written concurrence (with specific reference to Article 30 of the PPLM).

c. Bidding Documents

64. **Use of bidding documents.** National Standard Bidding Documents Goods and Works that have been approved for procurement in ADB-financed projects shall be used.

65. **Language.** Bidding documents may be prepared in Mongolian language, but a copy of the bidding documents must be made available in English and submitted to ADB for review.

66. **Bid validity.** Bidders shall be requested to extend the validity of their bids only under exceptional circumstances and the Executing or Implementing Agency, as the case may be, shall communicate such request for extension to all bidders before the date of expiry of their bids. When the procurement is subject to ADB's prior review, the Executing or Implementing Agency, as the case may be, shall obtain in a timely manner the prior written concurrence of ADB for the extension of the bid validity period.

d. Bid Evaluation

67. Evaluation and qualification criteria, and submission requirements, to be used in each bidding activity shall be clearly specified in the bidding documents. The evaluation of bids shall be done in strict adherence to the criteria specified in the bidding documents.

68. Negotiations with bidders shall not be undertaken before award of contract, except as provided in Paragraph 90 of ADB's 2017 Procurement Regulations for ADB Borrowers. A bidder shall not be required, as a condition for award, to undertake obligations not specified in the bidding documents or otherwise to modify its bid as originally submitted.

69. At the same time that notification on award of contract is given to the successful bidder, the results of the bid evaluation shall be posted on a well-known freely accessible website (namely www.tender.gov.mn) identifying the bid and lot numbers and providing information on the: (i) name of each bidder that submitted a bid; (ii) bid prices as read out at bid opening; (iii) names of bidders whose bids were rejected and the reasons for their rejection; and (iv) name of the winning bidder, and the price it offered, as well as the duration and summary scope of the contract awarded. The Executing Agency or Implementing Agency, as the case may be, shall respond in writing to unsuccessful bidders who seek explanations on the grounds on which their bids were not selected.

e. ADB Policy Clauses

70. Each contract financed with the proceeds of the loans shall provide that the suppliers and contractors shall permit ADB, at its request, to inspect their accounts and records relating to the performance of the contract and to have said accounts and records audited by auditors appointed by ADB. A provision shall be included in all bidding documents for the OCB works and goods contracts financed by ADB, stating that the borrower shall reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent,

engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question. A provision shall be included in all bidding documents for the OCB works and goods contracts financed by ADB, stating that ADB will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices; or any integrity violation in competing for, or in executing, the ADB-financed contract.

D. Consultant's Terms of Reference

71. The terms of reference for the project consulting services packages are in Appendix 2.

VII. SAFEGUARDS

A. Environment

72. **Environment due diligence.** The project is classified as category B for environment. The initial environmental examination (IEE), including an environmental management plan, was prepared and disclosed on the ADB website. The IEE concluded that full and effective implementation of the project environmental management plan (EMP), together with the training and project assurances, will minimize the environmental risks of the project and achieve compliance with the policy and regulatory standards applied in this project environmental impact assessment.

73. **Environmental Management Plan.** The project EMP (Appendix 3) is to be implemented in all phases of the project: design, pre-construction, construction, and operation. The EMP is to ensure project compliance with Mongolia's environmental laws and ADB's Safeguard Policy Statement (2009). The EMP describes: the roles and responsibilities of project agencies to implement the EMP; anticipated impacts and mitigation measures; inspection, monitoring, and reporting arrangements; training and institutional strengthening; grievance redress mechanism; and future public consultation. In the engineering design stage, MET, through the PIU, will pass the EMP to the firms contracted to prepare the detailed engineering designs for the project facilities. The EMP will be updated at the end of the detailed design, as needed. To ensure that bidders will respond to the EMP's provisions, MET, through the PIU, will prepare and provide the specification clauses for incorporation into the bidding documents: (i) a list of environmental management requirements to be budgeted by the bidders in their bids; (ii) environmental clauses for contractual terms and conditions; and (iii) the project IEE and updated EMP.

74. **Capacity building.** MET has limited experience with ADB-funded projects or safeguard requirements. During the project design phase, on-the-job training on EMP implementation was conducted, including roles and responsibilities of contractors and construction supervision companies for EMP implementation, the project impacts and mitigation measures. During implementation, a capacity building program will be implemented on: (i) the EMP, including the mitigation measures, monitoring, and reporting; (ii) incorporation of the EMP into bidding documents; (iii) ecological management for the KLNP and OBNP; and (iv) sanitation and solid waste management. Training will be provided by the PIU team, especially the PIU specialists for environment safeguards, social safeguards, protected area management, and waste management. Trainees will be the KLNP and OBNP administrations, contractors, contractors and construction supervision companies, and *soum* government agencies. The PIU will arrange the training programs, supported by the KLNP and OBNP administrations and *soum* government agencies.

75. **Grievance redress mechanism.** A project grievance redress mechanism (GRM) has been developed in compliance with ADB's Safeguard Policy Statement (SPS) (2009) requirement to address environmental, health, safety, and social concerns associated with project. The GRM is designed to achieve the following objectives: (i) provide channels of communication for local communities to raise concerns about environmental and social-related grievances which might result from the project; (ii) prevent and mitigate adverse environmental and social impacts to communities caused by project construction and operation; and (iii) contribute to cooperation between the project agencies and communities. Public grievances related to the project components to be addressed by the GRM may include damage to public roads, interruption of public services, dust emissions, noise, soil erosion, inappropriate disposal of waste materials, and safety for the general public and construction workers. The GRM is

accessible to all members of the communities, including women, youth, minorities and poverty-stricken residents. Multiple points of entry are available, including face-to-face meetings, written complaints, telephone conversations, e-mail, and social media. The details of the GRM, including a time-bound flow chart of procedures, are included in the project EMP.

B. Involuntary Resettlement

76. The project is categorized as C for involuntary resettlement. The project is not expected to involve land acquisition, economic or physical displacement, or involuntary restrictions on land use or on access to protected areas. All civil works and activities will be implemented within the existing sites or on state-owned lands. A due diligence report confirming the category C on involuntary resettlement was prepared during the project preparation phase. The findings will be reconfirmed during the detailed design phase.

C. Indigenous Peoples

77. The project is categorized as C for indigenous peoples. The project is not expected to impact communities of indigenous peoples that would trigger ADB SPS requirements on indigenous peoples. Khuvsgul *aimag* supports the largest population of a minority ethnic group, the Dukha ("reindeer people", also known as "Tsaatan" in Mongolian), whose current population in Mongolia is estimated at between 200–400 persons. The main settlements of this ethnic group are located over 50 kilometers northwest of the KLNP. In the OBNP, there are no ethnic minority groups who qualify to be indigenous people in accordance with the definition of such people in SPS (2009). Due diligence reports confirming the category C on indigenous peoples were prepared during the project preparation phase. The findings will be reconfirmed during the detailed design phase.

D. Public Consultation, Participation, and Stakeholder Communication

78. Public consultation and participation during project implementation are particularly important for this project, as the project locations are of high cultural importance in Mongolia. CSOs supporting livelihoods and/or natural resources management are active at the KLNP and OBNP and there is also frequent media coverage of these parks. During project preparation, consultations were held with communities at the proposed project sites, as well as national and international CSOs, tour operators, and *soum* government agencies, to discuss the designs and safeguards. To ensure continued consultation and participation during project implementation, a consultation and participation plan (CPP; Appendix 4) and stakeholder communication strategy (SCS; Appendix 5) have been prepared.

79. The CPP and SCS emphasize consultation, and dissemination of project progress, throughout implementation. The implementing agencies and PIU will facilitate and implement consultations with communities in the project areas, and other key stakeholders such as CSOs, during preparation of the detailed designs, before and during construction, and operation of the project facilities. The CPP is based on the principles of meaningful consultation, including inclusive- and culturally-respectful approaches, prioritizing the involvement of women, vulnerable groups (including rural herders), unemployed people, single-parent households, disabled persons, and the poor. Whenever needed, consultation methods will be tailored to the specific situations of the target groups e.g. interviews with herder households, meetings with women's councils and youth representatives, household visits to disabled persons, focused group discussions, and collective planning workshops. Concerns and suggestions raised by stakeholders and measures to address these will be documented in the project reports and

incorporated as part of the appropriate mitigation measures. Documentary proof of consultations (e.g., attendance sheets, minutes of meetings, experts' records, photographs) shall be included in the documentation. The CPP also includes introduction and use of the project GRM, and procedures to document the project consultations.

80. The SCS focuses on the timely and effective dissemination of project activities, findings, and results, to stakeholders within and outside the project sites, including decision makers and other donors and protected area managers.

81. The PIU is responsible for ensuring that all consultation and disclosure documentation is properly and systematically kept as part of the project records. The PIU shall make relevant project disclosure documents available in a form, language, and at a location in which they can be easily accessed by all stakeholders including residents. The results of environmental and social monitoring reports will be included in the project semi-annual progress reports to ADB, which will be posted on ADB's website.

E. Prohibited Investment Activities

82. Pursuant to ADB's SPS (2009), ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the SPS.

VIII. GENDER AND SOCIAL DIMENSIONS

A. Poverty Reduction and Social Development

83. A key project objective is to maximize local benefits from the tourism sector, through the creation of diversified opportunities for stable income generation, prioritizing the local population, particularly women, the poor, and other vulnerable groups (herders, disabled persons, and single parent-headed households); as well as through the environmentally-friendly infrastructure improvements that will benefit both the local communities and the tourism sector.

84. The project has been designed for inclusive and sustainable tourism development, concentrating on the creation and distribution of equitable benefits to residents. The project will enhance tourism benefits for communities in the *soums* in and around KLNP and OBNP by: promoting favorable conditions for establishing and strengthening local tourism products and services; providing focused training for specific products and services and skills, building on the JFPR-supported trainings; prioritizing links between the communities and tour operators; and, strengthening and expanding the existing local value chains for tourism goods and services, to expand markets and employment opportunities. The project designs for social benefits build upon and utilize the JFPR-supported initiatives, especially the community-based organizations, local tourism councils, buffer zone councils, CWMTs, and community revolving funds established under the grants; and training for income diversification.

85. Poverty and social analyses, and tourism value chain studies, were conducted during project preparation. The designs incorporate measures that target women, the poor, and vulnerable groups. A social and gender action plan (SGAP) has been prepared (Table 10) and comprises measurable actions and indicators under each output to ensure that residents participate in and benefit from the project. The PIU Social, Gender and Civil Society Specialist will facilitate and coordinate implementation of the SGAP.

B. Gender

86. The project is classified “effective gender mainstreaming” under ADB’s project gender classification system. The designs emphasize establishing and/or expanding livelihood opportunities for women, and greater participation in decision-making, leadership, and business creation. The SGAP (Table 11) provides design targets to ensure that women benefit from the project through capacity building, tourism-related opportunities, and direct roles in the community-based tourism planning and management.

Table 11: Social and Gender Action Plan

Action	Target and/or Indicator	Timing	Budget	Agency
Output 1. Inclusive planning and capacity for community-based tourism enhanced^a				
1.1 KLNP and OBNP tourism concession manuals, eco- certification program, and <i>soum</i> development and tourism plans 1. Engage residents and civil society, including women, in developing concession manuals, eco-certification program, and <i>soum</i> development and tourism plans 2. Develop and integrate specific social and gender equity provisions in the concession manuals, eco-certification program, and <i>soum</i> development and tourism plans. These provisions will include: <ul style="list-style-type: none"> • residents including women and vulnerable people^b are given priority jobs in tour camps and businesses; • new land leases for tour camps and business do not have adverse impacts on herders or other local groups; • women are given the opportunity for key roles in operation of tourism camps and businesses; and • tourism businesses do not involve the commercial use of reindeer^c 	1. 100 community representatives participate in consultations and provide feedback on the concession manuals, eco-certification program, and <i>soum</i> development and tourism plans, including 50% women and 30% vulnerable people (2018 baseline: 0) 2. Two new concession manuals and one eco-certification program developed, that require tour camps and businesses to employ the majority of their staff from local communities, including 50% women and 30% vulnerable people (2018 baseline: 0) 3. New concessions and land leases for tour camps and businesses approved only upon confirming that businesses do not involve the commercial use of reindeer and land leases do not adversely impact herders (2018 baseline: 0) 4. At least 50% of new tour camps and businesses approved under the proposed concession manuals are owned or operated by women (2018 baseline: 0)	2020–2024	Included in project budget	MET, PIU
1.2 Destination management and promotion of local goods and services 3. Install about 50 market stalls in Murun tourist square, for local vendors from KLNP to promote local tourism goods and services 4. Install about 75 market stalls at Chinggis Khaan Tourism Complex for residents, including women, to promote local tourism goods and services ^d 5. Construct 11 women’s-led tourist markets at the project-funded car parks ^e 6. Strengthen tourism council at KLNP and establish tourism council at OBNP with participation of local communities, including women, for promotion of local goods and services	5. Market stalls at Murun are allocated to KLNP residents, including at least 50% to women and 30% to vulnerable people (2018 baseline: 0) 6. Market stalls at Chinggis Khaan Tourism Complex are allocated to residents, including at least 50% for women and 30% to vulnerable people (2018 baseline: 0) 7. Eleven women’s tourist markets at car parks are targeted to women entrepreneurs for selling their goods to tourists (2018 baseline: 0) 8. Two tourism councils are operational with participation of communities, including at least 50% women representatives (2018 baseline: 1)	2020–2024	Included in project budget	MET, PIU
1.3 Local competitiveness and capacity to obtain tourism jobs 7. Organize skills training on production of tourism goods (handicraft, herbal medicine, food, jam, etc.) and services (land and water-based activity, and marketing) for residents, including women	9. 2,330 participants receive skills training for job placements, including 50% are women and 30% vulnerable people (2018 baseline: 0)	2020–2024	Included in project budget	MET, PIU

Action	Target and/or Indicator	Timing	Budget	Agency
8. Advise and facilitate job placement for residents, including women, for tourism-related employment				
1.4 Community-contracts for small tourism facilities and events for residents 9. Implement community-driven small-scale tourism facilities, products and service development, and marketing events 10. Mobilize community-based organizations for the community initiatives	10. 40 contracts signed with CBOs, including 50% members being women and 30% vulnerable people (2018 baseline:0) 11. 40 community-based initiatives implemented benefiting about 3,540 residents, including about least 50% women and 30% vulnerable people ^f	2020–2024	Included in project budget	MET, PIU
1.5 Provide technical support to maintain community revolving funds for residents, including women 11. Provide technical support as needed for the community revolving funds in the KLNP and OBNP established under the JFPR grants 12. Provide specialized training as needed to fund recipients for tourism products and services and/or loan and business management	12. 300 recipients of the community revolving funds are given specialized training, including 50% women and 30% vulnerable people (2018 baseline: 0)	2020–2024	Included in project budget	MET, PIU
Output 2: Enabling infrastructure for tourism constructed				
2.1 Employment opportunities for residents, including women, during construction and O&M of visitor centers and other infrastructure 13. Provide priority employment to residents, including women, during construction and maintenance of relevant facilities 14. Provide equal job opportunities to men and women 15. Provide gender-sensitive services at construction sites 16. Provide information to tourists about local cultural values and traditions, including the JFPR-established KLNP code of conduct, so that visitors refrain from unethical cultural activities and comply with park regulations	13. 35 employment opportunities during construction phase is provided to residents, including 14 to women and 10 to vulnerable people (2018 baseline: 0) 14. 15 employment opportunities during operation phase is provided to residents, including about 6 to women and 4 to vulnerable people (2018 baseline: 0) 15. Separate toilets for women and men are installed at construction sites (2018 baseline: 0) 16. Visitors are well informed about local cultural values, park regulations, and codes of conduct (2018 baseline: 0)	2020–2024	Included in project budget	MET, PIU
Output 3: Waste management improved^g				
3.1 Sanitation and wastewater management 17. Provide training to residents, including women, on use of the project-funded sanitation systems, including toilets, waste collection 18. Ensure that toilet design features meet needs of women and vulnerable people 19. Provide priority employment to residents, including women, during construction and maintenance of relevant facilities	17. 2,500 residents trained in the sanitation systems, including 50% women and 30% vulnerable people (2018 baseline: 0) 18. 31 toilets installed at public site and which meet the needs of women and disabled people (2018 baseline: 0) 19. 29 residents receive employment during construction, including at least 12 women and 9 vulnerable people (2018 baseline: 0) ^h 20. six residents receive jobs for O&M of the project-supported sanitation	2020–2024	Included in project budget	MET, PIU

Action	Target and/or Indicator	Timing	Budget	Agency
	facilities, including 2 women and 2 vulnerable people (2018 baseline: 0)			
3.2 Solid waste management 20. Conduct awareness raising for residents on solid waste management 21. Maintain the eight CWMTs established at the KLNP with JFPR support; and establish three CWMTs at the OBNP, as key mechanisms for community-led waste management 22. Provide priority employment to residents, including women, within the CWMTs, and, construction and O&M of three project-funded landfill sites	21. 3,000 participants participate in awareness raising on solid waste management, including 50% women and 30% vulnerable people (2018 baseline: 0) 22. 35 residents receive new and/or continued employment under the CWMTs, including 17 women and 11 vulnerable people (2018 baseline: 12 at KLNP) 23. 35 residents receive employment during construction, including at least 14 to women and 11 to vulnerable people (2018 baseline: 0) 24. 3 residents receive full-time jobs for landfill O&M, including at least two residents which are from poor and/or vulnerable households (2018 baseline: 0)	2020–2024	Included in project budget	MET, PIU
Output 4: Park management strengthened				
4.1 Capacity building 23. Promote employment of residents in construction of KLNP headquarters and visitor center; and two park entrance stations 24. Train and engage community volunteers to work with park rangers 25. Ensure that community representatives and CSOs, including from the JFPR-established CBOs, local tourism councils, and buffer zone councils, play a lead role in stakeholder consultations to revise the KLNP and OBNP management plans and the integration of livelihood, tourism, and waste management targets 26. Train staff of KLNP and OBNP administrations, operators of project facilities, and local stakeholders, on the revised park management plans	25. 50 residents receive employment during construction of the project facilities including 20 women and 15 vulnerable people (2018 baseline: 0) 26. 38 community volunteers trained and engaged long-term, including 15 women and 11 vulnerable people (2018 baseline: 0) 27. 100 representatives of CBOs and CSOs consulted in preparation and revision of the KLNP and OBNP management plans, including 50% women and 30% vulnerable people 28. 250 staff (50% women) from local agencies and tour camps trained in O&M of project facilities, tourism, waste, and/or conservation	2020–2024	Included in project budget	MET, PIU

CBO = community-based organization, CSO = Civil Society Organization, CWMT = community waste management team, JFPR = Japan Fund for Poverty Reduction, KLNP = Khuvsgul Lake National Park, MET = Ministry of Environment and Tourism, OBNP = Onon Balj National Park, O&M = operation and maintenance, PIU = project implementation unit.

^a About 10,500 residents are expected to derive livelihood benefits from the activities under Output 1.

^b Vulnerable people include the poor, single-parent households, and persons with disability.

^c A species with high cultural value to the Dukha ethnic minority living outside of the project area.

^d The stalls will be located within the women's-led tourist markets (Action 5) and/or CKTC premises. The exact locations will be finalized during the detailed design stage.

^e The 11 markets will be managed by local women's groups, and will allocate a majority proportion of stalls to women vendors.

^f The initiatives are expected to cover about 1,000 households i.e. about 25 households per initiative.

^g A total of 9,000 residents (50% women) are expected to benefit from sanitation systems under Output 3.

^h Target values for employment opportunities during construction are for residents in the 10 project *soums*. It is estimated that about 60% of total employment opportunities during construction will be provided to residents.

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

A. Project Design and Monitoring Framework

Impact the Project is Aligned with Sustainable economic growth and environmental improvement in Khuvsgul and Khentii <i>aimags</i> achieved (National Program on Tourism Development, 2016–2030) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
Outcome Sustainable and inclusive tourism in the KLNP and OBNP developed	By 2025: a. Tourism planning and management for the KLNP and OBNP are regulated by, and comply with, the revised park management and <i>soum</i> (county) development plans, especially social targets and environmental standards (2018 baseline: 0) b. About 3,057 households (about 11,009 residents) derive livelihoods from tourism in the KLNP and OBNP, including about 50% women (2018 baseline: 887 households [3,142 residents]) c. About 9,000 residents, including about 4,500 women, benefit from improved waste management systems (2018 baseline: 0) d. KLNP and OBNP meet the social, environmental, and sustainability criteria of, and are nominated for, the IUCN Green List of Protected Conserved Areas ^b (2018 baseline: 0)	a.–d. MET, KLNP, OBNP, and <i>soum</i> annual reports; and project technical and progress reports	Domestic and/or international tourism declines because of slow economy or regional events, e.g., economy, safety, pandemics Project financial sustainability is vulnerable to changes in central government funding for O&M of project facilities
Outputs 1. Inclusive planning and capacity for community-based tourism enhanced	By 2024: 1a. At least 75% (787) of tour camp ^c employees are residents of Khuvsgul and/or Khentii <i>aimags</i> , of which about 50% are women (2018 baseline: 44% [220]) 1b. About 2,330 residents (50% women) are trained and have strengthened capacity for community-based tourism goods and services (2018 baseline: 0) 1c. 11 women-led tourist markets ^d constructed (2018 baseline: 0)	1a.–c. MET, KLNP, OBNP, and <i>soum</i> annual reports; project technical and progress reports; workshop and/or training attendance forms; and reports on participant surveys	Limited support from commercial operators to involve communities in tourism
2. Enabling infrastructure for tourism constructed	By 2024: 2a. 40.5 km of roads are upgraded (37.9 km in KLNP; 2.6 km in OBNP) (2018 baseline: 0) 2b. 11 car parks (8 in KLNP; 3 in OBNP) with capacity for 767 vehicles are constructed, with associated regulatory gates, signs, and speed humps (2018 baseline: 0) 2c. Ecotourism trails are rehabilitated (15 km in KLNP) (2018 baseline: 0 km) 2d. 4.5 circuit-km of new transmission line to CKTC are installed (2018 baseline: 0)	2a.–e. MET, KLNP, and OBNP annual reports; Local Authorization for State Inspection reports; engineering company reports; and project technical and progress reports	Prices of construction materials, installation, and/or O&M rise more than budgeted

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
	2e. CKTC is constructed (2018 baseline: 0)		
3. Waste management improved	<p>By 2024:</p> <p>3a. At least 70% of tour camps in KLNP and OBNP adopt and install approved sanitation systems (2018 baseline: 0)</p> <p>3b. Thirty-one gender-sensitive toilet blocks are constructed at public campsites and car parks in KLNP (29) and OBNP (2) (2018 baseline: 5 in KLNP)</p> <p>3c. Three wastewater treatment plants are constructed (2 in KLNP; 1 in OBNP) with total treatment capacity of 135 m³/day (2018 baseline: 0)</p> <p>3d. Three landfills are rehabilitated and capacity increased [260% increase in KLNP (52,500 m³), 2 sites; 100% increase in OBNP (20,000 m³), 1 site] (2018 baseline: 25,000 m³ capacity)</p>	3a.–d. MET, KLNP, and OBNP annual reports; Local Authorization for State Inspection reports; engineering company reports; and project technical and progress reports	Tour operators and/or households do not adopt sanitation models
4. Park management strengthened	<p>By 2024:</p> <p>4a. KLNP headquarters and visitor center are constructed (2018 baseline: 1 old center)</p> <p>4b. About 250 staff (at least 50% women) from local agencies and tour camps are trained in O&M of project facilities, tourism, waste, and/or conservation (2018 baseline: 0)</p> <p>4c. Park management capacity is increased to at least 70% (2018 baseline: 59% in KLNP; 57% in OBNP)^e</p>	4a.–c. MET, KLNP, OBNP, annual reports; project technical and progress reports; workshop and/or training attendance forms; and reports on participant surveys	Insufficient capacity and/or resources to implement revised park plans

Key Activities with Milestones^f

1. Inclusive planning and capacity for community-based tourism enhanced

- 1.1 Recruit ecotourism firm; and prepare tourism concession manuals, eco-certification program, and *soum* development plans (Khankh, Khatgal, and Dadal) by Q4 2022.
- 1.2 Design and implement community-led contracts for tourism goods and services: Q3 2021–Q1 2024.
- 1.3 Design and implement training for residents on tourism goods and services: Q3 2021–Q1 2024.
- 1.4 Recruit design firm for Murun square (and KLNP headquarters) by Q3 2020; complete detailed designs and award the contract by Q1 2022; and complete works by Q2 2023.
- 1.5 Ensure tour camps in KLNP and OBNP have adopted, and comply with, the tourism concession manuals, and are certified in the eco-certification program by Q4 2023.

2. Enabling infrastructure for tourism constructed

- 2.1 Complete detailed engineering designs and bidding documents by Q4 2021.
- 2.2 Establish CKTC company by Q4 2020.
- 2.3 Award contracts by Q1 2022; and procure materials and construct the facilities by Q1 2024.
- 2.4 Make assets operational by Q2 2024.

3. Waste management improved

- 3.1 Complete detailed engineering designs and bidding documents by Q1 2022.
- 3.2 Award contracts by Q2 2022; and procure materials and construct the facilities by Q3 2023.
- 3.3 Install sanitation systems at tour camps, campsites, and car parks by Q3 2023.
- 3.4 Finalize waste collection systems and O&M procedures by Q2 2022.

4. Park management strengthened

- 4.1 Complete detailed engineering designs and bidding documents for KLNP headquarters and visitor center by Q1 2022; award contract by Q2 2022 (see activity 1.4); and complete works by Q1 2024.
- 4.2 Design and implement training for park agencies and operators of project facilities on park, tourism, and waste management and O&M of the project facilities from Q2 2022 to Q2 2024.
- 4.3 Revise and approve KLNP and OBNP management plans with sustainable financing mechanism by Q4 2022.
- 4.4 Conduct assessment of park management capacity for KLNP and OBNP, using established METT

methodology, by Q2 2024.

Project Management Activities

Recruit project implementation unit consultants by Q2 2020.

Prepare annual work plans; submit quarterly progress reports and inception, midterm, and final reports; and ensure project targets in the design and monitoring framework, social and gender action plan, and project administration manual are met (2019–2024).

Implement the environmental management plan and submit semiannual environment monitoring reports to ADB (2019–2024).

Monitor and evaluate the project outcome and outputs using sex-disaggregated project performance monitoring system (2019–2024).

Submit the project completion report by 2024.

Inputs

ADB (50% regular OCR and 50% concessional OCR): \$38,000,000

Central and local governments: \$400,000

Beneficiaries: In-kind: (i) residents' time to implement community participation packages, (ii) tour camp costs to adopt and install sanitation systems, and (iii) furnish KLNP headquarters and visitor center

Assumptions for Partner Financing

Not applicable

ADB = Asian Development Bank, CKTC = Chinggis Khaan Tourism Complex, IUCN = International Union for Conservation of Nature and Natural Resources, KLNP = Khuvsgul Lake National Park, km = kilometer, m³ = cubic meter, MET = Ministry of Environment and Tourism, METT = management effectiveness tracking tool, OCR = ordinary capital resources, OBNP = Onon-Balj National Park, O&M = operation and maintenance, Q = quarter.

^a Government of Mongolia. 2015. *National Program on Tourism Development, 2016–2030*. Ulaanbaatar.

^b IUCN. 2016. *IUCN Green List of Protected and Conserved Areas: Standard, Version 1.0*. Gland.

^c Licensed accommodation venues at the KLNP and/or OBNP, which are registered with MET and/or *soum* governments.

^d The 11 markets will be managed by local women's groups, and will allocate a majority proportion of stalls to women vendors.

^e Baseline values were measured using the management effectiveness tracking tool. S. Stolton and N. Dudley. 2016. *METT Handbook: A guide to using the Management Effectiveness Tracking Tool*. London: WWF-UK.

^f Assuming loan effectiveness in Q3 2019 and implementation until Q3 2024.

Source: Asian Development Bank.

B. Monitoring

87. Project performance monitoring. A project performance monitoring system will be established for the project.³⁷ The design and monitoring framework (DMF; Section IX.A) forms the basis for monitoring the project progress. During project implementation, the project performance monitoring system, through the project performance report, will monitor the likelihood that key milestone dates for activities, outputs, outcome, and impact will be achieved. For the impact, measured 5 years after project completion, this will be assessed indirectly through monitoring assumptions and risks. The DMF will be reviewed during the project implementation and if needed, adjusted to reflect changing circumstances and project environments so that the project outcome can be achieved. Following project completion, the project is subject to an assessment of the outcome along with recommendations for enhancing and sustaining the outcome. A project completion report will also include a preliminary assessment of the impact. The project impact, outcome, outputs, and targets and indicators can be seen in the DMF.

³⁷ ADB's project performance monitoring system is a coherent and results-based approach to project planning, performance monitoring, and evaluation of results. The project performance monitoring system comprises five components: (i) DMF; (ii) project performance report; (iii) loan recipient's monitoring and evaluation (at the central and executing and implementing agency levels); (iv) project completion report; and (v) project performance evaluation report, and where appropriate, impact evaluation studies. The DMF provides the basis upon which the PPMS operates. It does this by establishing quantified, time-bound targets and measurable indicators, and by identifying key risks and assumptions that are used to monitor and evaluate performance in the PPR, PCR, and PPER.

88. The PIU will monitor project implementation through reports prepared by the PIU staff based on daily project implementation, site visits, and feedback from the executing and implementing agencies, project steering committee, beneficiaries, and other stakeholders. ADB will monitor project performance in five aspects, i.e., technical, procurement, disbursement, financial management, and safeguards, through the executing agency's quarterly progress reports (prepared by the PIU and endorsed by the executing agency), and ADB review missions.

89. **Compliance monitoring.** The PIU on behalf of the executing agency will monitor compliance with covenants stipulated in the loan agreements. ADB will monitor the compliance status through the executing agency's quarterly progress reports, ADB review missions; and take necessary remedial measures for any non-compliance.

90. **Environmental safeguards monitoring.** The PIU will monitor the implementation of the EMP, including the grievance redress mechanism and include progress as part of the overall reporting to the PIU. PIU team members will screen, monitor, and report the activities under their coordination against the EMP, and these tasks are included in the PIU terms of reference. Progress reporting will be: (i) semi-annual, during construction and implementation of the EMP; and (ii) annual, during operation of the project facilities until issuance of the project completion report. In the event of any environmental incidents, accidents, or complaints, the implementing agencies and PIU will immediately report these to the executing agency and ADB. If required, corrective actions will be developed and agreed upon between the executing and implementing agencies, PIU, ADB and other relevant agencies.

91. **Social safeguards monitoring.** No involuntary resettlement impacts are expected under the project. The project is also not expected to impact indigenous peoples that would trigger ADB SPS requirements. The PIU will monitor and further confirm the project's social safeguard categories and due diligence assessment after the detailed design. Findings of further due diligence and monitoring will be included in the project's quarterly progress reports.

92. **Gender and social dimensions monitoring.**³⁸ The project outcome and outputs are intended to achieve inclusive livelihood benefits for the communities in the project area. The PIU Social, Gender and Civil Society Specialist will monitor and record implementation of the SGAP, including sex-disaggregated data and information on achievements against the targets on social, gender, and participatory aspects of the project implementation. Monitoring and evaluation results of the SGAP will be incorporated into the project quarterly progress reports. The PIU specialist will work closely with the project stakeholders during the monitoring.

C. Evaluation

93. Project performance will be regularly monitored and rated through ADB's e-Operations project implementation module. ADB's overall loan implementation rating will be made based on five performance indicators: technical, procurement, disbursement, financial management, and safeguards (Section IX.B). Such rating will be updated semi-annually based on executing agency's quarterly project progress reports and/or ADB review missions.

³⁸ ADB's *Handbook on Social Analysis: A Working Document*, is available at: <http://www.adb.org/Documents/Handbooks/social-analysis/default.asp>, *Staff Guide to Consultation and Participation*: <http://www.adb.org/participation/toolkit-staff-guide.asp>, and, *CSO Sourcebook: A Staff Guide to Cooperation with Civil Society Organizations*: <http://www.adb.org/Documents/Books/CSO-Staff-Guide/default.asp>

94. ADB will conduct an inception mission when the loans become effective. ADB and the government will jointly field review missions of the project at least once a year. The missions will: (i) review overall implementation of the project and update, in consultation with the executing agency, the project implementation schedule; (ii) examine existing and potential implementation problems, and find out measures with the executing agency to resolve them; (iii) review progress in procurement and disbursement; (iv) review the loan recipient's compliance with loan covenants and, where there is any noncompliance or delay, discuss proposed remedial measures; and (v) assess the likelihood of attaining the project's outcome.

95. ADB and the government will undertake a midterm review at the beginning of the third year of project implementation, to assess implementation status and take appropriate measures—including modification of scope and implementation arrangements, and reallocation of loan proceeds, as appropriate—to achieve the project's outcomes and impact.

96. A final ADB review mission will take place within 6 months after physical completion of the project. This mission will: (i) assess project performance against targets and benchmarks including any revision(s) as agreed during the midterm review; (ii) identify any incomplete activities, or unused project funds; and (iii) determine the project satisfactory rating. A project completion report will be prepared, in cooperation with the government. In case the project is selected as a sample for performance evaluation reporting, the project will be subject to more detailed performance evaluation and impact assessment about 3 or more years after completion.

D. Reporting

97. MET will provide ADB with: (i) quarterly progress reports in a format consistent with ADB's project performance reporting system, including (a) progress achieved by output as measured through the indicator's performance targets, (b) key implementation issues and solutions, (c) updated procurement plan, and (d) updated implementation plan for the next 12 months; and (ii) a project completion report within 6 months of physical completion of the project. To ensure that the project will continue to be viable and sustainable, the project accounts and audited financial statements together with the associated auditor's report, should be adequately reviewed.

E. Stakeholder Communication Strategy

98. A SCS has been prepared for the project (Appendix 5). The KLNP and OBNP have high cultural importance in Mongolia. The KLNP is revered as the "Blue Pearl" and "Mother Ocean", and the OBNP is the birthplace of Chinggis Khaan, a revered historical military leader. Both parks are high-profile areas and subject to frequent media coverage as well as increasing government and private sector attention for tourism. The project will implement stakeholder participation and communication, especially with local communities, CSOs, tour operators, and guest house owners. The SCS prescribes timely and inclusive dissemination of project progress and the opportunity for feedback from stakeholders. The SCS focuses on three objectives: (i) effective communication with the project stakeholders in the KLNP and OBNP, to achieve informed and supportive engagement; (ii) project visibility and media to ensure public and political awareness of and support for the project; and (iii) coordination and alignment of the project activities with other donor programs at the KLNP and OBNP and for protected area management and tourism in Mongolia.

X. ANTICORRUPTION POLICY

99. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.³⁹ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all project contractors, suppliers, consultants, and other service providers. Individuals and/or entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the project.⁴⁰

100. To support these efforts, relevant provisions are included in the loan agreements and the bidding documents for the project.

XI. ACCOUNTABILITY MECHANISM

101. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted project can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make an effort in good faith to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.⁴¹

XII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

102. All revisions and/or updates during course of implementation should be retained in this Section to provide a chronological history of changes to implemented arrangements recorded in the project administration manual, including revision to contract awards and disbursement schedules.

³⁹ Anticorruption policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

⁴⁰ ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

⁴¹ For further information see: <http://www.adb.org/Accountability-Mechanism/default.asp>.

APPENDIX 1. SUMMARY OF PROJECT OUTPUTS AND SUBCOMPONENTS

No.	Output / Component	Activity / Quantity	Benefits	Sub-project
Output 1: Inclusive planning and capacity for community-based tourism enhanced				
1.1	Institutional framework			
1.1.1	Development plan for Khankh <i>soum</i>	<ul style="list-style-type: none"> Establish first development plan for Khankh <i>soum</i>: the only <i>soum</i> in Mongolia entirely within a protected area Design features: Apply best-practice principles for green development including for waste, water, and energy management 	<ul style="list-style-type: none"> National model for green urban town planning within a protected area Long-term planning aligned with KLNP management plan 	Khuvsgul
1.1.2	Tourism plan for Dadal <i>soum</i>	<ul style="list-style-type: none"> Integrate tourism planning in <i>soum</i> development plan Design features: Prepare for rapid increase in visitor numbers expected from 2020 onward (after completion of a national road) Apply best-practice principles for inclusive and sustainable tourism planning and development 	<ul style="list-style-type: none"> National model for <i>soum</i> tourism planning linked with a protected area Long-term planning aligned with OBNP management plan 	Khentii
1.1.3	KLNP and OBNP tourism concession manuals	<ul style="list-style-type: none"> Establish and pilot 1 manual each for KLNP and OBNP Design features: Build on codes of conduct (MON-9183 Grant) Apply lessons learned from other donor projects Adapt global criteria for targets, standards, and roles of government and tour operators 	<ul style="list-style-type: none"> First tourism concession manuals piloted in Mongolia Strengthen MET concessions management Social, environmental targets embedded in procedures 	Khuvsgul and Khentii
1.1.4	Eco-certification program	<ul style="list-style-type: none"> Establish and pilot 1 voluntary eco-certification program for tour camps at KLNP and OBNP Design features: Certification ratings to include social and environmental targets, including employment of residents Program meets global standards e.g. IES 	<ul style="list-style-type: none"> First ecotourism certification program piloted in Mongolia International recognition of KLNP tourism industry Promotion of KLNP brand 	Khuvsgul and Khentii
1.2	Destination management and promotion			
1.2.1	Murun square in <i>aimag</i> center	<ul style="list-style-type: none"> Upgrade town square for tourism, education, events: construct 1 small single-story, multi-purpose building (39 m²), 36 sitting areas, bicycle path, sidewalk, 17 parking slots; install 3 information panels, visitor WIFI stand, and market stalls (about 50) for KLNP vendors Design features: <i>Aimag</i> capital is gateway for visitor arrivals and venue for regional events but few tourist facilities or information 	<ul style="list-style-type: none"> Promotion of KLNP community goods and services Strengthen links between <i>aimag</i> center and tourist sites Enrich visitor experience Improved visitor awareness of park and waste management 	Khuvsgul
1.2.2	KLNP and OBNP tourism councils; and, CKTC company	<ul style="list-style-type: none"> Strengthen KLNP tourism sub-council Establish OBNP tourism council modeled on KLNP – multi-stakeholder consultation and planning of community-led tourism activities at OBNP Establish holding company for management of CKTC: O&M, sales, tourism marketing Design features: Promote and manage tourism to KLNP, OBNP based on international models for destination management 	<ul style="list-style-type: none"> Inclusive tourism planning co-led by communities, with focus on local goods and services Efficient management of CKTC (output 2.2) Alignment with OBNP management plan 	Khuvsgul and Khentii
1.3	Community-led tourism initiatives			
1.3.1	Small tourism facilities and events planned and implemented by communities	<ul style="list-style-type: none"> Procure community-based contracts for community-led tourism goods, works, and/or services Including women's tourist markets at carparks (output 2) Coordinated by KLNP management council and tourism sub-council (MON-9183); and CBOs and BZCs (OBNP; MON-9125) with PIU facilitation 	<ul style="list-style-type: none"> Income diversification for communities, including women Community ownership for responsible tourism Sale of local products 	Khuvsgul and Khentii
1.3.2	Local competitiveness	<ul style="list-style-type: none"> Training to improve residents' capacity to develop tourism goods, services and/or jobs at tour camps 	<ul style="list-style-type: none"> Tourism goods, services and staff for tour camps sourced 	Khuvsgul and

No.	Output / Component	Activity / Quantity	Benefits	Sub-project
	and capacity to obtain tourism jobs	<ul style="list-style-type: none"> Tailored to local conditions and tourism markets Design features: <ul style="list-style-type: none"> Linked with project social and environmental targets and standards (output 1.1) 	locally <ul style="list-style-type: none"> Improved reliability and quality of goods and services Sale of local products 	Khentii
1.3.3	Public awareness of tourism, waste management, and conservation	<ul style="list-style-type: none"> Community-led awareness events and campaigns Design features: <ul style="list-style-type: none"> Build on codes of conduct (MON-9183 Grant) Coordinated by KLNP management council and tourism sub-council (MON-9183); and CBOs and BZCs (OBNP; MON-9125) with PIU facilitation 	<ul style="list-style-type: none"> Community ownership for responsible tourism Improved protection of natural resources Residents' quality of life and visitor experience improved 	Khuvsgul and Khentii
1.3.4	Community revolving funds	<ul style="list-style-type: none"> Maintain existing funds (KLNP); BZC funds (OBNP) Design features: <ul style="list-style-type: none"> Piloted under MON-9183 Grant and MON-9125 Grant 	<ul style="list-style-type: none"> Continue supporting community-based tourism Well-received by communities 	Khuvsgul and Khentii

Output 2: Enabling infrastructure for tourism constructed

2.1	Roads and traffic management			
2.1.1	Road link between town center and local tourism road	<ul style="list-style-type: none"> Construct 2 km road link (Khatgal main road to Khatgal-Jankhai-Toilogt gravel road): 9 m wide, 2 lanes Climate resilience – use of geocells;^a minimal ground works to protect shallow permafrost layer Safety – pedestrian crossings, speed humps Designs based on traffic projections 	<ul style="list-style-type: none"> Improved residential safety – avoid core urban zone Reduced travel time 	Khuvsgul
2.1.2	Rehabilitate and upgrade unsealed roads in KLNP main tourism cluster	<ul style="list-style-type: none"> Upgrade 35.9 km unsealed: (i) Khatgal main road to Huzuuuvchi shil (5.5 km; 5.5 m wide, 1 lane); (ii) Khatgal-Jankhai-Toilogt gravel road (30.4 km; 9 m wide, 2 lanes, 1 new culvert) Design features: as above	<ul style="list-style-type: none"> 35.9 km shoreline of Khuvsgul Lake protected from uncontrolled vehicle access Dust pollution reduced All-weather vehicle access 	Khuvsgul
2.1.3	Vehicle parking in KLNP main tourism cluster	<ul style="list-style-type: none"> Construct 8 car parks with total area of 8,450 m² and capacity for 47 buses and 450 cars: (i) KLNP visitor center at Khatgal (2,000 m²; 10 buses, 100 cars); (ii) Khankh (250 m²; 1 bus, 10 cars); (iii) Jankhai Pass (2,000 m²; 10 buses, 100 cars); (iv) Deed Modot Bulan (1,500 m²; 7 buses, 70 cars); (v) Ardag (1,500 m²; 7 buses, 70 cars); (vi) Khatgal port (1,500 m²; 7 buses, 70 cars); (vii) Toilogt Lake (650 m²; 30 cars); (viii) Toilogt Lake to Chuchu (200 m²; 5 buses) Design features: <ul style="list-style-type: none"> As above; sites located to regulate traffic flow, reduce environmental impacts, and, benefit communities 	<ul style="list-style-type: none"> Off-road impacts reduced Vehicle parking regulated Improved safety for residents and visitors Sites linked with women's tourist markets (output 1.3.1) to maximize social benefits 	Khuvsgul
2.1.4	CKTC access road	<ul style="list-style-type: none"> Upgrade 2.6 km unsealed access road from <i>soum</i> center to location of CKTC 	<ul style="list-style-type: none"> Improved traffic management and safety 	Khentii
2.1.5	Vehicle parking at CKTC	<ul style="list-style-type: none"> Construct 3 car parks with total area of 6,752 m² and capacity for 50 buses and 220 cars: (i) Dadal <i>soum</i> entrance gate (432 m²; 20 cars); (ii) CKTC public car park (old landfill site) (5,920 m²; 40 buses, 200 cars); (iii) CKTC vehicles for public transport (400 m²; 10 buses); access lane from CKTC public car park to CKTC (150 m x 6 m) 	<ul style="list-style-type: none"> Vehicle parking regulated Improved visitor satisfaction Sites linked with women's tourist markets (output 1.3.1) 	Khentii
2.2	Tourism complex and supporting infrastructure			
2.2.1	CKTC in Dadal <i>soum</i>	<ul style="list-style-type: none"> Construct 3-story building (4,000 m²); with capacity for 30 staff and 4,524 visitors per day (peak season) To be managed by CKTC management company (output 1) Design features: <ul style="list-style-type: none"> Based on international design principles for energy efficiency, passive heating, reduced footprint 	<ul style="list-style-type: none"> Iconic tourism landmark – catalyst for regional tourism Inclusive planning with communities Alignment with OBNP management plan 	Khentii

No.	Output / Component	Activity / Quantity	Benefits	Sub-project
2.2.2	CKTC and Dadal <i>soum</i> entrances	<ul style="list-style-type: none"> Refurbish Dadal <i>soum</i> entrance: install information sign, WIFI interpretation stand, women's-led tourist market (about 40 stalls), OBNP ticket booth At CKTC carpark (old landfill site; output 2.1.5), install 1 control gate, 1 ticket collection office, 1 public toilet, women's-led tourist market (about 35 stalls) 	<ul style="list-style-type: none"> Clear landmarks for visitor destination Efficient visitor flows and revenue collection 	Khentii
		<p>Design features:</p> <ul style="list-style-type: none"> Integrated designs for car parks, information, and revenue collection – maximize visitor satisfaction, social benefits, and traffic flow 	<ul style="list-style-type: none"> Social benefits (women's tourist markets; output 1.3.1) 	
2.2.3	Power supply	<ul style="list-style-type: none"> Construct 4.5 km transmission line with 15 km capacity: extension from existing Dadal <i>soum</i> substation <p>Design features: Capacity based on tourism and growth projections</p>	<ul style="list-style-type: none"> Establish CKTC power supply 	Khentii
Output 3: Waste management improved				
3.1	Sanitation and wastewater management			
3.1.1	Sanitation systems for tourist camps	<ul style="list-style-type: none"> Sanitation systems designed under MON-9183 Grant adopted by about 63 tour camps (KLNP–50; OBNP–13) Designs integrated in concession manuals (output 1.1.1) <p>Design features:</p> <ul style="list-style-type: none"> Tailored to local conditions: water-saving, non-flushing; cost-effective; comply with national standards 	<ul style="list-style-type: none"> Tour camps comply with MET sanitation standards Improved protection of water quality of Khuvsgul Lake (KLNP) and rivers (OBNP) 	Khuvsgul and Khentii
3.1.2	Sanitation systems for public places	<ul style="list-style-type: none"> KLNP: Install 29 toilet facilities – 22 campsites, 7 car parks. O&M by CWMTs under MON-9183 Grant OBNP: Install 2 toilet facilities – 1 at Dadal <i>soum</i> entrance and 1 at CKTC main car park <p>Design features:</p> <ul style="list-style-type: none"> Build on designs piloted under MON-9183 Grant Sustainability–CWMT salaries paid from campsite fees 	<ul style="list-style-type: none"> 100% coverage of public places Improved lake and river protection Visitor satisfaction improved 	Khuvsgul and Khentii
3.1.3	Wastewater collection and treatment	<ul style="list-style-type: none"> KLNP: Procure 2 suction pump trucks (Khatgal, Khankh); construct 2 WWTPs with 75 m³ per day capacity (Khatgal) and 30 m³ per day (Khankh); close and rehabilitate 2 wastewater pits (Jankhai, Khankh) OBNP: construct 1 WWTP with 30 m³ per day capacity <p>Design features:</p> <ul style="list-style-type: none"> Proven designs applied in other locations in Mongolia Treatment methods and capacity based on assessment of existing and projected waste volumes; cost; capacity; water-efficient methods; and, availability of materials Designs comply with national standards Meet projected demand until 2038 	<ul style="list-style-type: none"> KLNP: 250% increase in wastewater treatment capacity (from 30 m³ to 105 m³ per day) OBNP: 100% new treatment capacity at CKTC Both: 100% collection of waste-water from public sites Improved protection of waterbodies (Khuvsgul Lake, Onon River) Visitor satisfaction improved 	Khuvsgul and Khentii
3.2	Solid waste management			
3.2.1	Landfill sites	<ul style="list-style-type: none"> KLNP: upgrade 2 landfill sites (Khatgal, Khankh) – total new void space 52 500 m³. Excavate new landfill cells; 550 m drainage ditch to manage run-off; 2 operating platforms 25x15 m for waste reception and storage; 1,050 m perimeter fences (1.6-1.8 m high); 2 entrance gates, signage; 3,500 m access roads (Khatgal 2,000 m; Khankh 1,500 m); 2 track-loaders (15-ton capacity) OBNP: upgrade 1 landfill site (Dadal <i>soum</i>) landfill – new void space of 20 000 m³. Excavate new landfill cells; drainage ditch to manage run-off; operating platform for waste reception and storage of recyclables; perimeter fences; entrance gate, signage Rehabilitate 1 old landfill site <p>Design features:</p>	<ul style="list-style-type: none"> KLNP: 260% increase in landfill capacity (52,500 m³ new void space) 2 full-time jobs created OBNP: 100% increase in landfill capacity (20,000 m³ new void space) 1 full-time job created Both: meet projected demand until 2038 future landfill surface area reduced to 20% of current rate (m² per 1,000 tons waste) in each site 	Khuvsgul and Khentii

No.	Output / Component	Activity / Quantity	Benefits	Sub-project
		<ul style="list-style-type: none"> Designs based on international best practice – landfill designs and capacity based on existing and projected waste volumes; cost; capacity; recycling Designs comply with national standards 	<ul style="list-style-type: none"> Improved environmental protection 	
3.2.2	Waste collection and recycling	<ul style="list-style-type: none"> KLNP: establish waste recycling platforms at entrance of Khatgal and Khankh landfills, with bays (16 m²) and container (20') for recyclable and hazardous substances Establish household waste recycling points (Khatgal, Khankh) – 24 m² with containers for recyclables 	<ul style="list-style-type: none"> KLNP: about 9,000 residents (Khatgal, Khankh) and 161,000 tourists per year benefit from 100% waste collection 	Khuvsgul and Khentii
		<ul style="list-style-type: none"> Procure 1 new tipper truck (10 t capacity) (Khankh) Collection points to be maintained by CWMTs OBNP: establish waste recycling platform at entrance of Dadal landfill, with bay (16 m²) and container (20') for recyclable and hazardous substances Procure 1 new tipper truck (10 t capacity) for Dadal CKTC – establish waste storage area and containers Design features: Build on 3 years lessons learned for CWMTs under MON-9183 Grant – established procedures, systems Collaborate with new national waste recycling association to identify arrangements for recycling 	<ul style="list-style-type: none"> Decrease in uncontrolled waste disposal and burning Recycling developed as a long-term goal OBNP: about 30,000 residents and 136,000 tourists per year benefit from improved waste collection Risk of inappropriate waste disposal from CKTC tourism is minimized CKTC a catalyst to improve local recycling 	

Output 4: Park management strengthened

4.1	KLNP headquarters and visitor center	<ul style="list-style-type: none"> Construct 1-story building with 1,100 m² floor area; capacity for 20 staff and 1,390 visitors per day (peak season) Offices and public areas with displays, toilets, car park 	<ul style="list-style-type: none"> National branding of KLNP Clear “gateway” to park New livelihoods – sale of souvenirs, café operation 	Khuvsgul
4.2	KLNP entrance fee collection stations, road control station, and patrol boats	<ul style="list-style-type: none"> Construct 2 fee collection stations: (i) south entrance of KLNP (Khatgal); (ii) north entrance of KLNP (Khankh) Construct 1 road control station with area 8 m²; control vehicle access to scenic road (12.3 km) in peak season Procure 2 patrol boats for Khuvsgul Lake protection Design features: Access to sensitive sites regulated in peak season Establish small community-led transport initiative 	<ul style="list-style-type: none"> Improved collection of park entrance fees and revenue Vehicle access regulated Natural values protected New opportunities for community-led initiatives (transport to sensitive sites) 	Khuvsgul
4.3	Improved KLNP public trails	<ul style="list-style-type: none"> Upgrade 15 km existing trails: (i) Deed Modot Bulan to Jankhai (8.8 km); (ii) Chuchu trail to viewpoint (6.2 km) Rehabilitate degraded sections; install information signs 	<ul style="list-style-type: none"> Impacts of high visitor densities managed Visitor satisfaction increased Community revenue – guiding, horse riding 	Khuvsgul
4.4	KLNP and OBNP Management Plans	<ul style="list-style-type: none"> Revise existing management plans. To include: O&M procedures and costs for project facilities Management strategies for tourism (including community-led tourism), traffic, and waste Financing sources for project facilities 4-year action plan and budget for each park Revised internal park zoning (KLNP) 	<ul style="list-style-type: none"> Integrated management of tourism, waste, conservation and linked with livelihoods Revised plans are a model for protected area management 	Khuvsgul and Khentii
4.5	Capacity building	<ul style="list-style-type: none"> Training of government personnel, operators of project facilities, management councils, CBOs, BZCs and other stakeholders for relevant aspects of the revised park management plans, tourism, waste management, conservation, and O&M of project facilities Design features: Utilize and strengthen the participatory mechanisms established under grants MON-9183 and MON-9125 	<ul style="list-style-type: none"> About 250 staff from about 150 agencies trained Project facilities maintained Park management effectiveness increased Improved cooperation between stakeholders 	Khuvsgul and Khentii

Project Management

• MET DPAM – responsible for Khuvsgul Subproject implementation, procurement, financial management	Khuvsgul
• MET DTPC – responsible for Khentii Subproject implementation, procurement, financial management	Khentii

No.	Output / Component	Activity / Quantity	Benefits	Sub-project
	• MET DPAM and DTPC – joint recruitment and coordination of PIU consultants. DPAM responsible for signing of PIU contracts and salary payments		• Adequate technical capacity to implement project	Project
	• Project management information system		• Monitor project progress	Project
	• Environment and social project monitoring		• Safeguard implementation	Project

BZC = buffer zone council, CBO = community-based organization, CKTC = Chinggis Khaan Tourism Complex, CWMT = community waste management team, DPAM = Department of Protected Area Management, DTPC = Department of Tourism Policy Coordination, IES = International Ecotourism Society, KLNP = Khuvsgul Lake National Park, km = kilometer, M&E = monitoring and evaluation, m² = square meter, m³ = cubic meter, MET = Ministry of Environment and Tourism, OBNP = Onon-Balj National Park, O&M = operation and maintenance, PIU = project implementation unit, WWTP = wastewater treatment plant.

Aimag = province; *soum* = county.

^a Synthetic mat with a cell matrix. Expanded on site and filled with local material. Used to stabilize road base.

Source: Asian Development Bank estimates.

APPENDIX 2. OUTLINE TERMS OF REFERENCE FOR THE CONSULTING SERVICES CONTRACTS

A. Project Implementation Unit (Contract Services Packages 1 to 15)

1. The loans will finance 15 individual consultant positions for the project implementation unit (PIU), comprising 10 project management positions and five technical positions (Table 1). The anticipated base station for all positions except two (Khankh and Dadal Liaison Officers) is the PIU office to be established in Ulaanbaatar, within or near the central headquarters of the Ministry of Environment and Tourism (MET), rather than field sites. This is based on previous project experience in Mongolia, which has shown that eligible applicants are generally based in Ulaanbaatar and do not wish to relocate to remote regions. To ensure that a sufficient number of qualified candidates apply for the positions, frequent travel to the project sites (rather than relocation) will be required.

Table 1: List of Positions for the Project Implementation Unit

No.	Position	Anticipated Base Station	Person-Months
A. Project Management Support			
CS-01	Project Coordinator	PIU	60
CS-02	Project Implementation and M&E Specialist (Deputy TL)	PIU	58
CS-03	Procurement Specialist	PIU	15
CS-04	Financial Specialist (Accountant)	PIU	60
CS-05	Administration Officer	PIU	23.2
CS-06	Environment Safeguards Specialist	PIU	20
CS-07	Social, Gender and Civil Society Specialist	PIU	50
CS-08	Khankh Liaison Officer	Khankh	55
CS-09	Dadal Liaison Officer	Dadal	55
CS-10	Driver shared for the two subprojects	PIU	60
Subtotal (A)			456.2
B. Technical Specialists linked to specific outputs			
CS-11	Ecotourism Specialist	PIU	36
CS-12	Road Construction Engineer	PIU	20
CS-13	Waste and Sanitation Specialist	PIU	20
CS-14	Protected Area Specialist	PIU	12
CS-15	Building Construction Engineer (for KLNP HQ and CKTC complex)	PIU	20
Subtotal (B)			108

2. **Project coordinator** (national, 60 person-months, PIU-based with frequent field travel). The consultant will have: (i) a postgraduate degree related to general administration (e.g., economics, business administration, public administration) or technical aspects of the project (natural resource management, tourism, waste management); (ii) at least 10 years of relevant professional experience working for projects financed by Asian Development Bank (ADB) or other international organizations, of which the consultant worked in a managerial capacity for at least 7 years; (iii) demonstrated ability to manage a team, prepare reports, and work with the government and private sector, communities, and civil society organizations (CSOs); (iv) excellent facilitator of meetings and negotiations for a wide range of stakeholders, especially governments, private sector, and communities; (v) excellent command of English and Mongolian; and (vi) good computer skills. Previous experience with ADB projects is preferred. The consultant will lead the PIU and be responsible for overall and day-to-day management of project implementation in accordance with the loan agreements and project administration

manual (PAM), and following ADB's Procurement Regulations and in accordance with Government's requirements. The consultant will ensure that the project outcome and outputs are achieved in a timely manner. Specific duties include the following.

- (i) Assist the executing agency (MET) and implementing agencies (MET's Department of Protected Area Management [DPAM] and Department Tourism Policy Coordination [DTPC]), in loan agreement execution, monitoring and reporting of project implementation, and communication with ADB.
- (ii) Ensure timely establishment of the project, under guidance from DPAM and DTPC, including recruitment of the other PIU specialists, following ADB's Procurement Regulations and in accordance with Government's requirements.
- (iii) Establish cooperative relationships and agreements with the executing agency, project steering committee (PSC), CSOs, and other stakeholders relevant for effective project implementation and visibility of project impacts.
- (iv) Advise and support ADB missions, lead and participate in meetings, coordinate participation and approvals from the MET and other central government departments.
- (v) Facilitate the work of the PIU accountant and procurement specialist to maintain the project accounts and oversee the project procurement.
- (vi) Ensure timely procurement of works, goods and services, with the assistance of the financial management and procurement specialist, and following ADB's Procurement Regulations and in accordance with Government's requirements.
- (vii) Oversee the project performance monitoring system (PPMS), to be established by the project implementation specialist, and working closely with them.
- (viii) Ensure timely utilization of the loans, with the assistance of the PIU financial and procurement specialists, in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).
- (ix) Oversee management of the project advance accounts, local currency accounts, and budget, and ensure proper utilization, accounting, and accountability, of project funds, in accordance with the PAM.
- (x) Oversee preparation of the withdrawal applications by the PIU accountant, for subsequent co-signing by MET and MOF and submission to ADB.
- (xi) Co-sign (with MET) project payments and expenditures from the advance accounts and local currency accounts.
- (xii) Supervise and coordinate the PIU and contractors, so that the project is implemented according to the project schedule and plan.
- (xiii) Oversee the selection and further supervise the activities of all consultants fielded for the implementation of the project.
- (xiv) Review detailed project designs and ensure the final designs are consistent with the project scope and preliminary designs, are endorsed by the executing agency and PSC, and comply with legal design standards and specifications.
- (xv) Facilitate implementation of the project consultation and participation plan (CPP) and stakeholder communication strategy (SCS), including information dissemination and meetings with communities, CSOs, and government.
- (xvi) Administer project operations ensuring timely execution of the implementation plan and achieving targets in the design and monitoring framework (DMF).
- (xvii) Regularly update the project implementation schedule and budget in consultation with ADB, DPAM, DTPC, and PSC.
- (xviii) With the other PIU team members, maintain and strengthen existing collaboration between local agencies and CSOs promoted by the Japan Fund for Poverty Reduction (JFPR) grants, especially ecoLeap and the Mongol Ecology Center (at Khuvsgul Lake National Park, KLNK) and WWF (at Onon-Balj National

- Park, OBNP); and proactively develop new opportunities for collaboration with CSOs and other agencies to benefit the management of each park.
- (xix) Assist the executing and implementing agencies to help arrange and implement ADB review missions.
 - (xx) Assist the executing agency in the preparation of terms of reference (TOR) for, and recruitment of, auditor(s) for the annual project auditing.
 - (xxi) Provide full cooperation and inputs during the annual audits of the loan project accounts.
 - (xxii) Update the PSC on project progress and respond to PSC guidance.
 - (xxiii) Ensure compliance of the project activities with the project environmental management plan (EMP), social and gender action plan (SGAP), CPP, SCS, DMF, and PAM.
 - (xxiv) Prepare quarterly and semi-annual project progress reports, a project completion report, and as other reports and publications as required. Include high-resolution photos, testimonials from project recipients and implementers, publications, and other knowledge products.
 - (xxv) Report to MET, Ministry of Finance, the PSC, and ADB in a timely manner on project implementation progress.

3. Project implementation, monitoring and evaluation (M&E) specialist/deputy team leader (national, 58 person-months, PIU-based with frequent field travel). The consultant will have: (i) a graduate degree in business administration, public administration, economics, natural resources management, and/or a related field; (ii) at least 5 years of experience with donor-funded projects with extensive field operations, and will have worked in a similar capacity for at least 2 years; (iii) excellent facilitator of meetings and negotiations for a wide range of stakeholders, especially local governments, private sector, and communities; and (iv) good command of spoken and written English. Under the supervision of the project coordinator, the consultant will be responsible for (i) ensuring project implementation towards the project targets specified in the DMF, (ii) ensuring project implementation in compliance with ADB social and environmental policies, and (iii) ensuring effective M&E of project activities. Specific duties include the following.

- (i) Establish and maintain the project performance monitoring system, including monitoring schedule, for regular monitoring of project implementation.
- (ii) Ensure that all PIU members and other relevant stakeholders (especially the implementing agencies) are aware of and understand the PPMS, project targets in the DMF and SGAP, and compliance requirements and procedures in the PAM and loan agreements.
- (iii) Ensure that all PIU members and other relevant stakeholders (especially the implementing agencies) regularly provide updated information and progress toward the project targets and requirements.
- (iv) As part of the PPMS, maintain a project-specific, gender-disaggregated database.
- (v) At project inception, review and, if necessary, refine the DMF and SGAP target indicators, including collection and/or confirmation of baseline data as needed.
- (vi) Screen all proposed activities to ensure compliance with the project EMP, SGAP, DMF, and PAM and assist the PIU team as necessary for compliance with these documents.
- (vii) Assist the project coordinator in preparing and updating the project implementation schedule.
- (viii) Assist the PIU team in preparing proposals for training, workshops, and publications in line with the project implementation schedule.
- (ix) Assist the PIU team in leading and/or facilitating participatory stakeholder

meetings, including taking a leading role in sensitive or complex negotiations as needed.

- (x) Oversee implementation of the SCS, including ensuring that all PIU team members are aware of the strategy and their roles to support effective implementation.
- (xi) Assist the project coordinator in preparing project progress reports in a timely manner, including progress toward targets of the DMF and SGAP and compliance with the EMP, PAM, and loan assurances.

4. **Procurement specialist** (national, 15 person-months, PIU-based with occasional field travel). The consultant will have: (i) a graduate degree in business administration, accounting, public administration, and/or a related field; (ii) at least 5 years of experience with donor-funded projects, during which the consultant will have worked in the equivalent capacity for at least 3 years; (iii) demonstrated qualifications and/or training in procurement; (iv) proficient command of Microsoft Word and Excel; and (v) good command of written and spoken English. Previous experience with multi-lateral donor projects, especially ADB and/or World Bank, is preferred. Under the supervision of the project coordinator, the consultant will: (i) implement the procurement of works, goods, and services; (ii) ensure the project procurement plan is completed in a timely and effective manner; (iii) report on the completion of procurement packages; and (iv) ensure that the above tasks are carried out following ADB's Procurement Regulations and in accordance with Government's requirements. Specific duties include the following.

- (i) Assist the project coordinator and accountant to establish and maintain the project accounting management system and a systematic filing and asset management system, so that (a) recording the implementation of the project procurement plan is integrated into the management systems, and (b) files and assets can be handed over to the executing agency at project completion.
- (ii) Review and, if necessary, suggest revisions to the procurement plan.
- (iii) Implement the project procurement plan, including the timely procurement of works, goods, and services, and recruitment of consultants, and following ADB's Procurement Regulations and in accordance with Government's requirements.
- (iv) Document project activities related to the procurement of goods and services and recruitment of consultants and file these in a systematic and timely manner, in the agreed formats under the project accounting management system.
- (v) Assist the PIU in organizing procurement training and workshops for the executing and implementing agencies.
- (vi) Assist the project coordinator and accountant in preparing project progress reports in a timely manner.

5. **Financial specialist (Accountant)** (national, 60 person-months, PIU-based with occasional field travel). The consultant will have: (i) a graduate degree in business administration, accounting, public administration, and/or a related field; (ii) at least 5 years of experience with donor-funded project(s), during which the consultant will have worked in the equivalent capacity for at least 3 years; (iii) demonstrated qualifications and/or training in financial management and procurement; (iv) proficient command of Microsoft Word and Excel; and (v) good command of written and spoken English. Previous experience with international financial institution (IFI) project(s), including ADB and/or World Bank, is preferred. Under the supervision of the project coordinator, the consultant will provide administrative support to project activities at the PMU, including (i) efficient disbursement operations; (ii) recruitment of consultants; (iii) monitoring and controlling of contracts; and (iv) ensuring that all of the above

tasks are carried out following ADB's policies and guidelines and in accordance with government requirements. Specific duties include the following.

- (i) Assist the executing agency to maintain the advance accounts (established by MOF for the project) and to open and maintain the project local currency accounts, in accordance with ADB's Loan Disbursement Guidelines (2017, as amended from time to time).
- (ii) Prepare draft withdrawal applications, for co-signing by MET and MOF and subsequent submission to ADB.
- (iii) Prepare documentation for withdrawal of project funds from the project advance accounts and local currency accounts, for co-signing by MET and the PIU coordinator.
- (iv) Establish and maintain an accounting management system for the PIU. In agreement with MET's Financial Division, identify and select financial management software to be used for the project, which is acceptable to ADB and the government, supported by maintenance of hard-copy ledgers and records. Excel may be used for daily work and management rather than for the final storing and security of the project accounts.
- (v) Establish and maintain a systematic filing system and asset management system at the PIU, for the future transfer of the files and assets to the executing agency.
- (vi) Maintain the project accounts.
- (vii) Liaise and coordinate with MET's Financial Division for their provision of financial oversight to the executing and implementing agencies.
- (viii) Provide information required for annual audits.
- (ix) Monitor contractor performance to ensure timely completion of contracts.
- (x) Document project activities related to procurement of goods and services and recruitment of consultants and file these in a systematic and timely manner, together with all other relevant documents, for auditing and translating of relevant documents as needed.
- (xi) Prepare statements of expenditure as required for domestic and ADB reporting and replenishment of the advance accounts.
- (xii) Respond to reviews and/or requests for financial information by the government and ADB, as necessary, in the course of project operations.
- (xiii) Assess the feasibility to remove the ceiling for the SOE procedure, seek review and/or approval from ADB, and review and update the financial management assessment and action plan as needed (PAM Section V.A). Identify if new measures are needed, to ensure the plan remains dynamic and relevant, and ensure that any financial issues are quickly identified and addressed.
- (xiv) Consolidate financial statements and requests for payment by contractors and service providers and assist the MET in the process of approval for payment release.
- (xv) Prepare annual budgets and disbursement projections during project implementation in coordination with the implementing agencies.
- (xvi) Compile and prepare project quarterly and annual financial progress reports as required by ADB.
- (xvii) Prepare draft withdrawal applications for payment of project costs in coordination with the executing and implementing agencies and submit these to MOF for verification and signature by authorized signatories.
- (xviii) Prepare requests for replenishment to the advance accounts.
- (xix) Assist the project coordinator, government, and ADB, as necessary, in the facilitation of annual external audit assessments.
- (xx) Assist the PIU in organizing training and workshops.

6. **Administration officer** (national, 23.2 person-months, PIU-based). The administration officer will have (i) a degree in public administration and at least 5 years of high-level administration experience; (ii) good command of written and spoken English; (iii) strong knowledge and ability to use word processing, accounting and internet software; and (iv) demonstrated experience in similar positions for other international projects. The officer will report to the project coordinator. Specific duties include the following.

- (i) Organization and administration of the PIU office.
- (ii) Administrative support to the PIU team, including: preparation of correspondence; arranging translation services; arranging meetings and workshops; and, photocopy and transcription.
- (iii) Monitoring the condition of project equipment and materials and regularly reporting any maintenance issues to the project coordinator.
- (iv) Take minutes of meetings, and draft memos and letters for PIU, as required.
- (v) Supervision of project driver and vehicle including scheduling of driver movements.
- (vi) Arranging travel and accommodation for PIU staff while travelling to the project sites.

7. **Environmental safeguards specialist** (national, 20 person-months, PIU-based with frequent field travel). The consultant will have: (i) graduate degree and 10 years of relevant experience in environmental management for large construction projects; (ii) demonstrated experience in environmental impact assessment (EIA) and/or management for projects financed by ADB and/or other multilateral development organizations; (iii) strong participatory and facilitation skills, to work with local stakeholders and facilitate consultations resulting in positive outcomes and dialogue; (iv) willingness to regularly travel to all project construction sites; (v) national certification for environmental assessment, management, and/or monitoring; and (vi) good command of spoken and written English. Under the supervision of the project coordinator, the consultant will work closely with the other PIU staff, KLNP and OBNP Administrations, *soum* governments, and other relevant stakeholders, to ensure effective implementation of the project EMP. Specific duties include the following.

- (i) Quickly become familiarized with the project initial environmental examination, EMP, domestic EIAs approved by ADB and the government during project preparation, social surveys and consultations, and loan- and project-specific assurances related to the environment.
- (ii) Work closely with the other PIU team members, MET environmental and social officers assigned to the project, contractors, and other stakeholders, for effective implementation of the EMP, including mitigation, monitoring, and reporting.
- (iii) Establish positive and effective working relationships with stakeholders to ensure the EMP is implemented smoothly and that any compliance issues are reported and addressed quickly.
- (iv) Coordinate the preparation of the detailed EIAs and ensure these are prepared in close coordination with the detailed engineering designs (DED). Work closely with the engineering firms and MET to ensure timely finalization, review, and approval of the detailed EIAs.
- (v) Identify whether the final approved DEDs are consistent with the preliminary designs approved during project preparation; and confirm whether the EMP requires updating. In the event that updates to the EMP are required, discuss and submit the proposed changes to MET and ADB for review and endorsement. Work closely with the PIU, MET and contractors to ensure that no civil works proceed until the EMP is confirmed to be adequate, or any revisions are approved.
- (vi) For the Chinggis Khan Tourism Complex (CKTC; Khentii subproject), during the stage of detailed engineering designs, together with the PIU social, gender, and

civil society specialist: (a) facilitate consultations with residents and other local stakeholders, including CSOs, to assess whether concerns for the site location remain, and, whether community-led solutions to address these concerns (e.g. ceremonial procedures) can be identified; (b) prepare a report on the findings, options, and recommendations; (c) facilitate review by the PSC on the findings, and consultation between the PSC and ADB to agree on next steps.

- (vii) Provide on-the-job training for the PIU, contractors, and other stakeholders as needed to ensure that all agencies are aware of their roles and responsibilities for implementation of the EMP, including the grievance redress mechanism (GRM).
- (viii) With the PIU social, gender, and civil society specialist, MET environment and social officers, and other stakeholders, establish the project GRM. Plan and implement regular and meaningful stakeholder consultations throughout the project implementation, to ensure that (a) the GRM is well understood and known by all stakeholders, (b) any grievances are quickly reported and addressed, and (c) stakeholders, especially local communities and CSOs working in the project areas, are well informed of progress relating to environmental safeguards and management for the project.
- (ix) Screen all proposed activities against the EMP, and work with PIU members and other stakeholders to ensure the project activities comply with the EMP, as well as the KLNP and OBNP management plans, and national laws for protected areas, especially Mongolia's Law on Special Protected Areas and Law on Buffer Zones.
- (x) Facilitate on-site inspections by government agencies to ensure timely environmental certification and approvals of the completed civil works.
- (xi) Prepare semi-annual environmental monitoring reports to document progress for implementation of the project environmental safeguards. Submit the reports to the PIU project coordinator and MET for review and consolidation with the semi-annual progress reports to be submitted by MET to ADB.
- (xii) Support the PIU project coordinator in other tasks related to environment safeguards as needed.

8. **Social, gender, and civil society specialist** (national, 50 person-months, PIU-based with frequent field travel). The consultant will have: (i) a postgraduate degree in social science or relevant discipline such as development studies, gender or social work; (ii) at least 5 years of relevant professional experience in working for international multi-lateral donor projects on social issues, as well as with communities, CSOs, and other stakeholders; (iii) strong participatory and facilitation skills, to work effectively and sensitively with local communities and facilitate consultations resulting in positive outcomes and dialogue; (iv) willingness to regularly travel to the project construction sites, sometimes staying on site to conduct local consultations; (v) sound knowledge of gender mainstreaming and gender-sensitive reporting; and (vi) good command of spoken and written English. Under the supervision of the project coordinator, the consultant will coordinate and manage the implementation of the project social and gender action plan (SGAP), consultation and participation plan (CPP) and stakeholder communication strategy (SCS). Specific duties include the following.

- (i) Working closely with the PIU team, MET social officer assigned to the project, and ADB team, coordinate preparation and implementation of the SGAP, CPP, and SCS.
- (ii) With the project implementation and M&E specialist, ensure the PPMS is structured to efficiently record gender-disaggregated project trainings and targets in the DMF, SGAP, and summary poverty reduction and social strategy (SPRSS). Ensure that all social and gender targets and sex-disaggregated data are well maintained in the database and stored in manner which enables quick retrieval and

- summarizing for the preparation of progress reports.
- (iii) Establish positive and effective working relationships with stakeholders to ensure the SGAP, CPP and SCS are implemented efficiently and that any compliance issues are reported and addressed quickly.
 - (iv) With the PIU environment safeguards specialist, establish the project GRM. Plan and implement regular and meaningful stakeholder consultations throughout the project implementation, to ensure that (a) the GRM is well understood and known by all stakeholders, (b) any grievances are quickly reported and addressed, and (c) stakeholders, especially local communities and CSOs working in the project areas, are well informed of progress relating to social safeguards and management for the project.
 - (v) For the Chinggis Khan Tourism Complex (CKTC; Khentii subproject), during the stage of detailed engineering designs, together with the PIU environmental safeguards specialist: (a) facilitate consultations with residents and other local stakeholders, including CSOs, to assess whether concerns for the site location remain, and, whether community-led solutions to address these concerns (e.g. ceremonial procedures) can be identified; (b) prepare a report on the findings, options, and recommendations; (c) facilitate review by the PSC on the findings, and consultation between the PSC and ADB to agree on next steps
 - (vi) Provide on-the-job training for the PIU, MET, contractors, and other stakeholders as needed to ensure that all agencies are aware of their roles and responsibilities for implementation of the SGAP, CPP, and SCS, including the GRM.
 - (vii) Facilitate and support all project stakeholders to implement and achieve the social and gender targets in the DMF, SGAP, CPP, SCS, and SPRSS.
 - (viii) Coordinate and liaise as necessary with other key agencies, including the National Committee on Gender Equality and the Gender Sub-Committees of the Khuvsgul and Khentii *aimag*'s governor's offices.
 - (ix) Ensure effective and timely implementation of the CPP and SCS, to achieve regular, sustained, and meaningful dialogue with CSOs throughout project implementation. Identify and focus especially on CSOs involved in projects in Khentii and Khuvsgul *aimags*, the KLNP and OBNP, and livelihood and/or tourism issues in Mongolia. The specialist will play a central role for the PIU and government in: (a) proactively identifying, and facilitating, opportunities for CSO involvement in the project; (b) facilitating meetings between the other PIU specialists with CSOs if potential opportunities for collaboration are identified; and (c) ensuring regular dissemination of information to CSOs and all relevant stakeholders, as per the SCS.
 - (x) With the other PIU team members, maintain and strengthen existing collaboration between local agencies and CSOs promoted by the JFPR grants, especially ecoLeap and the Mongol Ecology Center (at KLNP) and WWF (at OBNP); and proactively develop new opportunities for collaboration with CSOs and other agencies to benefit the management of each park.
 - (xi) Screen all proposed activities against the SGAP, SCS, CPP, and SPRSS, and work with PIU members and other stakeholders to ensure the project activities comply with these documents.
 - (xii) Prepare inputs to the project semi-annual progress reports to document all progress related to implementation of the CPP, SGAP, SCS, SPRSS, and the achievement of social and gender DMF targets. Inputs will include the summary monitoring tables for the relevant plans. Submit the inputs to the PIU project coordinator and MET for review and consolidation within the semi-annual progress reports to be submitted by MET to ADB.

- (xiii) Support the PIU project coordinator in other tasks related to social issues, stakeholder communication, consultations, and safeguards as needed.

9. **Khankh liaison officer** (national, 55 person-months, based in Khankh *Soum*). The consultant will have: (i) demonstrated capacity to plan, coordinate, and facilitate stakeholder meetings and discussions including with *soum* government agencies, communities, CSOs, and tour operators; (ii) strong working knowledge of the status of local livelihoods, herding, tourism, and waste management in Khankh *Soum* and local stakeholders; (iii) working relationships with *soum* government agencies and communities; and (iv) ideally, training qualifications in urban planning, geography, waste management, or other relevant topic. Specific duties include the following.

- (i) Facilitate and arrange the fieldwork of PIU team members in Khankh, including preparations before their arrival such as community and other stakeholder meetings.
- (ii) Coordinate the project activities in Khankh *Soum*.
- (iii) Maintain close liaison with the Khankh *Soum* government, KLNP administration, and communities and tour operators in Khankh *Soum*, for successful implementation of the project, and to ensure stakeholders remain well updated on project activities.
- (iv) Monitor and report on project progress in Khankh.
- (v) Prepare brief monthly progress reports to the PIU project coordinator.
- (vi) Travel to Khatgal or other locations when required, to participate in project meetings.
- (vii) Support the PIU project coordinator in other tasks as required.

10. **Dadal liaison officer** (national, 55 person-months, based in Dadal *soum*). The consultant will have: (i) demonstrated capacity to plan, coordinate, and facilitate stakeholder meetings and discussions including with *soum* government agencies, communities, CSOs, and tour operators; (ii) strong working knowledge of the status of local livelihoods, herding, tourism, and waste management in Dadal *Soum* and local stakeholders; (iii) working relationships with *soum* government agencies and communities; and (iv) ideally, training qualifications in urban planning, geography, waste management, or other relevant topic. Specific duties include the following.

- (i) Facilitate and arrange the fieldwork of PIU team members in Dadal *Soum* and other *soums* in the OBNP as needed, including preparations before their arrival such as community and other stakeholder meetings.
- (ii) Coordinate the project activities in Dadal *Soum*.
- (iii) Maintain close liaison with the Dadal *Soum* government, KLNP administration, and communities and tour operators in Dadal *Soum*, for successful implementation of the project, and to ensure stakeholders remain well updated on project activities.
- (iv) Monitor and report on project progress in Dadal *Soum*.
- (v) Prepare brief monthly progress reports to the PIU project coordinator.
- (vi) Travel to other locations when required, to participate in project meetings.
- (vii) Support the PIU project coordinator in other tasks as required.

11. **Driver** (national, 60 person-months, PIU-based with frequent field travel). The driver will have: (i) valid driver's license for manual vehicles; (ii) excellent driver safety record; (iii) demonstrated experience in off-road driving in remote regions and challenging terrain, in different seasons, especially winter; (iv) at least 7 years of experience in driving for project teams / groups (rather than just driving experience as a member of the public); (v) willingness and ability to conduct frequent long-distance driving, mainly between Ulaanbaatar and the

project sites; (vi) preferably, previous training in off-road driving and familiarity with donor security protocols (e.g. United Nations Development Program) for driving outside of Ulaanbaatar; (vii) preferably, local knowledge on roads in the KLNP and/or OBNP; and (viii) ideally, basic spoken English. Specific duties include the following.

- (i) Provide safe and reliable driving service for the PIU team and/or transport of project equipment and materials, between Ulaanbaatar, KLNP, OBNP, and other locations as required for work activities.
- (ii) Ensure the project vehicle is well maintained, and immediately report to the PIU project coordinator and administration officer any damage or maintenance issues.

12. **Ecotourism specialist** (national, 36 person-months, PIU-based with frequent field travel). The consultant will have: (i) a graduate degree in tourism, business, and/or public administration, or relevant technical aspect of the project (e.g., natural resources management, community-based tourism development, ecotourism facility development, ecotourism policy and planning); (ii) at least 10 years of experience in the tourism industry, including at least 5 years on eco-tourism and preferably involving protected areas; (iii) extensive field operations experience, including working with *soum* governments, protected area authorities, and local communities; (iv) excellent communication, coordination, and consultation skills, and the ability to lead complex discussions with a range of stakeholders with different views, resulting in group consensus; (v) good command of written and spoken English; and (vi) preferably, experience with donor-funded projects. Specific duties include the following.

- (i) Oversee, coordinate, and facilitate the implementation of the project subcomponents for ecotourism, including the work of the ecotourism planning firm (consulting services package 16), concession manual and eco-certification program, tourism-related capacity building, and inclusion of tourism within the *soum* development plans.
- (ii) Establish positive and effective working relationships with stakeholders to ensure the tourism-related components are prepared efficiently and with stakeholder support. Especially, work closely with the KLNP Management Council and Tourism Subcouncil.
- (iii) Support the OBNP Administration to establish the OBNP Tourism Subcouncil, modeled on the KLNP Tourism Subcouncil.
- (iv) Facilitate, coordinate, and review the draft concessions manuals and eco-certification program (output 1) prepared by the ecotourism planning firm. Assist in finalization and government and ADB endorsement of the draft documents, and, the implementation of the manuals and program. Once established, closely monitor and support the implementation of the manuals and program for the remainder of the project.
- (v) Facilitate, coordinate, and review the design and implementation of capacity building activities (output 1) by the ecotourism planning firm.
- (vi) Facilitate, coordinate, and review the draft tourism planning inputs for the Khankh *Soum* and Dadal *Soum* development plans by the ecotourism planning firm and also provide technical inputs to these draft documents.
- (vii) Provide mentoring to the KLNP and OBNP Tourism Councils and buffer zone councils, to strengthen their capacity for destination management organization, building on the trainings and tourism codes of conduct established under the previous grants supported by the JFPR. Develop a staged approach whereby the roles of the KLNP and OBNP Tourism Subcouncils are scaled, resulting in officially recognized entities responsible for planning and coordinating tourism at each park, and whose roles and TORs are included in the revised park management plans.
- (viii) Facilitate, coordinate, and review the work of the ecotourism planning firm to scale

up the JFPR-supported grant works for tourism-based community livelihoods, including working with the KLNP and OBNP Tourism Subcouncils, residents, and tour operators, in the KLNP and OBNP to: (a) identify market demand for tourism goods and services, and community-based tourism initiatives; (b) design focused training for local vendors and groups for tourism-related goods and services, building on the trainings conducted under the JFPR grants; and (c) support communities to continue applying and implementing the JFPR-supported community revolving funds, as a sustainable financing source to develop and/or expand local goods and services for tourism.

- (ix) Facilitate, coordinate, and review the work of the ecotourism planning firm to help develop market branding for tourism goods and services for the KLNP and OBNP.
- (x) Facilitate, coordinate, and review the work of the architect firm and works contractors to design and install the information materials and facilities at Murun Square (output 1), Chinggis Khaan Tourism Complex (output 2), and KLNP headquarters and visitor center (output 4).
- (xi) With the other PIU team members, maintain and strengthen existing collaboration between local agencies and CSOs promoted by the JFPR grants, especially ecoLeap and the Mongol Ecology Center (at KLNP) and WWF (at OBNP); and proactively develop new opportunities for collaboration with CSOs and other agencies to benefit the management of each park.
- (xii) With the other PIU members, facilitate the integration of the draft tourism components prepared by the ecotourism planning firm, into the revised *soum* development plans and KLNP and OBNP management plans.
- (xiii) Develop lessons learned and policy recommendations for the effective and continued implementation of the ecotourism subcomponents, especially the roles of the KLNP and OBNP Tourism Subcouncils; concession manuals; eco-certification program; visitor facilities and information materials; training for communities; and the inclusion of tourism components within the *soum* development plans and KLNP and OBNP management plans; and, a strategy for continued follow-up after the project.
- (xiv) Prepare semi-annual progress reports to document all progress related to implementation of the ecotourism subcomponents. Submit the reports to the PIU project coordinator and MET for review and consolidation within the semi-annual progress reports to be submitted by MET to ADB.

13. **Road construction engineer** (national, 20 person-months, PIU-based with frequent field travel). The consultant will have: (i) postgraduate civil engineering degree; (ii) national certification and/or membership as a practicing engineer; (iii) at least 7 years of experience as a senior or principal project engineer on projects of similar scale and complexity, and preferably with at least 2 years of experience for ADB or World Bank projects. The engineer will coordinate the design and construction of the project road works. Specific duties include the following.

- (i) Support the PIU procurement specialist for preparation of the TOR for the road design and supervision firm, preparation of bidding documents, and requirements for conforming tenders, including criteria for evaluation of bids based on price and performance; and bid evaluation against the established criteria.
- (ii) Facilitate, coordinate, and review the work of the road design and supervision firm (consulting services package 17), to ensure the designs meet the TOR and that the construction supervision is conducted according to requirements.
- (iii) Guide in identifying the scope of, and assist the procurement of, site surveys as needed to prepare detailed road project designs.
- (iv) Review design standards and detailed cost estimates for the road designs.

- (v) Review the draft DEDs and bills of quantities.
- (vi) Check all necessary approvals from provincial and local authorities have been obtained.
- (vii) Establish construction quality, environmental and audit procedures and ensure the contractor has met financial and insurance obligations as required by the bid document and terms of reference.
- (viii) Ensure construction procedures are followed, regular site visits and assessments are held, and view test results and quality audits.
- (ix) Overview determination of 'Practical Completion', establishment of 'Defects Liability Period' and issue of 'Final Certificate'.
- (x) Prepare semi-annual progress reports to document the progress. Submit the reports to the PIU project coordinator and MET for review and consolidation within the semi-annual progress reports to be submitted by MET to ADB.

14. **Waste and sanitation specialist** (national, 20 pm, PIU-based with frequent field travel). The consultant will have: (i) a degree in waste management, water treatment, or relevant technical aspect of the project; (ii) at least 10 years of experience of waste management projects, especially the design and/or implementation of waste management systems, preferably in remote regions such as protected areas; (iii) strong participatory and facilitation skills; and (iv) good command of spoken and written English. Specific duties include the following.

- (i) Support the PIU procurement specialist for the recruitment of the sanitation and solid waste engineering and supervision firm (consulting services package 18).
- (ii) Facilitate, coordinate, and review the work of the firm, and ensure compliance with the firm's terms of reference and project requirements for the waste subcomponents.
- (iii) Ensure that the sanitation and landfill designs comply with national laws and standards for waste management and in protected areas, including compliance with the park management plans, laws on protected areas, Law on Hygiene, and national standards for toilet designs.
- (iv) With the firm, prepare a simple data collection and reporting system, to enable the *soum* governments and KLNP and OBNP administrations to record the annual volumes of solid waste collected at each park, and main forms of waste. Prepare simple logbooks to be used by the landfill operators and reporting procedures.
- (v) Facilitate the integration of the JFPR-led community waste management teams (CWMT) as an essential component of the waste management procedures for the KLNP and OBNP and assess whether the role of each CWMT needs to be expanded. Work with CWMTs, park administrations and *soum* governments to revise and/or expand the works of the CWMTs as needed. At the KLNP, ensure the continued implementation of the official procedures for salary payments and sustainable financing of the CWMTs (through campsite and public toilet fees). At the OBNP, replicate the CWMTs (or scale-up the existing pilot waste collection teams) and facilitate the establishment of similar procedures and financing systems.
- (vi) Prepare and implement training for KLNP and OBNP staff, *soum* agencies, and operators of the project sanitation and solid waste facilities, in the waste collection, transport, treatment, and disposal procedures at each park. Topics will include: the park-specific waste management procedures; budgeting and financial management; public involvement and awareness; composting, recycling, and waste recovery at the three park landfill sites; roles of each agency and the JFPR-led CWMTs; and operation and maintenance (O&M) of the project waste facilities.
- (vii) Facilitate the implementation of waste awareness campaigns in each park, to be

prepared and implemented by local community groups, for tour camp operators, schools, residents, and tourists. Content will include awareness of the JFPR-led codes of conduct for waste management and the new sanitation and solid waste facilities and procedures established by the project.

- (viii) With the other PIU team members, maintain and strengthen existing collaboration between local agencies and CSOs promoted by the JFPR grants, especially with ecoLeap for solid waste management, and, building on previous donor-supported sanitation efforts (e.g. WASH training by UBDP); and proactively develop new opportunities for collaboration with CSOs and other agencies to benefit the management of each park.
- (ix) Support the PIU environmental and social specialists as needed for implementation of relevant aspects of the EMP, SGAP, CPP and SCS related to waste management.
- (x) Prepare the draft waste management plans for the KLNP and OBNP, applying the guidelines developed during project preparation and work with the other PIU team members to integrate the project waste components into the *soum* and park management plans.
- (xi) Develop lessons learned and policy recommendations for continued waste management the KLNP and OBNP, based on the lessons learned of the JFPR grants and during the project implementation.
- (xii) Prepare semi-annual progress reports to document the progress, including inputs to the project environment monitoring reports on compliance with the project EMP and designs for waste management. Submit the reports to the PIU project coordinator and MET for review and consolidation within the semi-annual progress reports to be submitted by MET to ADB.

15. **Protected area specialist** (national, 12 person-months, PIU-based with frequent field travel). The consultant will have: (i) postgraduate degree and 10 years of relevant experience in biodiversity conservation, ecology, protected area management, or a related field; (ii) at least 10 years of experience designing protected areas and management plans and/or managing protected areas; (iii) strong participatory and facilitation skills, in leading stakeholder consultations and participatory planning; and (iv) familiarity with relevant national laws and regulations and international policies and methods for protected area management. Previous experience with donor-funded project(s), and basic command of English, are an advantage. Specific duties include the following.

- (i) Lead the delivery of the subcomponents under project output 4.
- (ii) Using the management effectiveness tracking tool (METT) previously used at the KLNP and OBNP, plan, facilitate and lead annual METT assessments for each park (as per indicator in the project DMF).
- (iii) Plan and facilitate the official process to revise the KLNP and OBNP management plans, to integrate all project subcomponents, including the management strategies for traffic, waste, tourism, and livelihoods; O&M of project facilities; internal rezoning for the KLNP, applying the JFPR-led study results; and, the JFPR-established water quality monitoring program at the KLNP.
- (iv) Facilitate the preparation of the 4-year action plans (to be prepared by the ecotourism planning firm), which will provide detailed guidance for local stakeholders for the first 5 years of implementing the revised KLNP and OBNP management plans.
- (v) With the other PIU team members, design and implement on-the-job training for the KLNP and OBNP staff, focusing especially on protected area management related to tourism, livelihoods, traffic, and waste management.

- (vi) With the other PIU team members, maintain and strengthen existing collaboration between local agencies and CSOs promoted by the JFPR grants, especially ecoLeap and the Mongol Ecology Center (at KLNP) and WWF (at OBNP); and proactively develop new opportunities for collaboration with CSOs and other agencies to benefit the management of each park.
- (vii) Prepare semi-annual progress reports to document the progress, including inputs to the project environmental monitoring reports for compliance with the EMP requirements for ecological monitoring. Submit the reports to the PIU project coordinator and MET for review and consolidation within the semi-annual progress reports to be submitted by MET to ADB.

16. **Building construction engineer** (national, 20 person-months, PIU-based with frequent field travel). The consultant will have: (i) a postgraduate degree in civil engineering, focused on specialized building designs; (ii) at least 10 years of experience in building design and construction engineering and supervision; (iii) good command of spoken and written English. The specialist will be responsible for supervising the architectural design and construction supervision firm for the Murun Square upgrades (output 1), Chinggis Khaan Tourism Complex (CKTC) (output 2), and KLNP headquarters and visitor center (output 4) (consulting services package 19). Specific duties include the following.

- (i) Support the PIU procurement specialist for the recruitment of the firm.
- (ii) Facilitate, coordinate, and review the work of the firm, and ensure compliance with the firm's terms of reference and project requirements, as well as participation with the KLNP and OBNP protected area administrations, and local authorities and stakeholders.
- (iii) Supervise the development of an O&M plan for the buildings and related training for the operators of the buildings.
- (iv) Work closely with the PIU environmental and social specialists to ensure compliance with the project EMP, CPP, SGAP, and SCS, as well as the KLNP and OBNP management plans, laws on protected areas, waste management Strategy, and other relevant laws and regulations.
- (v) Prepare semi-annual progress reports to document the progress. Submit the reports to the PIU project coordinator and MET for review and consolidation within the semi-annual progress reports to be submitted by MET to ADB.

B. Ecotourism Planning Firm (Consulting Services Package 16)

17. The firm will have: (i) least 5 years of experience in designing and implementing pro-poor inclusive tourism planning, development, management, promotion and capacity building activities in protected areas, including strengthening of institutional frameworks, destination management and promotion, community-led tourism initiatives, protected area management planning and related stakeholder capacity building; (ii) demonstrated track record in the application of participatory approaches working with communities and other stakeholders in the planning and implementation of inclusive development plans, programs and projects; (iii) experience in destination management organizational development, business planning and financing; (iv) experience in undertaking protected area management planning and capacity building engagements; and (v) experience in monitoring and evaluating the results of community-based initiatives. The firm will be national and will include a team composition that includes international specialist inputs if needed. The firms should be able to demonstrate that it has the necessary capacity, resources and equipment to maintain a long-term 4-year presence. Given the emphasis on participatory approaches to the works and stakeholder-based implementation, proposals should consider collaboration with CSOs and/or other local groups.

18. The firm will assign staff with undergraduate and post graduate degrees in ecotourism planning, development, management and marketing, business administration and financial management, local and regional economic development, natural and cultural resource management and planning and human resources development or a related field. At least the team leader will have a good command of written and spoken English.

19. Under the supervision of the PIU Ecotourism Specialist and PIU Protected Area Specialist, the firm will work closely with the PIU team, MET, the KLNP and OBNP administrations, and other relevant stakeholders to design and implement the inclusive tourism and strengthening of park management outputs to improve the sustainability of the tourism sector in the parks, as follows.

Under Output 1. Inclusive planning and capacity for community-based tourism enhanced:

- (i) Preparation of a tourism plan for Dadal *Soum* in OBNP to be integrated with the *soum* development plan that will prepare Dadal for a rapid increase in visitor volumes beyond 2020 after completion of the national road works to Dadal. The plan is expected to apply best-practice principles for inclusive and sustainable tourism planning and development based on UNWTO norms.
- (ii) Preparation and piloting of: a tourism concession manual—one each—for KLNP and OBNP building on: (a) the codes of conduct prepared under MON-9183 Grant; (b) the lessons from other donor projects; and (c) adoption of global criteria for targets, standards, and roles of government and tour operators.
- (iii) Establishment and piloting of a voluntary eco-certification program for the tour camps at KLNP and OBNP with certification ratings to include: (a) social and environmental targets; (b) employment of residents; and (c) grounded in global standards under the International Ecotourism Society (TIES.), the Global Sustainable Tourism Council (GSTC) among others.
- (iv) Based on international best-practice tailored to local conditions, design and implement a destination management and promotion strengthening program targeting: (a) strengthening of the KLNP tourism sub-council; (b) the establishment of the OBNP tourism council modeled on KLNP – multi-stakeholder consultation and planning of community-led tourism activities at OBNP; and (c) establishing the holding company for management of CKTC focusing on business planning, operations and maintenance, marketing and sales, and financial management.
- (v) Design and facilitation of a community-led tourism facilities and events program planned and implemented by local communities including: (a) procuring community-based contracts for community-led tourism goods, works, and/or services; (b) the women's tourist markets at carparks (in output 2); (c) coordination by KLNP management council and tourism sub-council (MON-9183), and community-based organizations (CBO) and buffer zone councils (BZC) (OBNP; MON-9125)) and new OBNP destination management organization with PIU facilitation.
- (vi) Design and implementation of a local competitiveness and capacity building program to obtain tourism jobs covering: (a) training to improve residents' capacity to develop tourism goods, services and/or jobs at tour camps; (b) tailoring the program to local conditions and tourism markets; and (c) linking the program with project social and environmental targets and standards (output 1.1).
- (vii) Design and facilitation of a community-led Public awareness of tourism, waste management, and conservation program focusing upon: (a) community-led awareness events and campaigns; (b) building on the codes of conduct developed

under MON-9183 Grant; and (c) coordination by KLNP management council and tourism sub-council (MON-9183) and CBOs and BZCs (OBNP: MON-9125) and new OBNP destination management organization with PIU facilitation.

- (viii) Facilitation of community-led revolving funds involving: (a) maintaining and where possible, expanding existing funds piloted under MON-9183 Grant in KLNP and the BZC funds MON-9125 Grant in OBNP

Under Output 4. Park management strengthened:

- (i) Working closely with the park administrations and related stakeholders, stakeholders, revise the KLNP and OBNP management plans to incorporate: (a) O&M procedures and costs for project facilities; (b) management strategies for tourism (including community-led tourism), traffic, and waste; (c) financing sources for project facilities; (d) 4-year action plan and budget for each park; and (e) revised internal park zoning in the KLNP. Submit the draft plans to government and ADB for review and endorsement.
- (ii) Utilizing and strengthening the participatory mechanisms established under grants MON-9183 and MON-9125, design and implement a capacity building program targeting the training of park management specialists and staff, other government personnel, operators of project facilities, the management councils, CBOs and BZCs, and other stakeholders in the relevant aspects of the revised park management plans, tourism, waste management, conservation, and O&M of project facilities.

General requirements:

- (i) Based on the project DMF, SGAP, CPP, and SCS, and geographic focus on the five *soums* in each park, the firm will work with the related PIU specialists to refine and develop a comprehensive list of stakeholders in both parks and their buffer zones. Strategies for reaching out to and maintaining strong stakeholder—especially community stakeholder—engagement for the inclusive tourism and strengthening of the park management output components will need to be prepared including provision of awareness raising and information dissemination activities.
- (ii) Prepare an overall design of the inclusive tourism and strengthening of the park management output components over the duration of the project (4 years) describing the objectives and targets of the program, the specific activities to be undertaken, the approach and methodology, the related resource requirements, the work plan and time schedule, the roles and responsibilities of the stakeholders and budget requirements for the 4-year period. This to be discussed and agreed with the PIU team and submitted to the Executing agencies for approval.
- (iii) Design of a simple data-base and monitoring and evaluation and reporting system based on using standardized data analytics for recording results against the specific targets of the program as well as the DMF, SGAP, and the stakeholder communication strategy beneficiary categories (women, the poor, etc.) and related targets. The database should be in a format accessible to executing and implementing agencies, include gender-disaggregated data, enable statistical analysis, and be in line with the M&E and reporting system to be prepared by the PIU team.
- (iv) Maintain close liaison with the MET and other stakeholders at the national and park levels—especially the park administrations, the tour camp operators, the *aimag* and *soum* government officials, local communities and CBOs and nongovernment organizations—in the preparation and piloting of the concession manual in each

park and the voluntary eco-certification scheme for tour camps. This should include creation of a technical working group in each park to ensure direct participation and ownership in the designs and in the application and sustainability of the schemes by the concerned stakeholders.

- (v) Organizing and facilitating and documenting national and local stakeholder participatory seminars and workshops dealing with the preparation of the pilot concession manuals, eco-certification of tour camps, strengthening destination management, community-led tourism initiatives and the tourism and park management planning components of the package of works.
- (vi) Provide inputs as required for the design, construction and operation and maintenance of the Murun Square in the Khuvsgul *Aimag* center; KLNP Headquarters and Visitor Center; the KLNP entrance, fee collection stations and road control stations and patrol boat; and the rehabilitated public trails at KLNP.
- (vii) In coordination with the PIU specialists assess the effectiveness of the inclusive tourism benefits and park management strengthening program by: (a) designing, piloting and conducting a knowledge, attitude, and practice survey to be undertaken at the beginning, mid-point and end of the project to assess the extent of behavioral changes in the target beneficiaries—specifically MET officials, park administration specialists and staff in both parks, tour camp operators, local communities, *aimag* and *soum* and village governments, the tourism council, CBOs, BZCs and operators of infrastructure and tourist facilities and services and other organizations; (b) assessing annually the extent to which the program of activities has improved the performance of the two park managements using the WWF METT assessment tool and recommendations for improvements.
- (viii) Prepare at least two knowledge products, one from the inclusive tourism benefits output, the other from the park management strengthening output. This may include educational materials, results of knowledge, attitude and practice surveys, or other materials.
- (ix) Prepare: (a) an inception report, within 4 weeks of the start of the consulting services; (b) semi-annual progress reports; (c) draft final report 3 months before completion of the consulting services; and (d) final report, on completion and handover. The reports will include progress for EMP implementation, including: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. The draft reports will be reviewed by the executing and implementing agencies and ADB. Reports will be written in English and Mongolian. Digital copies of each report will be submitted to the government and ADB. The firm will provide an interpreter to work with international team members, and to support the ADB missions, as needed.

Indicative team composition and individual terms of reference:

- (i) **Ecotourism planning specialist/team leader.** The specialist will have: (i) 10 years relevant experience in ecotourism planning, preferably for protected areas, and team leadership; (ii) postgraduate qualifications in an appropriate field; and (iii) strong command of written and spoken English. The specialist will be responsible for: (i) work planning and integration with the other output components of the project; (ii) team management; (iii) leading the ecotourism planning components; (iv) providing training inputs into the capacity building components; (v) providing advisory input to design and operation of the CKTC; (vi) liaison with stakeholders; and (vii) preparing team progress reports to MET and ADB.

- (ii) **Protected area management specialist/deputy team leader.** The specialist will have: (i) 10 years relevant experience in biodiversity and protected area management, and team leadership; (ii) postgraduate qualifications in an appropriate field; and (iii) good command of written and spoken English. The specialist will: (i) assist the team leader in work planning and team coordination; (ii) lead the protected area management planning components; (iii) provide training inputs to the capacity building component; and (iv) provide inputs to the progress reports and semi-annual environment monitoring reports.
- (iii) **Capacity building and training specialist.** The specialist will have: (i) 10 years relevant experience in capacity building; (ii) postgraduate qualifications in an appropriate field; and (iii) preferably, good command of written and spoken English. The specialist will: (i) design and coordinate the overall implementation of the capacity building components for ecotourism and protected area management, mobilizing the expertise of the other team members; (ii) design the various capacity development elements in consultation with stakeholders; (iii) coordinate the inputs of the other team members; and (iv) prepare progress reports.
- (iv) **Protected area tourism concessions and eco-certification specialist.** The specialist will have: (i) 10 years relevant experience in capacity building; (ii) postgraduate qualifications in an appropriate field; and (iii) preferably, good command of written and spoken English. The specialist will: (i) plan, facilitate, and implement the preparation of the draft concessions manuals and eco-certification scheme for the KLNP and OBNP; (ii) organize stakeholder meetings to present and discuss the manuals and scheme; (iii) prepare the draft and final draft manuals and eco-certification documents; (iv) facilitate the adoption of the manuals and eco-certification scheme by the MET, the KLNP and OBNP administrations, *soum* governments, and tour camp operators; (v) design and lead training on the implementation of the concession manuals and eco-certification scheme; and, (vi) monitor and evaluate progress, and prepare progress reports.
- (v) **Destination management organization (DMO) development specialist.** The specialist will have: (i) 10 years relevant experience in capacity building; (ii) postgraduate qualifications in an appropriate field; and (iii) preferably, good command of written and spoken English. The specialist will: (i) provide capacity building and mentoring to the KLNP Management Council and Tourism Sub-council; (ii) advise on the establishment of a DMO in the OBNP; (iii) advise on the establishment, business planning and recruitment of staff for the CKTC management company; (iv) provide capacity building and mentoring support to the DMOs and the CKTC; and (v) monitor and evaluate progress and prepare progress reports.
- (vi) **Tourism financial management specialist.** The specialist will have: (i) 10 years relevant experience in capacity building; (ii) postgraduate qualifications in an appropriate field; and (iii) preferably, good command of written and spoken English. The specialist will: (i) prepare a financing strategy and budgets for the KLNP and OBNP management plans, considering the expansion and revision of the plans to include the new management actions and O&M requirements developed under the project; (ii) lead the development of the financial planning and budget inputs for the KLNP and OBNP DMOs and CKTC management company; (iii) provide financial management capacity building and mentoring to the DMOs and CKTC management company; and (iv) monitor and evaluate progress and prepare progress reports.
- (vii) **Tourism marketing specialist.** The specialist will have: (i) 10 years relevant experience in tourism marketing; (ii) postgraduate qualifications in an appropriate

field; and (iii) preferably, good command of written and spoken English. The specialist will provide marketing support to the KLNP and OBNP DMOs and CKTC management company, including: (i) marketing research; (ii) marketing positioning and branding strategy; (iii) marketing planning; (iv) developing marketing programs and campaigns; (v) undertaking marketing capacity building and mentoring; and (vi) monitoring and evaluating progress and preparing progress reports.

- (viii) **Community-based tourism and value chains specialist.** The specialist will have: (i) 10 years relevant experience in the design and implementation of community-based livelihoods; (ii) postgraduate qualifications in an appropriate field; and (iii) preferably, good command of written and spoken English. The specialist will: (i) undertake detailed value chains analyses in the KLNP and OBNP buffer zones to identify opportunities for connecting less advantaged residents to the tourism supply chain; (ii) prepare, profile and assess the likely viability of the opportunities, target groups and capacity building needs; (iii) assist in the design of and participate in awareness building events to present the opportunities; (iv) design capacity building measures and training programs to increase skills and improve product and service quality; and (v) monitor and evaluate progress, including the on-going operation of the JFPR-funded community revolving funds, and prepare progress reports.

C. Road Design and Supervision Firm (Consulting Services Package 17)

20. The firm will have: (i) relevant domestic certifications to undertake DEDs, detailed environmental impact assessment and monitoring (DEIA), and construction supervision, for road projects in Mongolia; (ii) suitably qualified staff at graduate and postgraduate level in road design and construction supervision, including, as needed, geodetic surveys, civil engineering, quantity surveying, power engineering, materials engineering, and computer-aided design (CAD) systems or related fields; (iii) at least 10 years of experience in the design and implementation of road projects; (iv) established professional networks with key agencies concerned with design, approval and implementation of road projects, including the Ministry of Road and Transport Development (MRTD) and *aimag* road departments; and (v) experience in capacity building and training of other agencies and personnel. Strong command of verbal and written English by at least the team leader is required. The firm will be national and will include a team composition that includes international specialist inputs, if needed. Under the supervision of the PIU Road Construction Engineer, the firm will work closely with the PIU team, executing and implementing agencies, and other relevant stakeholders to design the project subcomponents for roads and traffic management, as follows.

- (i) Prepare traffic and road management plans for the KLNP and OBNP, based on the guiding principles established in the project preparation phase, for integration in the park management plans and *soum* development plans.
- (ii) Prepare draft, and then final draft, DEDs for the following civil works. **At the KLNP:** (a) construction of a 2 km road link (Khatgal main road to Khatgal-Jankhai-Toilagt gravel road), and eight car parks; (b) upgrading of 35.9 km of unsealed roads; (c) upgrading 15 km of trails; (d) two fee collection stations (at the southern and northern entrances of the KLNP, at Khatgal Town and Khankh *Soum* respectively); and (e) one road control station (8 m²) (at the Toilagt end of the Khatgal-Jankhai-Toilagt road, to regulate public vehicle access to the scenic road between Toilagt and Chuchu, in the summer tourist season). **At the OBNP:** (a) upgrading of a 2.6 km access road; and (b) construction of three car parks. Works include the use of geocells, speed humps, culverts, pedestrian crossings, and other design features

for safety and sustainability. See Appendix 1 of this project administration manual for a summary of the planned works.

- (iii) Key tasks for preparation of the DEDs will include: (a) standard detailed drawings of the civil works (including location of road signs, marking, edge marker posts, guardrails); (b) work schedules, estimated quantities, and costs; (c) safety improvements (passing lanes, road marking, road signs, etc.), including standards, calculations, drawings, specifications, quantities and cost estimates; and (d) submission of the draft designs to the executing and implementing agencies, for review and endorsement from project steering committee, especially MRTD.
- (iv) Prepare draft, and then final, DEIAs for the subcomponents. The DEIAs will build on the general EIAs approved during project preparation. The firm will subcontract to a domestic certified agency, as needed, to prepare the DEIAs. The DEIAs will be prepared in parallel with preparation of the DEDs, to ensure that the DEDs account for, and address, any environmental risks. The DEDs will incorporate, as needed, (a) the environmental mitigation, monitoring and reporting measures described in the project EMP, and (b) any additional measures and requirements developed for the DEIAs. The costs for EMP implementation will be included in each package as needed.
- (v) Provide contract administration support to the PIU, including for: (a) preparation of the bidding documents for the procurement packages for the KLNP road link, road upgrades, car parks, fee collection stations, and road control station, and OBNP road upgrade, car parks, and transmission line, based on the ADB Standard Bid Documents (SBD) for Procurement of Works; (b) issuance of bid documents; and (c) procurement of the contractors for the civil works packages.
- (vi) Undertake construction supervision, including: (a) as the Engineer, administer the construction contracts between the civil works contractor and MET; (b) carry out all tasks as defined in the Fédération Internationale Des Ingénieurs Conseils (FIDIC; International Federation of Consulting Engineers) Conditions of Contract and have all those powers which are defined as being the Engineer's, except for the following which, in addition to those under Clause 3.1, will be retained and exercised by the Employer, generally on the advice of the Engineer: Subcontracting (Cl. 4.4); Order to Commence Work (Cl. 8.1); Extension of Time (Cl. 8.4); and Suspension of Work (Cl. 8.8); (c) ensure that the Works are constructed in accordance with the provisions of the Contract with the consultant making all engineering decisions required for the successful and timely implementation of the Contract; and (d) after each package of final design has been approved by MET and ADB, the Engineer shall issue instructions to the contractor to carry out the Works.
- (vii) Conduct environmental monitoring and reporting of the construction works and post-construction site rehabilitation, in compliance with the monitoring requirements and parameters specified in Sections D and H of the project EMP. Ensure that monitoring and analyses are conducted by a qualified individual or agency with domestic certification for environmental monitoring. Maintain regular contact with the PIU Environment Safeguards Specialist and immediately report any instances of actual or potential non-compliance with the EMP (e.g. an accidental spill of machine fuel).
- (viii) Facilitate smooth handover of the completed works to the local agencies responsible for O&M. Prepare and implement trainings to these agencies for O&M of the facilities.
- (ix) Prepare: (a) an inception report, within 4 weeks of the start of the consulting services; (b) semi-annual progress reports; (c) monthly progress reports during

construction supervision; (d) draft final report 3 months before completion of the consulting services; and (e) final report, on completion and handover. The reports will include progress for EMP implementation, including: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. The draft reports will be reviewed by the executing and implementing agencies and ADB. Reports will be written in English and Mongolian. Digital copies of each report will be submitted to the government and ADB. The firm will provide an interpreter to work with international team members, and to support the ADB missions, as needed.

Indicative team composition and individual terms of reference:

- (i) **Engineer's Representative/team leader.** The specialist will have: (i) 10 years relevant experience in civil works design and supervision, and team leadership; (ii) postgraduate qualifications in an appropriate field; and (iii) strong command of written and spoken English. The specialist will: (i) manage the consultancy service; (ii) as the Engineer's Representative during the initial construction phase, act on behalf of the FIDIC Engineer, focusing on early identification of issues and mitigation or preventive measures in all aspects of the scope of work; (iii) lead the designs, review of draft designs, and construction supervision components, and development of solutions as needed for any technical issues arising during the design stage, especially issues potentially leading to claims and increase of costs in the works; (iv) give guidance on modified bitumen application and geocell base course technology; (v) provide advice and training to the contractor for the applied technologies; (vi) during construction supervision, meet regularly with the contractors; and (vi) lead preparation of the progress reports.
- (ii) **Senior Resident Engineer/deputy team leader.** The specialist will have: (i) 10 years relevant experience in civil works design and supervision, and team leadership; (ii) postgraduate qualifications in an appropriate field; and (iii) good command of written and spoken English. The specialist will: (i) lead the detailed design of the roads including safety improvement works; (ii) assist with the administration and supervision of road construction works including coordination and liaison with the Employer; (iii) lead the daily construction supervision, through the Resident Engineers and other site staff; (iv) review daily reports prepared by site staff; (v) prepare and maintain progress monitoring schedule; (vi) review and approve shop drawings and preparation of as-built drawings; and (vii) provide inputs to the progress reports.
- (iii) **Resident engineers.** The specialists will have: (i) at least 5 years relevant experience in civil works design; (ii) graduate qualifications in civil engineering; and (iii) strong command of written and spoken English. The specialists will be responsible for daily construction supervision in the field.
- (iv) **Senior materials engineer.** The specialist will have: (i) 10 years relevant experience in civil works design and supervision; (ii) postgraduate qualifications in an appropriate field; and (iii) basic written and spoken English. The specialist will: (i) prepare the quality assurance plan; (ii) supervise the setting up, organization and layout of the contractor's field laboratory including monitoring the mobilization of the testing equipment; and (iii) supervise the compliance to material specifications and testing and certifying the construction in accordance with contract conditions including acceptance standards of materials, approval of source supply, and material testing methods, with assistance from the Materials Engineer.

- (v) **Materials engineer.** The specialist will have: (i) 5 years relevant experience in civil works design and supervision; (ii) graduate qualifications in materials engineering or appropriate field; and (iii) basic written and spoken English. The specialist will report to the Senior Materials Engineer and will be responsible for the daily supervision of compliance to material specifications and testing in the field.
- (vi) **Power engineer.** The specialist will have: (i) 5 years relevant experience in civil works design and supervision; and (ii) graduate qualifications in materials engineering or appropriate field. The specialist will be responsible for: (i) detailed design of the transmission line; (ii) assisting the team leader with the administration and supervision of transmission line construction works; (iii) daily supervision of compliance to equipment specifications; (iv) testing and certifying the construction in accordance with contract conditions including acceptance standards of equipment and testing methods; and (v) monitoring and evaluating progress and report preparation.
- (vii) **Quantity surveyor.** The specialist will have: (i) 5 years relevant experience in civil works design and supervision; and (ii) graduate qualifications in appropriate field. The specialist will assist the Deputy Team Leader in: (i) measurement of works and materials on-site; (ii) checking contractor's statements; (iii) preparing interim payment certificates; and (iv) evaluating variation orders.
- (viii) **Survey engineer.** The specialist will have: (i) 5 years relevant experience in engineering surveys; and (ii) graduate qualifications in materials engineering or appropriate field. The specialist will work with the Deputy Team Leader to: (i) prepare detailed designs for proposed road safety improvement works, including carrying out topographic surveys of work sites and preparing detailed design drawings; (ii) check the setting out of works by the contractor; (iii) prepare the as-built drawings; and (iv) work with the quantity surveyor to measure completed works.
- (ix) **CAD technician.** The specialist will have: (i) 5 years relevant experience in CAD and/or other relevant design software; and (ii) graduate qualifications in an appropriate field. The specialist will generate the detailed design sheets for the projects.

D. Sanitation and Solid Waste Engineering and Supervision Firm (Consulting Services Package 18)

21. The firm will have: (i) at least 10 years of experience in the design and implementation of wastewater and solid waste facilities; (ii) relevant certification to undertake DEDs and DEIAs, and construction supervision, for wastewater and solid waste projects; (iii) suitably qualified staff at graduate and/or postgraduate level in sanitation and solid waste engineering; (iv) established professional networks with key agencies for the design, approval and implementation of waste management, including the Ministry of Construction and Urban Development; and (v) experience in capacity building and training agencies for O&M of sanitation and landfill facilities. The firm will be national and will include a team composition that includes international specialist inputs, if needed. Strong command of verbal and written English by at least the team leader is required. Under the supervision of the PIU Waste and Sanitation Specialist, the firm will work with the PIU, executing and implementing agencies, communities, tour operators, *soum* governments, and other stakeholders, to design the waste components of the project, as follows.

- (i) Prepare waste management plans for the KLNP and OBNP, based on the guiding principles established in the project preparation phase, for integration in the park management plans and *soum* development plans. The plans will include: (a)

procedures for the capture, collection, transport, treatment, and disposal, of sewage and solid waste at each park, building on the previous detailed assessments conducted during project preparation and the JFPR-funded grant project; (b) procedures for O&M of the project waste facilities; and (c) roles and responsibilities of relevant agencies, including the JFPR-led CWMTs.

- (ii) With the PIU team, facilitate the adoption of the JFPR-funded toilet designs by tour camps at the KLNP and OBNP. Provide on-site technical support to assist the tour camps to select and install the new facilities.
- (iii) Prepare draft, and then final draft, DEDs for the following civil works: (a) decentralized sanitation systems for public campsites and carparks; (b) three wastewater treatment plants (WWTP); and three landfill sites. See Appendix 1 for a summary of the planned works. The decentralized sanitation systems for the tour camps, campsite, and carparks will be based on the technical designs for four toilet technologies approved by the government under the JFPR grant, and will be tailored to local conditions, water-saving, non-flushing, cost-effective, and which utilize local materials for construction and O&M. The WWTPs will utilize WSB technology adopted elsewhere in Mongolia. The WWTP and landfills will be designed to meet projected volumes until at least 2038 (as per projections in the project preparation phase); be cost-effective; utilize local materials; and reflect international best practice.
- (iv) Prepare DEDs, provide construction supervision, and assist in the procurement of, the waste collection and recycling systems for the three landfill sites. See Appendix 1 for a summary of the planned works.
- (v) Prepare draft, and then final, DEIAs for the subcomponents. The DEIAs will build on the general EIAs approved during project preparation. The firm will subcontract to a domestic certified agency, as needed, to prepare the DEIAs. The DEIAs will be prepared in parallel with preparation of the DEDs, to ensure that the DEDs account for, and address, any environmental risks. The DEDs will incorporate, as needed, (a) the environmental mitigation, monitoring and reporting measures described in the project EMP, and (b) any additional measures and requirements developed for the DEIAs. The costs for EMP implementation will be included in each package, as needed.
- (vi) In undertaking the designs and construction supervision, the firm shall build on the 3 years of lessons learned under the JFPR grant, and project preparation phase, for waste management.
- (vii) Collaborate with the national waste recycling association, and other stakeholders as relevant, to identify, design, and facilitate the implementation of, recycling of solid waste (especially plastics) from the three project-supported landfills.
- (viii) Design and implement capacity building for stakeholders for waste management and O&M of the project sanitation systems, WWTPs, and landfills.
- (ix) Prepare detailed design and bid documents for the project packages for construction of the WWTPs and landfills.
- (x) Supervision of the works. As the Engineer, the firm will administer the construction contract between the civil works contractor and MET and ensure that the Works are constructed in accordance with the provisions of the Contract.
- (xi) Conduct environmental monitoring of the construction works and post-construction site rehabilitation in compliance with the monitoring requirements and parameters specified in Sections D and H of the project EMP. The firm will ensure that monitoring and analyses are conducted by a qualified individual or agency with domestic certification for environmental monitoring. Provide brief semi-annual progress reports to the PIU comprising: the monitoring results;

whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. In addition, maintain regular contact with the PIU Environment Safeguards Specialist and immediately report any instances of actual or potential non-compliance with the EMP (e.g. an accidental spill of machine fuel).

- (xii) Provide contract administration support to the PIU, including for: (a) preparation of the bidding documents for the WWTP and landfill packages, based on the ADB SBDs for Procurement of Works; (b) issuance of bid documents; and (c) procurement of the contractors for the civil works packages.
- (xiii) Prepare: (a) an inception report, within 4 weeks of the start of the consulting services; (b) semi-annual progress reports; (c) monthly progress reports during construction supervision; (d) draft final report 3 months before completion of the consulting services; and (e) final report, on completion and handover. The reports will include progress for EMP implementation, including: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. The draft reports will be reviewed by the executing and implementing agencies and ADB. Reports will be written in English and Mongolian. Digital copies of each report will be submitted to the Government and ADB. The firm will provide an interpreter to work with international team members, and to support the ADB missions, as needed.

Indicative team composition and individual terms of reference:

- (i) **Sanitation specialist; Engineer's representative/team leader.** The specialist will have: (i) 10 years relevant experience in sanitation and solid waste design and management; (ii) postgraduate qualifications in an appropriate field; and (iii) strong command of written and spoken English. The specialist will: (i) manage the consultancy; (ii) ensure early identification of issues and mitigation or preventive measures in all aspects of the scope of work; (iii) lead the design preparation and construction supervision components, and development of solutions as needed for any technical issues arising during the design stage, especially issues potentially leading to claims and increase of costs in the works; (iv) lead the preparation of variation orders and their submission to PIU for review (v) advise on potentially expected or actual claims; (vi) during construction supervision, meet regularly with the contractors; (vii) lead preparation of the progress reports; and (viii) provide inputs to the project semi-annual environment monitoring reports on compliance with the project EMP for waste management.
- (ii) **Resident engineers** (up to three). The specialists will have: (i) at least 5 years relevant experience in sanitation and/or solid waste design; (ii) graduate qualifications in civil engineering; and (iii) strong command of written and spoken English. The specialists will be responsible for daily construction supervision in the field (one each to be assigned in Khatgal, Khankh and Dadal).
- (iii) **Quantity surveyor.** The specialist will have: (i) 5 years relevant experience in wastewater and solid waste management quantity survey work; and (ii) graduate qualifications in appropriate field. The specialist will: (i) measure works and materials on-site; (ii) check contractor's statements; (iii) prepare interim payment certificates; and (iv) evaluate variation orders.
- (iv) **CAD technician.** The specialist will have: (i) 5 years relevant experience in CAD and/or other relevant design software; and (ii) graduate qualifications in an appropriate field. The specialist will generate the detailed design sheets for the projects.

E. Architectural Design and Supervision Firm for Khuvsgul Lake National Park Headquarters and Visitor Center; and, Murun Square (Consulting Services Package 19)

22. The firm will have: (i) at least 10 years of experience in architectural and engineering design, and construction supervision of buildings and outdoor furnishings, considering especially energy efficiency, aesthetics, and environmental sustainability; (ii) relevant certification to undertake architectural design and construction supervision; (iii) suitably qualified staff at graduate and/or postgraduate level in architectural design, civil engineering, quantity surveying, O&M, engineering, environmental monitoring, and CAD (or other appropriate software) systems; (iv) established professional networks with key agencies for the design, approval and implementation of buildings, including the Ministry of Construction and Urban Development; and (v) experience in capacity building and training agencies for O&M of building facilities. The firm will be national and will include a team composition that includes international specialist inputs if needed. Strong command of verbal and written English by at least the team leader is required. Under the supervision of the PIU Building Construction Engineer, the firm will work with the PIU, executing and implementing agencies, Khuvsgul *Aimag* and *soum* governments, communities, and other stakeholders, to design the specified components of the project, as follows.

- (i) Prepare detailed architectural designs for the Murun Square tourism facilities including: (a) upgrading of the town square for tourism, education and events; (b) construction of 1 small single-story, multi-purpose building (39 m²) with observation tower; (c) construction and installation of 36 sitting areas; (d) construction of bicycle path and sidewalk; (e) construction of 17 parking slots; (f) installation of three information panels and one visitor WiFi stand.
- (ii) Prepare detailed architectural designs for the KLNP headquarters and visitor center, based on the conceptual designs developed during the project preparation, including: (a) drawing sets with plans, sections, elevations and 3D visualization; (b) designs which comply with national regulations; and (c) verifying the designs against the estimated project costs, to stay within the project budget.
- (iii) Prepare DEDs and (if required) DEIAs for the Murun Square facilities and KLNP headquarters and visitor center including: (a) preparation of final designs for each of the works contracts, including standards, calculations, drawings, specifications, quantities and cost estimates; (b) submission of final designs to the MET, KLNP Administration, *aimag*, *soum*, and city governments and ADB for review and approval; (c) preparation of the DEIA through subcontracting to a certified domestic environmental impact firm, as needed. The DEIA will be based on the general EIA completed and approved during project preparation; and (d) a design report (2 months after mobilization) including detailed designs with all plans and quantities, and technical specifications.
- (iv) Assist the PIU Procurement Specialist to prepare bid documents for the relevant packages in the project procurement plan, in accordance with the relevant national standard bidding documents for open competitive bidding.
- (v) As the Engineer, the consultant will administer the construction contract between the works contractor and MET and ensure that the Works are constructed in accordance with the provisions of the contract.
- (vi) Undertake construction supervision including: (a) all tasks defined in the FIDIC Conditions of Contract and which have all those powers which are defined as being the Engineer's, except for the following which, in addition to those under Clause 3.1, will be retained and exercised by the Employer, generally on the advice of the

Engineer: (b) Subcontracting (Cl. 4.4); (c) Order to Commence Work (Cl. 8.1); (d) Extension of Time (Cl. 8.4); and (e) Suspension of Work (Cl. 8.8). The consultant will ensure that the Works are constructed in accordance with the provisions of the Contract. The consultant will make all engineering decisions required for the successful and timely implementation of the Contract.

- (vii) Conduct environmental monitoring of the construction works and post-construction site rehabilitation in compliance with the monitoring requirements and parameters specified in Sections D and H of the project EMP. The firm will ensure that monitoring and analyses are conducted by a qualified individual or agency with domestic certification for environmental monitoring. Provide brief semi-annual progress reports to the PIU comprising: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. In addition, maintain regular contact with the PIU Environment Safeguards Specialist and immediately report any instances of actual or potential non-compliance with the EMP (e.g. an accidental spill of machine fuel).
- (viii) Undertake O&M planning and capacity building including preparation of O&M manuals for each facility, which will include the following: (a) the definition of building, furnishings, fittings and equipment and outdoor furniture; (b) description and specification of facilities and equipment requiring O&M; (c) O&M procedures; (d) roles and responsibilities of key agencies; (e) monitoring, surveillance and reporting; and (f) costs for annual O&M, and, specific financing sources and payment procedures. The firm will also design and implement a training program for O&M staff. All aspects for O&M will be discussed closely with the PIU team, to ensure a consolidated approach for the preparation of O&M costs and financing for the project facilities.
- (ix) Prepare: (a) an inception report, within 4 weeks of the start of the consulting services; (b) semi-annual progress reports; (c) monthly progress reports during construction supervision; (d) draft final report 3 months before completion of the consulting services; and (e) final report, on completion and handover. The reports will include progress for EMP implementation, including: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. The draft reports will be reviewed by the executing and implementing agencies and ADB. Reports will be written in English and Mongolian. Digital copies of each report will be submitted to the government and ADB. The firm will provide an interpreter to work with international team members, and to support the ADB missions, as needed.

F. Urban Planning for Khankh Soum (Consulting Services Package 20)

23. The firm will have: (i) at least 10 years of experience in urban planning, considering especially best-practice green designs including energy efficiency, aesthetics, and other key aspects for environmental sustainability; (ii) relevant certification to undertake urban planning; (iii) suitably qualified staff at graduate and/or postgraduate level in urban planning, architectural planning, civil engineering, quantity surveying, O&M, engineering, environmental monitoring, and CAD (or other appropriate software) systems; (iv) established professional networks with key agencies for urban planning, including key ministries; and (v) experience in capacity building and training agencies for O&M of building facilities. The firm will be national and will include a team composition that includes international specialist inputs if needed. Strong command of verbal and written English by at least the team leader is required. Khankh Soum is

unique in that it is located entirely within KLNP, requiring a special planning approach that is consistent with the KLNP management plan and conservation values, gives space for socio-economic development, and is based on a high level of stakeholder participation. Under the supervision of the PIU, the firm will work with the executing and implementing agencies, Khuvsgul *Aimag* and Khankh *Soum* governments, communities, CSOs, and other stakeholders, to design the specified components of the project, as follows.

- (i) Prepare a comprehensive baseline study and document for preparation of the *soum* development plan, including a review and evaluation of relevant documents covering the KLNP management plan, policy and legislative framework documents, national and local development programs and projects, and international best practice and other local standards for sustainability.
- (ii) Identify and agree, through a stakeholder participation process, the planning goals and principles guiding the preparation of the *soum* development plan.
- (iii) Prepare an initial paper setting out: results of the baseline survey; planning goals and principles; alternative and recommended development strategies; and, initial outline of the *soum* development plan.
- (iv) Circulate the draft to stakeholders and facilitate stakeholder workshops to review the draft plan.
- (v) Prepare the draft *soum* development plan and supporting documents, including: (a) baseline information on the *soum* and its constituents (including demography, economy, society, culture, road, transportation, environment, land use); population and economic growth projections, including the projections prepared during the project preparation phase; and, integration with the KLNP management plan; (b) the development strategy, consistent with socio-economic future vision, urban development trend and land use policy; (c) the draft plan; (d) detailed “neighborhood plans” for key areas such as the *soum* center and tourist areas; (e) costs to implement the plan, and, financing sources; and (f) a detailed action plan, including schedule, for the next steps for official endorsement and of the final draft plan.
- (vi) Identify engineering infrastructure proposals and budgets required to support the implementation of the *soum* development plan, including designs which are economically efficient, environmentally sustainable, and comply with protected area regulations and the principals of “green” urban development.
- (vii) Implement stakeholder consultations on the draft plan.
- (viii) Revise the plan, and implementation action plan.
- (ix) Conduct final rounds of stakeholder consultations on the revised plan.
- (x) Facilitate the official review and endorsement of the plan by the central and local government.
- (xi) Coordinate all works in close consultation with the other firms contracted by the project, including for the project-funded roads, waste components, and ecotourism, to ensure a fully integrated approach between the project outputs and components.
- (xii) Prepare: (a) an inception report, within 4 weeks of the start of the consulting services; (b) semi-annual progress reports; (c) draft final report 3 months before completion of the consulting services; and (d) final report, on completion and handover. The reports will include progress for EMP implementation, including: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. The draft reports will be reviewed by the executing and implementing agencies and ADB. Reports will be written in English and Mongolian. Digital copies of each report will be submitted to the government and ADB. The firm will provide

an interpreter to work with international team members, and to support the ADB missions, as needed.

Indicative team composition and individual terms of reference:

- (i) **Urban planner/team leader.** The specialist will have: (i) 10 years relevant experience in urban development master planning; (ii) postgraduate qualifications in an appropriate field; and (iii) strong command of written and spoken English. The specialist will: (i) manage the consultancy; (ii) undertake the urban planning components of the work; (iii) lead the stakeholder consultations; (iii) maintain close liaison with the other consulting firms in the waste management, management planning, concessions and eco-certification of tour camps, destination management organization development, and community-led tourism packages of the project; and (iv) lead preparation of the progress reports.
- (ii) **Protected area planning specialist/deputy team leader.** The specialist will have: (i) 10 years relevant experience in protected area planning and management; (ii) postgraduate qualifications in an appropriate field; and (iii) good command of written and spoken English. The specialist will: (i) assist in team coordination; (ii) ensure the deliverables are consistent with the conservation values of the KLNP management plan; (iii) lead the daily tasks; and (iv) provide inputs to the progress reports and environmental monitoring reports.
- (iii) **Environmental architect planner.** The specialist will have: (i) 10 years relevant experience; (ii) postgraduate qualifications in an appropriate field; and (iii) preferably, good command of written and spoken English. The specialist will: (i) undertake the environmental planning elements of the *soum* development plan, to ensure sustainable environmental designs are incorporated, climate change adaption; and (ii) provide inputs to the progress reports and environmental monitoring reports.
- (iv) **Sanitation management specialist.** The specialist will have: (i) 10 years of experience in sanitation; and (ii) postgraduate qualifications in an appropriate field. The specialist will: (i) lead the detailed planning of the expansion of wastewater and solid waste sanitation facilities; (ii) prepare the waste management plan for the *soum*, based on: (a) the waste components for the KLNP management plan; (b) the principals, designs, and facilities developed under the JFPR-led grant and other agencies, especially the work of EcoLeap for litter collection; (c) the waste management components under the current loan project including the loan-supported wastewater and solid waste landfill, on-site sanitation facilities for tour camps, and community-led awareness raising for sanitation; (d) the JFPR-supported CWMTs; and (iii) provide inputs to the progress reports and environmental monitoring reports.
- (v) **Utilities infrastructure specialist.** The specialist will have: (i) 5 years of experience in undertaking utilities infrastructure planning and project development; and (ii) qualifications in utilities engineering or appropriate field. The specialist will: (i) undertake the planning and design of the power and heating infrastructure requirements for Khankh *Soum*; and (ii) provide inputs to the progress reports.
- (vi) **Information and telecommunications (ICT) technology specialist.** The specialist will have: (i) 5 years of experience in information and telecommunications technology planning and project development; and (ii) qualifications in appropriate field. The specialist will: (i) review and evaluate the current and planned scenario for telecommunications and ICT at the regional, provincial and *soum* level, and prepare strategies, plans and designs to meet the future needs of Khankh *Soum*; and (ii) provide inputs to the progress reports.

- (vii) **Transportation planning specialist.** The specialist will have: (i) 5 years of experience in transportation planning; and (ii) qualifications in transportation engineering or appropriate field. The specialist will: (i) review and evaluate the current and planned scenario for the road system within the *soum* and its connection to the road network at the provincial and regional level; (ii) prepare strategies, plans and designs to meet the future road network needs of the *soum*; and (iii) provide inputs to the progress reports.
- (viii) **Economist and financial specialist.** The specialist will have: (i) 5 years of experience in economic and financial planning; and (ii) qualifications in economic and finance or related field. The specialist will: (i) review and evaluate the *soum* economic and financial structure and prospects; (ii) prepare strategies and plans to strengthen the *soum* economy through greater participation of local residents in the tourism value chain; (iii) incorporate the costs of O&M for the project-funded facilities in *Khankh Soum* (landfill, WWTP, on-site sanitation systems, car park), as developed under the other consultancy packages, into the financial planning for the *soum* development plan; and (iv) provide inputs to the progress reports.
- (ix) **Quantity surveyor.** The specialist will have: (i) 5 years relevant experience in undertaking quantity survey work; and (ii) graduate qualifications in appropriate field. The specialist will: (i) estimate the capital and O&M costs of the proposed development designs; and (ii) provide inputs to the progress reports.
- (x) **Communication specialist.** The specialist will have: (i) 5 years relevant experience in communication engagements; and (ii) graduate or postgraduate qualifications in appropriate field. The specialist will: (i) organize workshops and events designed to ensure that the planning process engages and takes account of the opinions and views of the local community and other stakeholders, in accordance with the project's consultation and participation plan; and (ii) provide inputs to the progress reports.
- (xi) **CAD technician.** The specialist will have: (i) 5 years relevant experience in CAD and/or other relevant design software; and (ii) graduate qualifications in an appropriate field. The specialist will generate the detailed design sheets for the plans.

G. Architectural Design and Supervision for Chinggis Khaan Tourism Complex (Consulting Services Package 21)

24. The objective of the package is to undertake architectural design, DED, DEIA, and construction supervision consulting services for CKTC in the buffer zone of OBNP in Dadal *Soum* in Khentii *Aimag*. The firm will have: (i) at least 10 years of experience in architectural and engineering design, DEIA preparation, and construction supervision of complex structures; (ii) suitably qualified staff at graduate and/or postgraduate level in architectural design, civil engineering, quantity surveying, O&M, environmental monitoring, and CAD (or other appropriate software) systems; (iii) established professional networks with key agencies for construction development; and (iv) experience in capacity building and training agencies for O&M of building facilities. The firm will be national and will include a team composition that includes international specialist inputs if needed. Strong command of verbal and written English by at least the team leader is required. Under the supervision of the PIU Building Construction Engineer, the firm will work closely with the PIU, executing and implementing agencies, Khentii *Aimag* and Dadal *Soum* governments, OBNP Administration, and other stakeholders, to design and supervise the construction of the CKTC, as follows.

- (i) Support the relevant package in the project procurement plan for construction of the CKTC building; and design the package in close coordination with the linked packages for construction of the CKTC access road, car parks, power line, WWTP, and *soum* landfill.
- (ii) Prepare detailed architectural designs for the CKTC including: (a) updating the conceptual plans prepared during project preparation phase and preparation of the detailed architectural designs; (b) updating the conceptual plans prepared during project preparation phase and preparation of the detailed architectural designs; (c) developing drawing sets including plans, sections, elevations and 3D visualization; (d) ensuring compliance with Mongolian design regulations and Royal Institute of British Architects (RIBA) standards; and (e) verification of the costs against the costs estimated during project preparation, to remain within the project budget.
- (iii) Prepare the draft DEDs for the CKTC including: (a) the final engineering designs for the works contracts; (b) the construction standards, calculations, drawings, and specifications; (c) estimates of quantities and cost estimates; and (d) review of the draft DEDs with the executing and implementing agencies and ADB.
- (iv) Prepare the DEIA for the CKTC, through subcontracting the task to a certified national firm. The DEIA will expand upon the General EIA completed and approved during the project preparation.
- (v) Assist the PIU Procurement Specialist to prepare the bidding documents for the CKTC works contract in the project procurement plan, based on the ADB SBDs for Procurement of Works. The SBD reference the Conditions of Contract for Construction for Building and Engineering Works Designed by the Employer, Multilateral Development Bank Harmonized Edition, prepared by the Fédération Internationale des Ingénieurs-Conseil (FIDIC 2010 MDB version).
- (vi) As the Engineer, administer the construction contract between the works contractor and MET, and ensure that the Works are constructed in accordance with the provisions of the Contract.
- (vii) Undertake construction supervision based on all tasks defined in the FIDIC Conditions of Contract and which have all those powers which are defined as being the Engineer's, except for the following which, in addition to those under Clause 3.1, will be retained and exercised by the Employer, generally on the advice of the Engineer: (a) Subcontracting (Cl. 4.4); (b) Order to Commence Work (Cl. 8.1); (c) Extension of Time (Cl. 8.4); and (d) Suspension of Work (Cl. 8.8); and (e) ensure that the Works are constructed in accordance with the provisions of the Contract. The consultant will make all engineering decisions required for the successful and timely implementation of the Contract.
- (viii) Conduct environmental monitoring of the construction works and post-construction site rehabilitation in compliance with the monitoring requirements and parameters specified in Sections D and H of the project EMP. Ensure that monitoring and analyses are conducted by a qualified individual or agency with domestic certification for environmental monitoring. Provide brief semi-annual progress reports to the PIU comprising: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. In addition, maintain regular contact with the PIU Environment Safeguards Specialist and immediately report any instances of actual or potential non-compliance with the EMP (e.g. an accidental spill of machine fuel).
- (ix) Prepare O&M plan and manual for the CKTC, which will include the following: (a) the definition of building, furnishings, fittings and equipment and outdoor furniture; (b) description and specification of facilities and equipment requiring O&M; (c)

O&M procedures; (d) roles and responsibilities of key agencies; (e) monitoring, surveillance and reporting; and (f) costs for annual O&M, and, specific financing sources and payment procedures. Design and implement a training program for O&M staff. All aspects for O&M will be discussed closely with the PIU team, to ensure a consolidated approach for the preparation of O&M costs and financing for the project facilities.

- (x) Prepare: (a) an inception report, within 4 weeks of the start of the consulting services; (b) semi-annual progress reports; (c) monthly progress reports during construction supervision; (d) draft final report 3 months before completion of the consulting services; and (e) final report, on completion and handover. The reports will include progress for EMP implementation, including: the monitoring results; whether the construction activities comply with the EMP; any instances of non-compliance; and, time-based corrective actions to address such issues. The draft reports will be reviewed by the executing and implementing agencies and ADB. Reports will be written in English and Mongolian. Digital copies of each report will be submitted to the government and ADB. The firm will provide an interpreter to work with international team members, and to support the ADB missions, as needed.

Indicative team composition and individual terms of reference:

- (i) **Engineer's representative/team leader.** The specialist will have: (i) 10 years relevant experience in best-practice architectural designs; (ii) postgraduate qualifications in an appropriate field; and (iii) strong command of written and spoken English. The specialist will: (i) manage the consultancy; (ii) ensure early identification of issues and mitigation or preventive measures in all aspects of the work; (iii) provide solutions to any technical issues during the design stage, and address issues potentially leading to claims and increase of costs in the works contract during the supervision stage, by effective management of the both design review and construction supervision components; (iv) give special attention to any claim and/or dispute resolution activities as well as prevention of delays during the construction supervision stage; (v) prepare variation orders and submit to PIU and ADB for review; (vi) advise on potentially expected or actual claims; (vii) ensure regular coordination with the contractor during construction supervision; and (viii) lead preparation of the progress reports.
- (ii) **Principal architect (international)/deputy team leader.** The specialist will have: (i) 10 years of experience in undertaking architectural designs for iconic structures; (ii) postgraduate qualifications in architecture or appropriate field; and (iii) fluency in written and spoken English. The international specialist will: (i) direct the architectural design of the CKTC to ensure that it reflects international best practice and according to Royal Institute of British Architects (RIBA) international standards; (ii) supervise the work of the national architect; and (iii) prepare the design reports and specifications.
- (iii) **Architects.** The specialists will have: (i) 5 years relevant experience; (ii) postgraduate qualifications in an appropriate field; and (iii) good command of written and spoken English. The specialists will be responsible to the Deputy Team Leader/Principal Architect for the detailed design work in coordination with the CAD operator and for site supervision work.
- (iv) **Resident engineer.** The specialists will have: (i) at least 5 years relevant experience in sanitation and/or solid waste design; (ii) graduate qualifications in civil engineering; and (iii) good command of written and spoken English. The

specialists will be responsible for daily construction supervision of the works in the field; and be stationed in Dadal *soum*.

- (v) **Quantity surveyor.** The specialist will have: (i) 5 years relevant experience in undertaking quantity surveying assignments for buildings; (ii) graduate or postgraduate qualifications in civil engineering or related field; and (iii) reasonable command of written and spoken English. The specialist will assist the Resident Engineer in the measurement of the works and materials on site, checking contractor's Statements, preparing Interim Payment Certificates, and evaluating variation orders.
- (vi) **Operations and maintenance engineer.** The specialist will have: (i) 5 years undertaking O&M engineering engagements for buildings; and (ii) graduate or postgraduate qualifications in appropriate field. The specialist will be responsible for the O&M planning, manual preparation, and capacity building aspects of the CKTC.
- (vii) **CAD technician.** The specialist will have: (i) 5 years relevant experience in CAD and/or other relevant design software; and (ii) graduate qualifications in an appropriate field. The specialist will generate the detailed design sheets for the projects.

APPENDIX 3. ENVIRONMENTAL MANAGEMENT PLAN

A. Objectives

1. This environmental management plan (EMP) is for the Khuvsgul and Khentii subprojects of the Sustainable Tourism Development project (hereafter referred to as the project). The EMP is to be implemented in all phases of each subproject – design, pre-construction, construction, and operation. The EMP is to ensure project compliance with Mongolia's environmental laws and the Safeguard Policy Statement (SPS, 2009) of the Asian Development Bank (ADB). The EMP describes: the roles and responsibilities of relevant institutions for EMP implementation; potential impacts and the measures to mitigate them; environmental monitoring and inspection; institutional strengthening and training; inspection, monitoring, and reporting arrangements; grievance redress mechanism (GRM); and, future public consultation.

2. During preparation of the detailed engineering designs (after loan effectiveness), the project implementation unit (PIU), acting on behalf of the executing and implementing agencies, will pass this EMP to the engineering design institutes for incorporation of the mitigation measures into the detailed designs. If necessary, the EMP will be updated at the end of the detailed design, to reflect any significant changes as compared with the designs agreed in the project documents between the Government of Mongolia and ADB. To ensure that bidders will respond to the EMP's provisions, the PIU will prepare and provide the following specification clauses for incorporation into the bidding documents: (i) a list of environmental management requirements to be budgeted by the bidders in their proposals, (ii) environmental clauses for contractual terms and conditions, and (iii) the domestic General EIA (GEIA) and Detailed EIA (DEIA), and the project initial environmental examination (IEE), including the updated EMP, for compliance.

B. Organizations and their Responsibilities for EMP Implementation

3. MET is the executing agency responsible for overall project implementation. The implementing agencies are MET's Department of Protected Area Management (DPAM) (Khuvsgul subproject) and Department of Tourism Policy Coordination (DTPC) (Khentii subproject). Each department will be supported by the Khuvsgul Lake National Park (KLNP) and Onon-Balj National Park (OBNP) administrations and Khuvsgul and Khentii *Aimag* governments.

4. Guidance and sector coordination will be through the project steering committee (PSC) and technical working group (TWG) to be established during loan effectiveness. The PSC and TWG will build on the previous PSC and TWG that operated for the project preparation phase. The committee will include representatives from the Ministry of Finance (MOF), Ministry of Roads and Transport, Ministry of Construction and Urban Development, Ministry of Power, Khuvsgul and Khentii *Aimag* governments, and other relevant agencies. The committee will meet at least twice a year. The TWG will represent the committee at the daily level for coordination between line agencies.

5. A PIU will be established, with a central office at MET (Ulaanbaatar) and a field office for each subproject: in the *aimag* centers, Murun (Khuvsgul subproject) and Öndörkhaan (Khentii subproject). The PIU staff will comprise consultants, who will be responsible for project implementation, including accounting, procurement, training, preparation and dissemination of knowledge products, monitoring, and reporting. The PIU will be chaired by the Director General of DPAM. The PIU will be responsible for the implementation of the Khuvsgul and Khentii

subprojects under the project, with close coordination and oversight from the DPAM and DTPC.

6. The EMP implementation arrangements and responsibilities of governmental organizations are summarized in Table EMP-1 and Figure EMP-1.

Table EMP-1: Institutional responsibilities for EMP implementation

Organization	Roles and Responsibilities
Ministry of Environment and Tourism (MET)	<ul style="list-style-type: none"> • Project executing agency • Assumes overall accountability and responsibility for project planning, management, and implementation • Ensures timely and effective execution of the loan agreements • Co-signs (with MOF) withdrawal applications to ADB • Co-signs (with PIU coordinator) withdrawals from the advance accounts to the local currency accounts; and for expenditures from the local currency accounts • Responsible for recruitment and coordination of PIU • Overall coordination and guidance of PIU • Ensures all PIU tasks are completed in a timely and efficient manner • Reviews PIU progress reports • Submits progress reports to ADB and MOF • Ensures PIU uploads project financial statements and progress reports to MOF's ODA MIS • Ensures that procurement is undertaken in accordance with government laws and regulations and ADB policies • Develop and submit annual project budget to MOF in line with the Budget Law of Mongolia • Facilitates auditing of project accounts • Chairs the PSC (chair: MET State Secretary) • Provides timely policy and coordination support
MET Department of Protected Area Management (DPAM)	<ul style="list-style-type: none"> • Project implementing agency • On behalf of MET, responsible for: (i) co-signing (with MOF) of withdrawal applications to ADB; (ii) co-signing (with PIU coordinator) of withdrawals from the advance accounts to the local currency accounts, and, for expenditures from the local currency accounts; (iii) overall project planning and implementation; (iv) consolidation of the technical and financial project progress reports from both implementing agencies and timely submission to the MET Minister's Office, MOF, and ADB; and (v) facilitation of project auditing • Responsible for implementation of Khuvsgul subproject • Joint responsibility with DTPC for coordination of PIU • Closely work together with DTPC in the joint project tasks, including: review of technical and financial progress reports prepared by PIU; implementation of project EMP, SGAP, CPP, and SCS • Responsible for implementation of Khuvsgul subproject, including review and authorization of works and goods • Provide guidance to KLNP and OBNP administrations, to work with the PIU, facilitate project stakeholder activities e.g., meetings and trainings with <i>soum</i> governments, communities, and tour operators • Conduct all tasks in close consultation, and joint agreement, with DTPC
MET Department of Tourism Policy Coordination (DTPC)	<ul style="list-style-type: none"> • Project implementing agency • Responsible for implementation of Khentii subproject • Joint responsibility with DPAM for coordination of PIU • Closely work together with DPAM in the joint project tasks, including: review of technical and financial progress reports prepared by PIU; implementation of project EMP, SGAP, CPP, and SCS; coordination of PIU • Provide tourism policy guidance for KLNP and OBNP administrations and Khuvsgul and Khentii <i>aimag</i> governments
Ministry of Finance (MOF)	<ul style="list-style-type: none"> • Represents GOM for loan negotiations • Signs the loan agreements and project approval on behalf of GOM • Opens the two project advance accounts • Co-signs (with MET) withdrawal applications to ADB

Organization	Roles and Responsibilities
Project Steering Committee (PSC)	<ul style="list-style-type: none"> • Reviews project progress and/or audit reports, as needed • Repays ADB loan • Comprises MET State Secretary, DPAM, DTPC, MOF, Ministry of Construction and Urban Development, Ministry of Road and Transport Development, Ministry of Energy, Khuvsgul and Khentii <i>aimag</i> governments, and CSOs • Provides advice on project implementation • Reviews project progress • Endorses procurement and implementation plans • Ensures timely inter-ministerial coordination and support for the project, including information exchange and facilitation of meetings and approvals, as needed • Meets at least semi-annually
Technical Working Group	<ul style="list-style-type: none"> • Comprises MET, DPAM and DTPC Director Generals, technical representatives from each ministry within the PSC and CSOs • Represents the PSC to assist the executing and implementing agencies with regular technical support, as needed (e.g. for information exchange and/or to facilitate meetings) • Meets regularly
Project Implementation Unit (PIU)	<ul style="list-style-type: none"> • Comprising a project coordinator, two field coordinators, accountant, procurement specialist,¹ and technical specialists • Based at MET in Ulaanbaatar, except for the two field coordinators, to be based at the KLN administration (Khatgal Town, Khuvsgul <i>aimag</i>) and OBNP administration (Dadal <i>soum</i>, Khentii <i>aimag</i>) • On behalf of, and with coordination from, the implementing agencies, coordinates and implements the project activities, including recruitment, procurement, financial management, disbursement, safeguards, supervision of contractors, monitoring, and reporting • On behalf of the executing and implementing agencies, maintains the advance and local currency accounts. Prepares the withdrawal applications to be submitted to ADB by MOF and MET. PIU coordinator co-signs (with MET) project expenditures from the two advance accounts and two local currency accounts • Ensures compliance with the EMP, SGAP, CPP, SCS, and other project documents. For the EMP, this includes screening procedures and the GRM • Coordinates the preparation and delivery of the domestic detailed environmental impact assessment and any social safeguard requirements • Monitors project progress, including site inspections and compliance with project administration manual, EMP, SGAP, and other project documents • On behalf of the executing and implementing agencies, prepares and submits quarterly and annual reports, annual audit reports, and financial statements; submits and uploads relevant documents and reports to MOF's official development assistance monitoring and information system in a timely manner • Prepares semi-annual project progress reports
Khuvsgul <i>aimag</i> government and Khentii <i>aimag</i> government	<ul style="list-style-type: none"> • Facilitates <i>aimag</i>- and <i>soum</i>-level project support, including arrangement of project workshops • Assigns at least one <i>soum</i> officer per <i>soum</i> in each park (i.e. a minimum of five officers per park) to attend meetings and trainings • <i>Soum</i> officers to ensure <i>soum</i> and <i>aimag</i> governments are updated on project progress • The <i>aimag</i> governors are co-chairs of the technical working group that will guide project implementation • Undertakes regular coordination with the PIU • Participates in central- and <i>aimag</i>-level meetings to define operation and maintenance arrangements and financing for the project facilities, including the allocation of government funds for operation and maintenance • Provides timely information and clarification on any local land issues and permits, as

¹ In compliance with Regulation 196 of Mongolia's Ministry of Finance, the project procurement will be coordinated by a qualified PIU procurement specialist. Mongolia's Department for Procurement will not be involved in the project procurement as the department's mandate is for state-financed (not donor-funded) projects.

	needed
	<ul style="list-style-type: none"> • Participates as members of the PSC • Reviews PIU progress reports
Other Domestic Agencies	
General Agency for Specialized Inspection – environment, health and safety inspectors	<ul style="list-style-type: none"> • <i>Soum</i> environment, health, and safety inspectors will inspect project facilities and issue completion certificates
CSOs and other donors	<ul style="list-style-type: none"> • Project will coordinate with existing donor efforts at KLNP and OBNP, including EcoLeap, World Wildlife Fund, and Kreditanstalt für Wiederaufbau programs
Asian Development Bank (ADB)	<ul style="list-style-type: none"> • Oversees project administration and timely execution of the loan agreements by the executing and implementing agencies • Disburses loan proceeds • Reviews procurement, consultant recruitment, progress reports, and audit reports • Reviews project compliance and targets against the design and monitoring framework, EMP, SGAP, and project administration manual • Monitors project progress and conducts review missions • Discloses monitoring reports on ADB public website • Serves as observer to the project steering committee

CPP = stakeholder consultation and participation plan, CSO = civil society organization, EMP = environmental management plan, GOM = Government of Mongolia, GRM = grievance redress mechanism, KLNP = Khuvsgul Lake National Park, MOF = Ministry of Finance, ODA MIS = official development assistance management information system, OBNP = Onon-Balj National Park, PIU = project implementation unit, PSC = project steering committee, SCS = stakeholder communication strategy, SGAP = social and gender action plan.

Source: Asian Development Bank.

C. Potential Impacts and Mitigation Measures

7. Table EMP-2 summarizes the potential impacts of the subproject subcomponents during project preparation, design, construction and operation, and the mitigation measures. The mitigation measures will be incorporated into detailed design, bidding documents, construction contracts and operational management manuals, by the design institutes (during detailed design) and contractors (during construction), under the supervision of the PIU and PSCs. The effectiveness of the measures will be evaluated based on environmental inspections and monitoring to determine whether they should be continued, improved or adjusted.

Table EMP-2: Potential Impacts and Mitigation Measures during Pre-construction, Construction, and Operation Phases

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
A. DESIGN AND PRE-CONSTRUCTION PHASES				
Khuvsgul and Khentii subprojects				
Detailed design stage	Institutional strengthening for EMP Implementation	<ul style="list-style-type: none"> At least 2 months before construction: (i) reconfirm the full-time status of the MET Environmental Officer for the project; (ii) appoint PIU Environment Safeguard Officer; Organize and conduct training on EMP for relevant agencies. 	PIU	MET
	Detailed Engineering Designs	<ul style="list-style-type: none"> Prepare detailed engineering designs. <p><u>Khentii subproject:</u></p> <ul style="list-style-type: none"> Consult with residents and other stakeholders, including CSOs, to assess whether (a) concerns for the CKTC site location remain, (b) community-led solutions (e.g. ceremonial procedures) can be identified and applied to address any remaining concerns. Consultations will be facilitated by the PIU, and are in the TORs for the PIU environment safeguard specialist and social, gender, and civil society specialist (PAM Appendix 1); If the consultations indicate that any remaining concerns for the site location cannot be mitigated, the PIU, guided by the PSC, will prepare new options and recommendations; PSC and ADB will review the results of the consultations and recommendations; Design progress will be suspended until any remaining issues are resolved. 	PIU	MET
	Preparation of Domestic Detailed EIA	<ul style="list-style-type: none"> Recruit domestic certified firm to prepare DEIA and any required environment baseline assessments; PIU environment safeguard specialist will: (i) facilitate recruitment and coordination of firm; (ii) review final decisions of MET and any safeguard conditions or mitigation measures; (iii) assess whether EMP needs updating. 	Certified domestic firm	PIU
	Updating EMP	<ul style="list-style-type: none"> Update mitigation measures defined in this EMP based on final detailed designs; Submit the updated EMP to ADB for review; In case of major changes of project location and/or additional physical components, determine whether the change is minor or major and consult with ADB. 	PIU, MET	MET, ADB
Construction Preparation	Environmental monitoring plan	<ul style="list-style-type: none"> Prior to construction, hire an EMA, to conduct environment monitoring in accordance with the EMP monitoring plan; Prepare detailed monitoring plan in accordance with the monitoring plan in this EMP. 	PIU	MET
	Detailed Engineering Designs	<ul style="list-style-type: none"> Review detailed engineering designs and ensure the EMP is adequate to manage any minor revisions in designs. 	PIU	MET
	Bidding and contract documents	<ul style="list-style-type: none"> Mitigation measures in the EMP are incorporated in all bidding documents; Bidding documents are sent to ADB for review; Prepare environmental contract clauses for contractors; Ensure that the contractors recruited conform with, and implement, the domestic <i>Environmental Safeguard Clauses for Civil Works Contracts</i>; including that each contractor shall a qualified environment specialist on the team. Especially for the contractor that will implement the road works; Ensure that the contractors fulfill any additional domestic safeguard requirements that are not otherwise covered in this EMP. 	PIU	MET
	EMP training	<ul style="list-style-type: none"> Provide training on construction environmental management, implementation, supervision, to contractors and CSCs, in accordance with the training plan in this EMP. 	PIU	MET

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
	Establish GRM	<ul style="list-style-type: none"> Responsibility for GRM implementation is assigned to MET and PIU environmental and social specialists and <i>soum</i> government focal points; All agencies aware of, and trained in, the GRM, and will help support the environmental and social officers when necessary; Key contact details for the GRM (phone number, fax, address, email) provided on the MET, PIU and/or <i>soum</i> government public websites, and information boards at construction sites. 	PIU	MET
	Location of work camps	<ul style="list-style-type: none"> Prior to any works, identify specific site locations for camps and assess these for adequacy of construction requirements and to minimize ecological and social impacts, especially to avoid sites along shoreline of Khuvsgul Lake or Eg River (Khuvsgul subproject), and along the Balj River and its tributaries (Khentii subproject); Obtain approval from <i>soum</i> government, KLNPA (Khuvsgul subproject) and OBNP (Khentii subproject) Administrations, LASI and PIU for the locations. 	Contractor	CSC, PIU, <i>Soum</i> gov., KLNPA, OBNPA
	Reconfirmation of borrow and spoil sites and asphalt plants	<ul style="list-style-type: none"> Based on the finalized quantities of spoil and asphalt needed calculated in the DEDs, reconfirm the sites to be used that are identified in the IEE, and ensure they have sufficient capacity to provide the volumes needed; Obtain MET and <i>soum</i> governments approval for the required material volumes (rock, gravel) and site use. 	Contractors	PIU, <i>Soum</i> gov., KLNPA, OBNPA

B. CONSTRUCTION PHASE

Khuvsgul and Khentii subprojects

Topography and Soils	Earthwork, soil erosion, soil contamination, damage of permafrost	<ul style="list-style-type: none"> Ensure DEDs include the key project design features to avoid damage to permafrost layer: use specialized heat-resistant polystyrene materials on slopes; elevated road base; use of geocell mats with aggregates. Consult with TRTA transport engineers as needed (PIU environment specialist); Define spoil disposal sites and borrow pit locations, in the construction tender documents; Construct intercepting channels to prevent construction runoff entering waterways; Divert runoff from sites to sedimentation ponds or existing drainage; Limit construction and material handling during periods of rains and high winds; Stabilize embankments, and other erosion-prone areas during works; Minimize open excavation areas and use compaction techniques for pipe trenches; Properly store petroleum products, hazardous materials and wastes on impermeable surfaces in secured and covered areas; Rehabilitate all spoil disposal sites and construction sites; Site rehabilitation will only use native plant species of local source; and/or sterilized seedlings (to avoid weed invasion); Situate construction camps and storage areas to minimize land area required; Remove construction wastes from the site to the approved disposal sites; For soil protection: preserve existing soil layer where practicable; if soil removal is required, strip and stockpile topsoil and cover (with geotechnical cloth) in accordance with Mongolian legislation; reuse topsoil for site rehabilitation; seed grass as soon as possible to minimize duration of ground exposure; use only sterilized seedlings (to avoid weed invasion); Limit construction and material handling during periods of rains and high winds; 	Contractor, CSCs	PIU, CSC, LASI
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Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
		<ul style="list-style-type: none"> • Properly slope or re-vegetate disturbed surfaces e.g. pipeline trenches and cut banks; • Establish emergency preparedness and response plan for spills including cleanup equipment at each construction site and training in emergency spill response procedures; • Stabilize earthwork areas within 15 days after earthworks have ceased at the sites. 		
Ambient Air	Dust generated by construction activities, gaseous air pollution (SO ₂ , CO, NO _x) from construction machinery and asphalt pavement	<ul style="list-style-type: none"> • Equip material stockpiles and concrete mixing equipment with dust shrouds; • Spray water on construction sites and earth/material handling routes; • Cover materials during truck transport; • Purchase pre-mixed asphalt for road surface paving; if asphalt is heated and mixed onsite, asphalt mixers must be located ≥ 200 m from villages and other sensitive receptors; • Store petroleum or other harmful materials in appropriate places; • Ensure emissions from vehicle and machinery comply with Mongolian standards. 	Contractor	PIU, CSC
Noise and vibration	Noise generated from construction activities	<ul style="list-style-type: none"> • Properly maintain vehicles and machineries to minimize noise; • Apply noise reduction devices and methods for high noise equipment operating within 200 m of the sensitive sites (Table VI.1 of IEE); • Locate sites for rock crushing and concrete-mixing ≥ 500 m from sensitive areas; • Prohibit operation of machinery generating high levels of noise, such as piling, and movement of heavy vehicles along urban and village roads between 18:00 and 08:00; • Place temporary hoardings or noise barriers around noise sources during construction, if necessary; • Monitor noise at sensitive areas and consult residents at regular intervals (see monitoring plan in this EMP). If noise standards are exceeded, equipment and construction conditions shall be checked, and mitigation measures shall be implemented to rectify the situation; • Conduct interviews with residents adjacent to construction sites to identify and resolve issues, including adjustment of work hours of noise-generating machinery. 	Contractor	PIU, CSC
Surface water pollution	Impact of works on water quality and/or hydrology of waterbodies. Khuvsgul subproject: Khuvsgul and Toilogt lakes, Eg River, and their tributaries Khentii subproject: Onon River and its tributaries); and water supply for works	<ul style="list-style-type: none"> • Timing of works to avoid as far as possible snowmelt discharges (May-June) and peak rainfall (August); • Plan and implement construction in staged sections, with one section completed and stabilized before beginning the next; and, minimize open excavation areas; • Construct intercepting channels and drains to prevent runoff entering construction sites and to divert runoff from sites to existing drainage or open ground; • Contractors will develop actions for control of oil and other dangerous substances as part of their site EMPs; • Perform concrete casting, joints sealing, application of waterproofing paint or protective systems, and use of curing agents during the dry summer season to avoid pollution of waterbodies; • Install petrol/oil Interceptors at each outfall; • Fuel storage, machinery maintenance workshop and vehicle cleaning areas will be stationed at least 200 m from waterbodies; • Storage facilities for fuels, oil, and other hazardous materials will be within secured areas on impermeable surfaces and provided with bunds and cleanup installations; • Contractors' fuel suppliers must be properly licensed and will follow established protocol for transferring fuel; 	Contractor CSCs, EMA	PIU, CSC

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
		<ul style="list-style-type: none"> • Labor camps will be located at least 200 m from waterbodies; • Portable toilets and on-site wastewater pre-treatment systems will be installed at construction camps along with proper maintenance protocols; • Strict attention to roadworks <50 m from Khuvsgul Lake and Toilogt Lake (Khuvsgul subproject). <p><u>Khuvsgul subproject:</u></p> <ul style="list-style-type: none"> • Water supply for works to be pumped directly from Khuvsgul Lake into a water truck and transported to work sites. Pumping to only occur at the existing pump sites along the Jankhai-Toilogt Road and Eg River outlet of the lake at sites with existing road and jetty access. No works or machine wash-down will be conducted at the pumping site. Pumping to be conducted with an extendable pipe with the vehicle remaining at least 10 m inland from the water line to avoid the risk of fuel spills or vehicle dirt entering the lake; • Implement the project closure and remediation plans for Jankhai and Khankh wastewater pits (Appendix 1 of this EMP). <p><u>Khentii subproject:</u></p> <ul style="list-style-type: none"> • Water supply for works to be pumped directly from existing site out of the Onon River and its buffer zone (except any GOM and OBNP Administration authorization allowing water pumping in OBNP) into a water truck and transported to work sites. No works or machine wash-down will be conducted at the pumping site. Pumping to be conducted with an extendable pipe with the vehicle remaining at least 10 m inland from the water line to avoid the risk of fuel spills or vehicle dirt entering the river 		
	Impact of wastewater pollution	<ul style="list-style-type: none"> • Construction wastewater collected in retention ponds and filter tanks to remove silts, oil; • Machine wash-down sites are equipped with water collection basins and sediment traps; • Locate storage / cleaning areas for fuel, machinery and vehicles ≥ 500 m from waterways; • Storage facilities for fuels, oil, and other hazardous materials will be within secured areas on impermeable surfaces, and provided with bunds and cleanup installations; • Contractors to follow regulatory procedures for transferring fuel; • All earthworks along waterways will be accompanied by measures to minimize sediment runoff, including sediment traps. • Labor camps will be located ≥ 200 m from waterways; • Portable toilets and on-site wastewater pre-treatment systems will be installed at construction camps along with proper maintenance protocols; • Water quality at wastewater discharge points will be monitored by EMAs during construction (Table EMP-3). 	Contractor, CSCs, EMA	PIU, CSC
Solid Waste	Solid waste generated by construction activities and from workers' camps	<ul style="list-style-type: none"> • Provide appropriate waste collection and storage containers at locations away from surface water or sensitive spots, and ensure that they are protected from birds and vermin; • Existing waste collection services are not adequate to cope with the project works: construction contractors are directly responsible to sort the waste (including organic waste such as food remains) and discard non-hazardous materials to the closest landfills (i.e. Khatgal or Khankh for Khuvsgul subproject, and Dadal <i>Soum</i> center for Khentii subproject). Hazardous waste (discarded fuel, oil, spills) will be stored in sealed drums and transported to the official <i>aimag</i> landfill site in Murun (Khuvsgul subproject) or in Öndörkhaan (Khentii subproject) for proper disposal in accordance with national regulations; • Burning of waste is strictly prohibited; 	Contractor	PIU, CSC

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
		<ul style="list-style-type: none"> Fecal waste from on-site portable toilets to be disposed by contractor at the closest WWTP. 		
Ecological and wilderness values	Protection of flora and fauna around construction sites	<ul style="list-style-type: none"> Hunting, fishing or consumption of wildlife (including fish) in the park by all project staff is strictly prohibited; Immediately inform the PIU and the PIS ES in case of an injured animal is found. <p><u>Khuvsgul subproject:</u></p> <ul style="list-style-type: none"> Ensure the DEDs, especially for road designs and trails, maintain the existing safeguard widths for the designs (1 m widening only for road section near Toilogt Lake); Pre-inspection of each of the 35 trees to be removed, to ensure no nesting fauna are present; Individual removal of each tree (rather than bulldozing) to minimize impacts to surrounding trees; Maintain a register, including with photographs, of each tree removed; Soil stabilization after tree removal, to avoid local erosion; If local communities or residents are not interested by wood, transport cut vegetation to approved waste landfill within 2 days; Conduct offset planting to replace the trees removed, at a ratio of 1:10 i.e. about 350 seedlings of trees and shrubs; plantation implemented in a unique area (a public property) of 3,500 m² in continuity of the forest affected by illegal tree cutting close to ger camps along the Jankhai-Toilogt road Maintain the planted seedlings until the start of project operation and then hand over responsibility for maintenance to KLNPA Administration; For works near the Toilogt wet meadows, consultation with the KLNPA Administration prior to any works, to assess whether there are any breeding waterbirds present; For all works adjacent to vegetation, prior to construction, demarcate vegetations e.g. vegetated roadsides, trees, riverbanks; As far as possible avoid clearance of any vegetation; Use only native plant species of local provenance (i.e. sourced locally) for all re-vegetation; Strict speed limits (maximum 50 km/h) for work vehicles between Khatgal and Toilogt Lake, to minimize the risk of collisions with fauna, livestock, or people; Restriction on any construction activity and project vehicle activity near Toilogt Lake between 18.00 and 06.00 to minimize the risk of collisions with fauna at night (when some mammals are more active); Seasonal timing of works near Toilogt Lake to avoid peak breeding season for waterbirds and amphibians. <p><u>Khentii subproject:</u></p> <ul style="list-style-type: none"> During the preparation period of link road and CKTC works, drivers will be trained to be careful of collision risk with animals; Strict speed limits (maximum 50 km/h) for work vehicles between Dadal Soum urban area and CKTC, to minimize the risk of collisions with fauna, livestock, or people; Restriction on any construction activity and project vehicle activity in 	Contractor, with ecological specialist for flora relocation at CKTC site	PIU, CSC, KLNPA, OBNPA

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
		<p>CKTC area between 18.00 and 06.00 to minimize the risk of collisions with fauna at night (when some mammals are more active;</p> <ul style="list-style-type: none"> Seasonal timing of works near CKTC and Balj River to avoid peak breeding season for Siberian marmot, birds, Roe deer and other threatened fauna. In CKTC area, few days prior to any works, a specific ecological survey will be conducted by a specialist in coordination with OBNP Administration to assess whether any threatened fauna (or nests, terriers, ...) and also threatened flora that are present. In CKTC area, individuals of rare plant species growing within the CKTC site, including <i>Stellaria dichotoma</i>, will be removed and replanted. Removal will include soil within a radius of about 25 cm around each plant and 30-40 cm depth. Each plant will be replanted immediately, as near as possible to their original location, and clearly demarcated to avoid damage from construction works or vehicles. In CKTC area, topsoils will be removed, stored without exceed 3 m high of piles of earth, and then reinstalled. 		
Socio-economic resources	Protection of physical cultural resources and sacred areas	<ul style="list-style-type: none"> Implement the following chance-find procedure at all sites, if an artefact is found: stop works immediately; notify <i>soum</i> government, park administration, PIU, Ministry of Culture; isolate site; document and photograph it; await specific instructions from Ministry of Culture on how to manage the site and for approval to proceed with works; <p><u>Khuvsgul subproject:</u></p> <ul style="list-style-type: none"> At Khatgal landfill, demarcate the known archaeological sites (>65 m from landfill); Ensure all workers and staff are aware of site and values; Establish clear routes for vehicle movements to/from site and machine stands at least 200 m from the cultural site. <p><u>Khentii subproject:</u></p> <ul style="list-style-type: none"> For the CKTC location on the Yargait Plateau sacred area, implement mitigation measures as identified during the detailed design stage (see row "Detailed Engineering Designs". 	Contractor	CSC, PIU, cultural relic bureau
	Community health and safety; and potential interruptions to power supply or other public services	<ul style="list-style-type: none"> Prior to works, re-confirm the planned construction schedule and site EMP actions; Information disclosure. Villagers, residents and businesses will be informed in advance through media and information boards at construction sites of the construction activities, given the dates and duration of expected disruption; Posting of billboards on road/lane closure, traffic rerouting plan at strategic places, at least 1 week prior to works; Spreading out the schedule for materials delivery in non-peak hours; Efficient management of truck arrival/ departure; In case of accidental interruption, immediately inform affected communities and assist with water supply until the issue is resolved; Signs will be placed at construction sites informing people of the project GRM, potential dangers (e.g. moving vehicles, hazardous materials, excavations) and safety issues; Heavy machinery will not be used at night; All sites will be secured from unauthorized public access. <p><u>Khuvsgul subproject:</u></p> <ul style="list-style-type: none"> Prepare and implement a traffic control plan, for approval by local traffic management administration before construction. This will include scheduling or diverting construction traffic to avoid peak hours, regulating traffic at road crossings, selecting routes to reduce disturbance, reinstating roads, and opening them to traffic when construction is completed; Posting of traffic (flag) persons during entire working hours; Public consultations on work phasing and schedules, anticipated 	Contractors	CSC, PIU

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
		<p>access blocking, provisions for safe access for blocked properties and temporary parking for blocked garages/driveways;</p> <ul style="list-style-type: none"> • Provision of safe access, if needed, to blocked properties, e.g., steel planks of adequate grade, width and length, and if necessary, with guide rail; • For power utilities (there are no water transmission easements or pipelines in the project sites), coordinate with the Khatgal and Khankh power company and substation and set contact arrangements in case of accidental damage of the power lines, establish advance notice in case of any planned service interruption. <p><u>Khentii subproject:</u></p> <ul style="list-style-type: none"> • For power utilities (there are no water transmission easements or pipelines in the CKTC and Dadal landfill sites), coordinate with the Dadal power company and substation and set contact arrangements in case of accidental damage of the power lines, establish advance notice in case of any planned service interruption; • In case of accidental interruption, immediately inform affected communities and assist with water supply until the issue is resolved. 		
	Occupational health and safety	<ul style="list-style-type: none"> • Prepare environmental, health and safety plan, to include: i) Clean and sufficient supply of fresh water for construction sites, camps, offices; ii) Sufficient latrines and other sanitary arrangements at construction sites and work camps; iii) Garbage receptacles and regular emptying; and iv) Provide safety clothing to workers as needed (e.g. boots, helmets, gloves, goggles, ear protection) in accordance with health and safety regulations for workers; • Emergency response plan prepared and approved by <i>soum</i> governments and LASI. Establish emergency phone links with township hospitals. Maintain a first-aid base in each construction camp; • Establish a records management system for occupational accidents, diseases, incidents. The records will be reviewed during compliance monitoring and audits; • Safety communication. Ensure that occupational health and safety matters are given a high degree of publicity to all persons on-site. Display posters prominently; • Training, awareness and competence. Train all workers in basic sanitation, health and safety matters, and work hazards. Implement awareness and prevention program for HIV/AIDS and other diseases – target the local community and construction workers; • Core labor standards will be implemented. Civil works contracts will stipulate priorities to: (i) employ local people for works; (ii) ensure equal opportunities for women and men; (iii) pay equal wages for work of equal value and pay women's wages directly to them; and (iv) not employ child or forced labor; <p>CONTRACTOR PERFORMANCE TARGET: Camps clean, emergency response plans in place, and 100% of workers aware of emergency response procedures.</p>	Contractors	CSCs, PIU
	Community consultation	<ul style="list-style-type: none"> • Meetings are held with residents at construction sites prior to the start of any works; • Community feedback is documented and solutions to any concerns are discussed; • Contractor site plans are updated as needed to incorporate the solutions, including revisions in work schedules, daily working hours, construction methods, and/or mitigation methods; • CCSs revise their monitoring schedules and monitoring criteria as needed to reflect the updated contractor site management plans. 	Contractors, CSCs, PIU	MET
C. OPERATION PHASE				
Operation and	Routine	<ul style="list-style-type: none"> • Conduct capacity building of project agencies responsible for O&M 	Contractors	MET,

Item	Potential impacts / issues	Mitigation measures	Who implements	Who supervises
maintenance	maintenance and repair	<p>of roads, carparks, landfills, fee collection stations, and road control station (Khuvsgul subproject) and for O&M of CKTC, its access road with Dadal <i>Soum</i> center, and Dadal landfill (Khentii subproject);</p> <ul style="list-style-type: none"> • Prepare O&M procedures for each project-funded facility; • Integrate O&M maintenance activities into existing work program of the agencies • Ensure all preparations for timely handover of facilities from the contractors to the agencies are ready at least 2 months before expiry of the Defect Liability period • For the project-funded roads, maintain an oil separator facility at the culvert outlets (about 18 as per designs for Khuvsgul subproject; see IEE) to prevent discharge of pollutants from the road into waterbodies such as Khuvsgul Lake or its tributaries • Ensure that WWTP works correctly, by analyzing outlet water (at least BOD₅, COD, NH₄, P) 	r, CSC, PIU	<i>Soum</i> and <i>aimag</i> governments, LASI
Socio-economic resources	Protection of physical cultural resources and sacred areas	<p><u>Khentii subproject:</u></p> <p>To protect and maintain the Yargait Plateau sacred area and to respect cultural and spiritual values:</p> <ul style="list-style-type: none"> • Visitor access to the Yargait Plateau will be carefully managed. Access of most visitors will be minimized to the CKTC and surrounding public areas; • No restrictions will be placed by the project, or CKTC holding company, on residents for access to the Yargait Plateau; • Any tourism activities proposed by the CKTC company which extend to areas of the Yargait Plateau sacred area beyond the CKTC, will first be discussed and agreed through consultations with the OBNP tourism council, OBNP Administration, and Dadal <i>soum</i> government; • All access to, and activities on or near, the Yargait Plateau will comply with Mongolia's Law on Buffer Zones, and other regulations, as relevant. 	CKTC holding company, OBNP tourism council	MET, <i>Soum</i> and <i>aimag</i> governments

CKTC = Chinggis Khaan Tourism Complex, CSC = construction supervision company, DED = detailed engineering design, EA = executing agency, EMA = Environmental Monitoring Agency, IA = implementing agency, KLNPA = Khuvsgul Lake National Park Administration, LASI = local agency for specialized inspection, OBNPA = Onon-Balj National Park Administration, PAM = project administration manual, PIU = project implementation unit, PSC = project steering committee, TOR = terms of reference.

D. Environmental Monitoring, Inspection and Reporting

8. Environmental monitoring and inspection will consist of: (i) environmental impact monitoring; and (ii) EMP performance verification. Environmental impact monitoring will cover ambient air quality, noise, groundwater quality, surface water quality and community health and safety during construction and the first year of operation; and workers health and safety during construction. EMP performance verification will monitor the performance of the design consultants, contractors, operators, PIU, and other relevant agencies in complying with the EMP. The environmental impact monitoring is in Table EMP-3; the compliance monitoring is in Table EMP-4; and the project environmental safeguards reporting is in Table EMP-5.

Table EMP-3: Environmental Impact Monitoring for Khuvsugul and Khentii Subprojects

Parameter	Location	Method	Frequency
A. CONSTRUCTION PHASE			
Ambient air quality Dust, SO₂, NO₂, CO, PM₁₀, PM_{2.5} <i>Review results against GOM standard MNS 4585:2007</i>	<u>Khuvsugul subproject:</u> 1 in Jankhai; 1 in Khatgal <u>Khentii subproject:</u> 1 in front of houses at northern end of Dadal Soum center, near the road works	Analytical methods outlined in MNS 0017-2-3-16:1998	Once quarterly, including during construction
Ambient noise levels <i>Review results against GOM standard MNS 4585:2007</i>	<u>Khuvsugul subproject:</u> 1 in front of houses at bottom of Jankhai pass; 1 in front of a Jankhai ger camp; 1 in front of first houses of Khatgal town entrance <u>Khentii subproject:</u> 1 in front of houses at northern end of Dadal Soum center, near the road works	Analytical methods outlined in MNS OIMLR 102:2001	Once quarterly, including during construction
Groundwater quality pH, DO, EC, BOD₅, Hardness, NH₄, NO₂, NO₃, P, mineral, Fe, SO₄, F, Cr⁶⁺, E-coli, coliform <i>Review results against MNS 900:2005 and WHO Guidelines for Drinking-water Quality</i>	<u>Khuvsugul subproject:</u> 1 GMW, downstream from the Khatgal landfill 1 GMW, downstream from the Khankh landfill <u>Khentii subproject:</u> 1 GMW, downstream from the Dadal landfill	Analytical methods outlined in MNS (ISO) 5667-11:2000	Once quarterly, including during construction
Surface water quality pH, DO, EC, BOD₅, Hardness, NH₄, NO₂, NO₃, P, mineral, Fe, SO₄, F, Cr⁶⁺, E-coli, coliform <i>Review results against MNS 4586-98</i>	<u>Khuvsugul subproject:</u> 4 at Khuvsugul Lake; along Jankhai-Toilogt road; at release points of road ditches 4 at Eg river tributary; along Khatgal-Jankhai pass road ditches (if they have water); 3 at WWTP in Khatgal and Khankh; WWTP of HQ-VC <u>Khentii subproject:</u> 1 at Balj River, at the bottom of CKTC 1 at WWTP outlet of CKTC	Analytical methods outlined in MNS 4047:1988	Once quarterly, including during construction
Community and worker health and safety • Incidences of illness due to project	<u>KLNP and Khentii subprojects:</u>	Contractor and PIU records; Coordination	Once /month

Parameter	Location	Method	Frequency
<ul style="list-style-type: none"> Incidences of work-related accident, injuries/deaths, illness 	Construction sites	with Khatgal health center and Department of Health	
Construction waste <ul style="list-style-type: none"> Presence/absence of illegal landfills Environment safeguards at landfills 	<u>Both subprojects:</u> Construction sites, waste disposal site	Visual inspections	Once quarterly
Biodiversity <ul style="list-style-type: none"> Incidence of project-related injuries to wildlife e.g. collisions Hunting or fishing by project workers 	<u>Khuvsgul subproject:</u> Khatgal-Jankhai road Khatgal landfill Khankh landfill <u>Khentii subproject:</u> CKTC; Dadal landfill	Visual inspections and interviews of workers	Once/month
C. OPERATION PHASE (1st year)			
Ambient air quality SO₂, NO₂, CO, PM₁₀, PM₂₅ <i>Review results against GOM standard MNS 4585:2007</i>	<u>Khuvsgul subproject:</u> Jankhai pass Khatgal Town <u>Khentii subproject:</u> -	Analytical methods outlined in MNS MNS 0017-2-3-16:1998	Once at end of 1 st year
Ambient noise levels <i>Review results against GOM standard MNS 4585:2007</i>	<u>Khuvsgul subproject:</u> 1 in front of houses at the bottom of Jankhai pass; 1 in front of a Jankhai ger camp; 1 in front of first houses of Khatgal town entrance <u>Khentii subproject:</u> 1 in front of houses at Dadal Soum center, near the CKTC parking works	Analytical methods outlined in MNS OIMLR 102:2001	Once at end of 1 st year
Groundwater quality pH, DO, EC, BOD₅, Hardness, NH₄, NO₂, NO₃, P, mineral, Fe, SO₄, F, Cr⁶⁺, E-coli, coliform <i>Review results against MNS 900:2005 and WHO Guidelines for Drinking-water Quality</i>	<u>Khuvsgul subproject:</u> 1 GMW, downstream from the Khatgal landfill 1 GMW downstream from the Khankh landfill <u>Khentii subproject:</u> 1 GMW downstream from the Dadal landfill	Analytical methods outlined in MNS (ISO) 5667-11:2000	Once at end of 1 st year
Surface water quality pH, DO, EC, BOD₅, Hardness, NH₄, NO₂, NO₃, P, mineral, Fe, SO₄, F, Cr⁶⁺, E-coli, coliform <i>Review results against MNS 4586-98</i> <i>Results as baseline data before mobilization.</i>	<u>Khuvsgul subproject:*</u> 4 at Khuvsgul Lake; along Jankhai-Toilogt road, at release points of road ditches 4 at Eg river tributary; along Khatgal-Jankhai pass road ditches (if appropriate, if they have water) 3 at WWTP in Khatgal and Khankh, WWTP of HQ-VC <u>Khentii subproject:</u> 1 – Balj River, at the bottom of CKTC 1 – WWTP outlet of CKTC	Analytical methods outlined in MNS 4047:1988	Once at end of 1 st year
Community health and safety conditions <ul style="list-style-type: none"> Incidence of project-related accidents (e.g. fire, vehicle damage) 	<u>Khuvsgul subproject:</u> Concerned people from Khatgal and Jankhai <u>Khentii subproject:</u> Concerned people from Dadal	Coordination with Khatgal health centers and Department of Health (county level)	Once during first year of operation

Parameter	Location	Method	Frequency
Biodiversity <ul style="list-style-type: none"> Collision with wildlife Efficiency of level crossings 	<u>Khuvsgul subproject:</u> Along Khatgal-Jankhai pass road; landfill sites <u>Khentii subproject:</u>	Visual inspections and local reports	Intermittent

CKTC = Chinggis Khaan Tourism Complex, HQ-VC = KLNP headquarters and visitor center, KLNP = Khuvsgul Lake National Park, MNS = Mongolian National Standard, WWTP = wastewater treatment plant.

Note: for all parameters, the responsibility for implementation will be a licensed laboratory (recruited by the contractor); and responsibility for supervision is the PIU.

* Prior to monitoring, review the available data and timing of the ongoing water quality monitoring program at Khuvsgul Lake initiated under MON-9183 Grant. If the timing and locations of the existing monitoring program adequately meet the requirements for the current monitoring, there is no need for duplication.

Table EMP-4: Environmental Management Plan Performance Monitoring

Parameter	Location	Method	Frequency
A. CONSTRUCTION PHASE			
Mitigation measures implemented as per EMP	All sites	Visual inspection, public consultations, review of lodged grievances, review of workers accidents and sick leave	Weekly; daily for peak construction and/or at sensitive sites including Toilogt Lake
Grievances addressed promptly as per GRM	All works	Review of lodged grievances. Consult local authorities (Khatgal and Khankh for Khuvsgul subproject, and Dadal for Khentii subproject).	Regular bi-weekly and random At least once a week
Engineering investigation after any storms, seismic, or extreme weather event; remediation works as needed	All works	Review of investigation and remediation works report.	At the latest 1 week after each event
B. OPERATION PHASE			
Grievances addressed promptly as per GRM	All works	Review of lodged grievances. Consulting village authorities.	Annually
Engineering investigation after any storms, seismic, or extreme weather event; remediation works as needed	All works	Review of investigation and remediation works report.	Up to 1 week after each event

EMP = environmental management plan, GRM = grievance redress mechanism, PIU = project implementation unit.

Note: for all parameters, the responsibility for implementation will be the contractor, supported by the construction supervision company; and responsibility for supervision is the PIU.

Table EMP-5: Environmental Reporting Plan

Report	From	To	Frequency of Reporting
A. Construction Phase			
Internal progress reports	CSC	PIU	Monthly
External reports	EMA	PIU	Semi-annual
Environmental acceptance monitoring and audit reports	GASI, LASI	MET, <i>soum</i> government, PIU	Within three months after component completion
Compliance monitoring with EMP – progress reports	PIU	ADB	Semi-annual
B. Operation Phase (1st year)			
EMP progress reports	PIU	ADB	Semi-annual

CSC = construction supervision company, EMA = environmental monitoring agency (recruited by contractor), EMP = environmental management plan, GASI = General Agency for Specialized Inspection, LASI = Local Agency for Specialized Inspection, MET = Ministry of Environment and Tourism, PIU = project implementation unit.

E. Training, Awareness Raising and Capacity Building

9. MET, the KLNP and OBNP administrations, and the Khuvsgul and Khentii *Aimag* and *soum* governments have some experience with ADB-funded projects, including through the implementation of two grants (MON-9183 and MON-9125; see IEE Section II). However, none of these agencies have experience of a large-scale loan project and associated safeguard management. To ensure effective implementation of the EMP, a capacity building program will be implemented. Training will focus on the mitigation measures, monitoring, and reporting requirements in this EMP, and will be conducted by the PIU environment and social safeguard specialists, with facilitation and support from the MET project environment and social officers, *aimag* and *soum* environmental inspectors, and the General Agency for Specialized Inspection and its local (*aimag* and *soum*) inspectors. Trainees will include MET, DPAM and DTPC, contractors, CSCs, and *soum* environment, water, and forestry officials.

10. The PIU will organize the trainings for both subprojects. The training shall include, but not be limited to: (i) coordination with the PIU procurement specialist for inclusion of the EMP and other relevant environmental clauses in the bidding documents for the project works; (ii) minimizing waste at source; (iii) respecting and protecting wildlife at site; (iv) proper handling of the waste; (v) occupational health and safety measures during work and emergency preparedness in case of incidents; (vi) establishment and implementation of the GRM; (vii) implementation of the mitigation and monitoring measures; and, (vi) reporting.

Table EMP-6: Project Environment Training Program

Training program	Scope of Training	Trainer	Trainee	Time	Days	Persons
Procurement and contract management (emphasize EMP implementation)	<ul style="list-style-type: none"> • ADB procurement guidelines • Bidding document and contract preparation, including EMP clauses • Risk of improper procurement and mitigation measures, and handling variation orders and contract management 	PIU contract specialist	PIU, MET	2	2	15
Implementation of EMP	<ul style="list-style-type: none"> • Roles, responsibilities, monitoring, inspection, reporting in EMP • Environment monitoring program • Mitigation measures • Closure plans and remediation of landfill sites and wastewater pits • Public consultation and participation • GRM implementation, coordination, reporting, working with the public • Environment, health and safety during project construction and operation for workers and the community • Prevention and control of transmissible diseases and HIV/AIDS 	PIU environment and social specialists, ADB	PIU, KLNP and OBNP administrations, LASI, <i>soum</i> and <i>aimag</i> government officers	2	2	90
Ecological management	<ul style="list-style-type: none"> • Management and conservation of natural habitats (forests, wetlands) and biodiversity • Maintenance of planted vegetation and habitats • Point and non-point pollution control 	PIU environment specialist, ADB	PIU, KLNP and OBNP administrations, LASI	2	2	80
Solid waste management	<ul style="list-style-type: none"> • Organizational arrangements and responsibilities • SWM principles and hierarchy • Waste streams, types and sources • SWM facilities • Management procedures (collection, recovery, recycling and disposal) and support 	PIU environment specialist	PIU, <i>soum</i> and <i>aimag</i> government officers, operators and truck drivers	2	10	20

Training program	Scope of Training	Trainer	Trainee	Time	Days	Persons
	documents <ul style="list-style-type: none"> • Hazardous WM procedures • Monitoring, surveillance and reporting • Setting objectives and targets • Communication and public awareness plan 					
	<ul style="list-style-type: none"> • Awareness building (National policy and regulation, park values, natural resource protection) • Field training (best practices) 	PIU environment specialist	Local stakeholders (tour camp operators)	2	1	80
Sanitation management	<ul style="list-style-type: none"> • Wastewater (WW) collection management • WWTP management (WW disposal registering procedure, triangulation with tourist ger camp registers, interrelations with truck drivers, treatment process and maintenance, output sludge transportation towards landfill) 	PIU environment specialist	PIU, <i>soum</i> and <i>aimag</i> government officers, operators and truck drivers	2	10	20
Climate change resilience	<ul style="list-style-type: none"> • Energy saving and GHG emission reduction • Carbon sink by revegetation 	PIU environment specialist	PIU, KLNP and OBNP administrations, operators and truck drivers	2	1	80
Total				14	28	385

F. Grievance Redress Mechanism

11. A project grievance is defined as an actual or perceived project-related problem that results in a complaint by an affected person. The PIU will work proactively toward preventing grievances through the implementation of mitigation measures and community consultations. To address any complaints that do arise, this project grievance redress mechanism (GRM) will be established. The GRM is a simple and time-based process for receiving, recording, and addressing project-related grievances transparently and quickly. The GRM will be accessible to diverse members of the local communities, including more vulnerable groups such as women, youth and elderly. Multiple points of entry, including face-to-face meetings, written complaints, telephone calls, or e-mail, will be available. Opportunities for confidentiality and privacy for complainants will be honored where requested. The GRM does not impede or replace legal procedures and Mongolia's judicial system.

12. In Mongolia, residents' complaints or concerns are generally communicated taken to the *bagh* (village) or *soum* representatives, and this system has been integrated into the GRM.

13. The PIU environment officer and social officer will be the lead coordinators for GRM implementation. All project agencies and staff will be trained in the GRM and will take an active role in supporting these staff as and when necessary. The PIU environment officer and social officer will establish a GRM tracking and documentation system, instruct all project agencies in the GRM procedures, conduct daily coordination with project agencies, arrange meetings and conduct site visits as necessary, maintain the overall project GRM database, and prepare the reporting inputs for progress reports to ADB. In each project *soum* and *bagh*, the government will nominate a focal person for the GRM. The names and contact details of the PIU, *soum* and *bagh* focal points will be disseminated to the project agencies and communities. Upon receiving any complaints, the *bagh* and *soum* focal points will immediately inform the PIU environment and/or social officer.

14. Once a complaint is received and filed, the MET and PIU officers will identify if complaints are eligible. Eligible complaints include those where (i) the complaint pertains to the

project; and (ii) the issues arising in the complaint fall within the scope of environmental issues that the GRM is authorized to address. Ineligible complaints include those where: (i) the complaint is clearly not project-related; (ii) the nature of the issue is outside the mandate of the environmental GRM (such as allegations of fraud or corruption); and (iii) other procedures are more appropriate to address the issue. Ineligible complaints will be recorded and passed to the relevant authorities and the complainant will be informed of the decision and reasons for rejection. The procedure and timeframe for the GRM is as follows; and see Figure EMP-1.

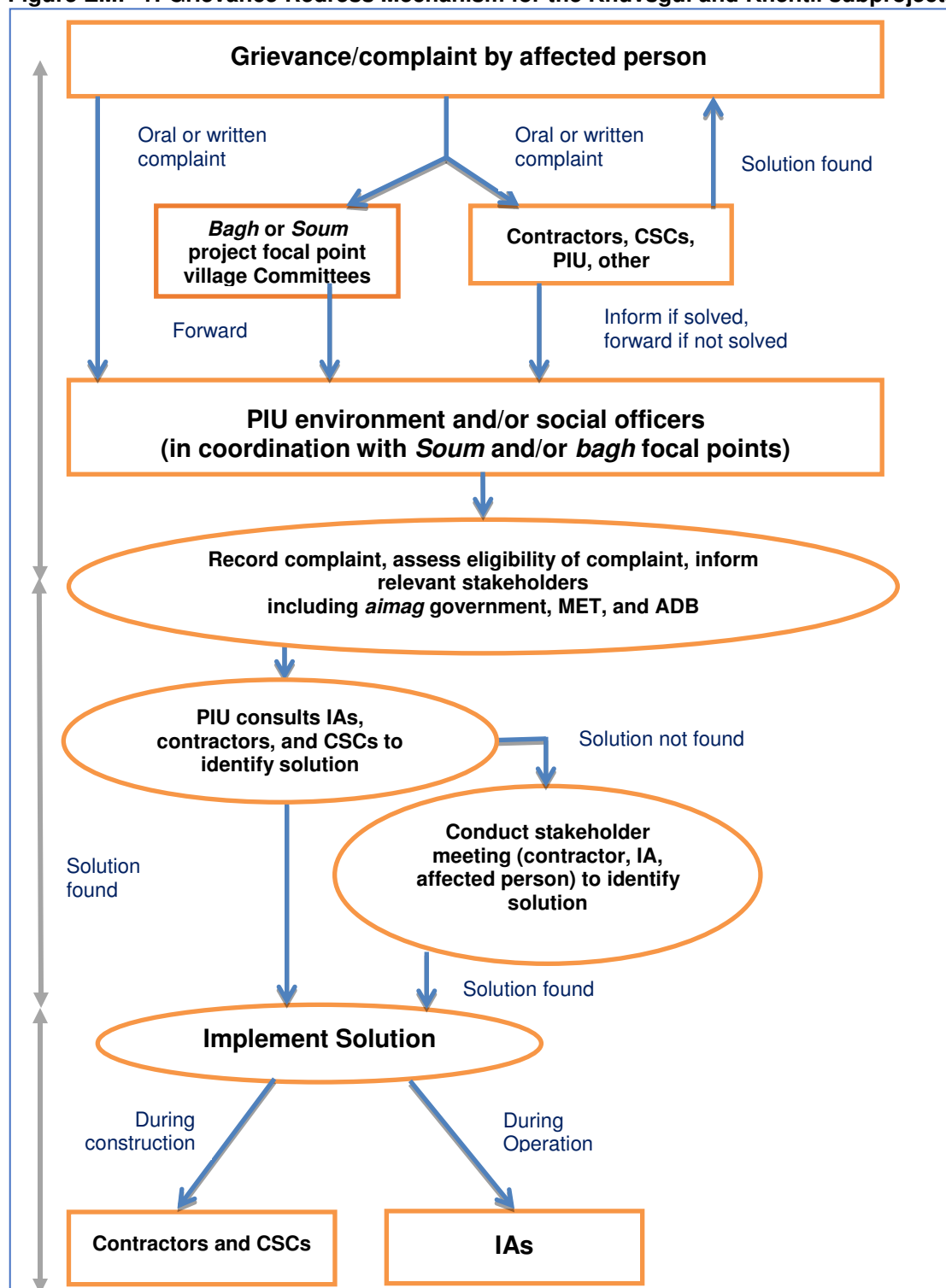
- **Stage 1 (5 working days):** If a concern arises, the affected person may resolve the issue directly with the contractor or make the complaint known to the *soum* or *bagh* focal point, other local authorities, park administrations, PIU, or any level of authority they are comfortable with. Whenever possible, the contractor will resolve the issue directly with the affected person. The issue shall be immediately reported to the PIU.
- **Stage 2 (5 working days):** If the issue cannot be resolved in Stage 1, after five days, the PIU will take over responsibility in close coordination with the *soum* and/or *bagh* focal point. The eligibility of the complaint will be assessed, and a recommended solution given to the complainant and contractors within five (5) working days. If the solution is agreed by the complainant, the contractors and/or facility operators will implement the solution within seven days. Written records will be made of all stages and outcomes.
- **Stage 3 (10 working days):** If no solution can be identified in Stage 2 and/or the complainant is not satisfied with the proposed solution, the PIU and *soum* and/or *bagh* focal points will organize, within ten (10) days, a stakeholder meeting (including the complainant, contractor and/or operator of the facility, and local government agencies). A solution acceptable to all shall be identified including clear steps. The contractors (during construction) and facility operators (during operation) will immediately implement the agreed solution. Written records will be made of all stages and outcomes.

15. The executing and/or implementing agencies shall bear any and all costs of implementing the GRM, including meeting, travel, and/or accommodation costs of the government staff or affected person. The GRM will be implemented throughout project construction and at least the first year of operation for each project facility. The PIU will include any grievances, steps taken, and results, within the semi-annual reports to ADB.

16. **Accountability mechanism.** ADB implements an “accountability mechanism” as a forum where people adversely affected by ADB-assisted projects can voice and seek solutions to their problems and report alleged noncompliance of ADB’s operational policies and procedures. The policy is available at: <http://www.adb.org/documents/accountabilitymechanism-policy-2012>. The mechanism is designed to: (i) enhance ADB’s development effectiveness and project quality; (ii) be responsive to the concerns of project-affected people and fair to all stakeholders; (iii) reflect the highest professional and technical standards in its staffing and operations; (iv) be as independent and transparent as possible; and (v) be cost-effective, efficient, and complementary to the other supervision, audit, quality control, and evaluation systems at ADB. The mechanism provides two approaches to which affected persons may apply: (i) review of perceived grievances and complaints, which is undertaken by ADB’s Office of Special Project Facilitator (OSPF); and (ii) review of whether non-compliance with ADB’s policies has occurred, which is undertaken by ADB’s Compliance Review Panel.

17. The PIU, in its trainings and consultations, shall inform project stakeholders about the Accountability Mechanism. As far as possible, attempts should first be made to resolve any grievances through the project GRM, before applying to the Accountability Mechanism.

Figure EMP-1: Grievance Redress Mechanism for the Khuvsgul and Khentii subprojects



G. Public Consultation and Awareness Raising

18. Public consultations were conducted during project preparation and will continue throughout the project implementation. The public consultations will raise awareness of project activities, especially those which may impact the public such as noise or dust. A public consultation plan is in Table EMP-6. This includes public participation in evaluating environmental benefits and impacts. The PIU environment officer and social officer are responsible for facilitating the public consultations, with support from all project agencies. The plan complements the consultation and participation plan (CPP) and stakeholder communication strategy (SCS) for the overall project (see project administration manual).

1.

1. **Table EMP-7: Public Consultation and Participation Plan for Environment Safeguards**

Organizer	Approach	Times/Frequency	Subjects	Participants
Construction				
PIU	Questionnaire survey, site visits, and/or informal interviews	At least four times/ year during peak construction	Construction impacts; adjusting mitigation measures if necessary; feedback	Workers, residents in construction areas
	Public workshops	At least twice per year during peak construction	EMP implementation progress; construction impacts; adjusting mitigation measures if necessary; feedback	Residents, affected persons, social sectors
Operation				
PIU, operators of project facilities	Public consultation and site visits	At least once in first year of operation	Effects of mitigation measures, impacts of operation, feedback	Residents, affected persons adjacent to project facilities
	Public workshop	As needed based on public consultation	Effects of mitigation measures, impacts of operation, feedback	Residents, affected persons, social sectors
	Public satisfaction survey	At least once after one year of operation	Comments and suggestions	Project beneficiaries

EMP = environment management plan, PIU = Project Implementation Unit.

H. Cost Estimates

19. This section provides an estimate of the cost of EMP implementation. The cost comprises three categories: mitigation measures, monitoring, and training (Table EMP-6). Costs are for the construction phase of five years and the first year of operation, i.e. a total of six years. The costs do not include: (i) detailed design revisions and adjustments; and (ii) salaries of government and PIU staff. Costs are based on the experience of the TRTA team from other projects in Mongolia and in other countries. The total estimated cost is \$78,720 (including surveys, travels, sampling analyses, trainings) for five years of construction phase and the first year of operation. The EMP costs have been incorporated into the overall project budget. Most costs relate to implementation of the EMP mitigation and monitoring measures and will be paid through the contracts with the works contractors and construction supervision companies.

Table EMP-8: Estimated Costs for Implementation of the Project Environment Management Plan

Parameter	KLNP	CKTC
	Estimated Cost (\$)	Estimated Cost (\$)
A. CONSTRUCTION PHASE		
Ambient air quality SO ₂ , NO ₂ , CO, PM ₁₀ , PM ₂₅	2x\$80/survey x 3x5 yrs.	1x\$80/survey x 3x5 yrs.
Ambient noise levels	3x\$100/survey x 3x5yrs	1x\$100/survey x 3x5yrs
Groundwater quality pH, DO, EC, BOD, Hardness, NH ₄ , NO ₂ , NO ₃ , P, mineral, Fe, SO ₄ , F, Cr ⁶⁺ , E-coli, coliform	2x\$80/survey x 3x5yrs \$1,200/GMW (2)	1x\$80/survey x 3x5yrs \$1,200/GMW (1)
Surface water quality pH, DO, EC, BOD, Hardness, NH ₄ , NO ₂ , NO ₃ , P, mineral, Fe, SO ₄ , F, Cr ⁶⁺ , E-coli, coliform	11x\$80/survey x 3x5yrs	2x\$80/survey x 3x5yrs
Community and worker health and safety Incidences of work-related accident, injuries/deaths, illnesses	-	-
Construction waste • Presence/absence of illegal landfilling • Environment safeguards at landfilling site(s)	-	-
Travel cost (surveys)	\$600 (x16)	\$400 (x16)
Sub-Total A	34,500.00	13,900.00
B. OPERATION PHASE		
Ambient air quality SO ₂ , NO ₂ , CO, PM ₁₀ , PM ₂₅	2x\$80 (1 survey at end of 1 st yr.)	-
Ambient noise levels	3x\$100 (1 survey at end of 1 st yr.)	1x\$100 (1 survey at end of 1 st yr.)
Groundwater quality pH, DO, EC, BOD, Hardness, NH ₄ , NO ₂ , NO ₃ , P, mineral, Fe, SO ₄ , F, Cr ⁶⁺ , E-coli, coliform	2x\$80 (1 survey at end of 1 st yr.)	2x\$80 (1 survey at end of 1 st yr.)
Surface water quality pH, DO, EC, BOD, Hardness, NH ₄ , NO ₂ , NO ₃ , P, mineral, Fe, SO ₄ , F, Cr ⁶⁺ , E-coli, coliform	11x\$80 (1 survey at end of 1 st yr.)	2x\$80 (1 survey at end of 1 st yr.)
Community and worker health and safety Incidences of work-related accident, injuries/deaths, illnesses	Routine inspection	Routine inspection
Community health and safety conditions Incidence of accidents (e.g. vehicle damage, fire)	-	-
Travel cost (surveys)	\$600 (x4)	\$400 (x3)
Sub-Total B	3,900.00	1,620.00
C. CLOSURE PLANS		
Groundwater quality pH, DO, EC, BOD, Hardness, NH ₄ , NO ₂ , NO ₃ , P, mineral, Fe, SO ₄ , F, Cr ⁶⁺ , E-coli, coliform	4x\$80 (1 annual survey, 5 yrs.) \$2,400 (2 additional GMWs)	2x\$80 (1 annual survey, 5 yrs.) \$1,200 (1 additional GMWs)
Travel cost (surveys)	\$400 (x5)	\$400 (x5)
Sub-Total C	6,000.00	4,000.00
D. TRAINING		
Procurement and contract management	\$400	\$400
Implementation of EMP	\$800	\$800
Ecological management	\$400	\$400
Solid waste management	\$1,300	\$1,300

Parameter	KLNP	CKTC
	Estimated Cost (\$)	Estimated Cost (\$)
Sanitation management	\$1,200	\$1,200
Climate change resilience	\$300	\$300
Travel costs	\$3,600	\$2,400
Sub-Total D	\$8,000	\$6,800
TOTAL (A+B+C+D)	52,400	26,320

GMW = groundwater monitoring well.

I. Mechanisms for Feedback and Adjustment

20. Based on the established project environmental monitoring and reporting systems, the EA, IAs, and PIU shall assess whether further mitigation measures are required as corrective actions, and/or whether improvement in environmental management practices are required. The effectiveness of mitigation measures and monitoring plans will be evaluated by a feedback reporting system. The PIU will play a critical role in the feedback and adjustment mechanism. If the PIU identifies a substantial deviation from the EMP, or if any changes are made to the scope of the subprojects that may cause significant adverse environmental impacts or increase the number of affected people, then the PIU shall immediately consult MET and ADB for feedback and/or approval to update the EMP. If necessary, further public consultations will be undertaken. The revised domestic EIAs and project IEE, including this EMP, will be submitted to ADB for review, appraisal, and public disclosure. The revised EMP will be passed to the contractors, CSCs and operators of the project facilities for implementation.

APPENDIX 4. CONSULTATION AND PARTICIPATION PLAN

A. Introduction and Objectives

1. The aim of this consultation and participation plan (CPP) is to help ensure that meaningful stakeholder consultation occurs during project implementation. The CPP is based on stakeholder consultations conducted during project preparation and is consistent with the consultation tasks outlined in the project environment management plan (EMP; Appendix 3). Although the need for stakeholder consultation during project implementation is already captured within the EMP, the project sites have significant ecological and cultural values, are supported by a range of local and international CSOs for livelihoods and natural resources management and are subject to public and media interest. The CPP provides guidance for *meaningful* stakeholder engagement i.e. consultation that is: ongoing throughout the project cycle; involves all relevant stakeholder groups; is transparent, inclusive, equitable, and respectful; provides timely information to stakeholders and which is provided in appropriate format and manner; ensures confidentiality where appropriate; and, systematically documents, and disclosed, as needed.

2. The objectives of the CPP are to: (i) provide a systematic basis for consultation of stakeholder groups and to create a platform for them to participate during project implementation; (ii) provide time-bound activities and budget; and, (iii) identify institutions and people responsible for implementation of consultation and participation activities.

B. Stakeholder Consultation during Project Preparation

3. Stakeholders for the project areas comprise about five categories: government, civil society organizations, donor-funded projects, private enterprise, and communities. During project preparation, about 1,018 stakeholders were consulted (Table 1; Annexes 1 and 2). These consultations, and stakeholder assessments, provide the basis for the CPP.

Table 1: Project Stakeholders Consulted during Project Preparation

Category	Stakeholder	Number Consulted
Central and local governments	Relevant government departments at <i>aimag</i> , <i>soum</i> , and <i>bagh</i> levels, and associated governmental agencies	69
Civil society organizations	National and international agencies	4
Project implementation units	Donor-funded projects	12
Private enterprise	Private sector companies and individuals providing tourism products and services	11
Communities	Local residents in the project areas	922

4. Methods applied for stakeholder consultation during project preparation included public meetings, focused group discussions, and key informant interviews. These methods will be applied during project implementation, as well the use of public media for provision of information prior to consultation events and also information disclosure e.g. TV, radio, social media, text messages, newspapers and other printed materials.¹

¹ According to the poverty and social analysis, 95% of residents in the 10 *soums* of the KLNP and OBNP possess mobile phones; 6% have radios; 90% have a television; and 13% have computers.

C. Consultation and Participation Plan

5. Stakeholder consultation and participation will be implemented continuously during project implementation. The CPP is presented in Tables 2 to 5 and is tailored to each output.

Table 2: Output 1. Inclusive planning and capacity for community-based tourism enhanced

Stakeholder	Consultation Purpose	Action	Timing	Budget	Agency
Subcomponent 1.1: Institutional framework					
<ul style="list-style-type: none"> Government agencies CBOs and communities (including herders and poor and/or vulnerable people) Tourism councils CSOs Private sector 	<ul style="list-style-type: none"> Seek input to content of the draft concession manuals, eco-certification program, and <i>soum</i> development and tourism plans Finalize contents through participatory discussions Inform stakeholders on final contents Facilitate stakeholder implementation of the manuals 	Community discussions Workshops with tour operators, CSOs, and community representatives Dissemination of draft and final draft products	2019-2020	Included in project budget	PIU, MET
Subcomponent 1.2: Destination management and promotion					
<ul style="list-style-type: none"> <i>Aimag</i> and <i>soum</i> administrations CBOs and communities (including herders and poor and/or vulnerable people) Tourism councils CSOs Private sector 	<ul style="list-style-type: none"> Inform stakeholders on the designs for Murun Square, park headquarters, visitor centers, and tourism councils Seek inputs to the draft designs and incorporate into the designs and safeguards Follow up consultations to disseminate and finalize the designs and safeguard plans 	Community discussions Workshops with tour operators, CSOs, and community representatives Public meetings	2020-2024	Project budget	PIU, MET
Subcomponent 1.3: Community-led tourism initiatives					
<ul style="list-style-type: none"> CBOs and communities (including herders and poor and/or vulnerable people) Beneficiary households in project area Producers and marketers of local tourism products and services² CSOs Tour operators <i>Soum</i> governments 	<ul style="list-style-type: none"> Seek input on training needs and finalize training contents Training, capacity development and skills up-grading of local entrepreneurs Compliance assurance on health, sanitation standards and quality of products/ services Progress and monitoring of community-based tourism activities Identify and address obstacles to the engagement of women and vulnerable people in tourism products and/or services Identify contact persons in poor and/or vulnerable 	Interview and discussions Group training Visits to individual local businesses, and households, including poor and/or vulnerable households Meetings with women and women-based groups Focused group interviews and discussions	2020-2024	Included in Project budget	PIU, MET

² A comprehensive list of tourism-related producers and suppliers will be developed during project implementation and will build on the initial assessments during project preparation.

Stakeholder	Consultation Purpose	Action	Timing	Budget	Agency
	households to inform and involve in the project (an updated contact list is already maintained by the <i>soum</i> governments)				

Table 3: Output 2. Enabling infrastructure for tourism constructed

Stakeholder	Consultation Purpose	Action	Timing	Budget	Agency
Subcomponent 2.1: Roads and traffic management					
<ul style="list-style-type: none"> Government agencies CBOs and communities (including herders and poor and/or vulnerable people) CSOs Tour operators and other businesses 	<ul style="list-style-type: none"> Inform about construction of roads and facilities Seek stakeholder feedback on issues, designs, impacts, and solutions Seek advice on worker recruitment including women Provide awareness and safety aspects of road traffic 	Public meetings Print and electronic media TV announcements Group training Road show	2020-2024	Project budget	PIU, contractor
Subcomponent 2.2: CKTC and supporting infrastructure (entry gates, toilets, car parks, power, water)					
<ul style="list-style-type: none"> Government agencies CBOs and communities (including herders and poor and/or vulnerable people) CSOs Tour operators and other businesses 	<ul style="list-style-type: none"> Seek inputs on the detailed designs Participation of residents for skilled and unskilled construction works Allocation of vendor market space at CKTC and car parks Health and sanitation quality assurance 	Public meetings Focused group discussions with women's councils, CSOs, tour operators, and other key groups	2020-2024	Included in project budget	PIU, contractor

Table 4: Output 3. Waste management improved

Stakeholder	Consultation Purpose	Action	Timing	Budget	Agency
Subcomponent 3.1: Sanitation and wastewater management					
<ul style="list-style-type: none"> Government agencies CBOs and communities CSOs Tour operators and other businesses Tourists 	<ul style="list-style-type: none"> Seek inputs on design and installation of sanitation and wastewater management Provide information on O&M of the sanitation systems for the tour camps, campsites, and car parks Inform tourists about use of the public sanitation systems and park codes of conduct and regulations 	Public meetings Focused group discussions Notices published in newspaper or public places Visits to tourist camps	2020-2024	Included in project budget	PIU, contractor
Subcomponent 3.2: Solid waste management					
<ul style="list-style-type: none"> Government agencies CBOs and communities CSOs Tour operators 	<ul style="list-style-type: none"> Seek inputs on design and implementation of the 3 project-supported landfill sites, and, CWMTs Seek stakeholder feedback on issues and concerns Educate residents and tourists on solid 	Public meetings Focused group discussions Notices published in newspaper or	2020-2024	Included in project budget	PIU, contractor

and other businesses	waste disposal and recycling	public places			
• Tourists	• Inform residents on waste collection points, frequency, and other details	Public notices			

Table 5: Output 4. Park management strengthened

Stakeholder	Consultation Purpose	Action	Timing	Budget	Agency
Subcomponent 4.1: Improve KLNP public trails					
<ul style="list-style-type: none"> • Park and <i>soum</i> rangers • KLNP management council and tourism sub-council • CSOs • Tourists • Communities including herder groups and vulnerable people 	<ul style="list-style-type: none"> • Inform stakeholders on trails selected for improvement • Seek feedback on designs and any concerns • Inform tourists about rehabilitation of trails • Assess with residents the possibility for community-led services at the trails, including expansion of the scope of CWMTs 	Posters and leaflets Public meetings TV and social media	2020-2024	Included in project budget	PIU, contractor
Subcomponent 4.2: Revise park management plans					
<ul style="list-style-type: none"> • KLNP and OBNP personnel • <i>Soum</i> government agencies • Tourism councils • CBOs, BZCs, and communities including herder groups and vulnerable people • CSOs • Tour operators 	<ul style="list-style-type: none"> • Seek inputs on management plan revision • Inform stakeholders about contents and other details of revised plans • Awareness creation on roles and responsibilities of stakeholders with revised management plans • Train stakeholders on aspects of park management 	Public meetings Information sessions Group discussions Workshops	2020-2024	Included in project budget	PIU, MET
Subcomponent 4.3: Capacity building of park operators					
<ul style="list-style-type: none"> • KLNP and OBNP personnel • <i>Soum</i> government agencies • Tourism councils • CBOs, BZCs, and communities including herder groups and vulnerable people • CSOs • Tour operators 	<ul style="list-style-type: none"> • Seek inputs on training needs and finalize training contents • Train personnel on planning and management for tourism, livelihoods, waste, and conservation • Train operators of the project facilities 	Group discussions Meetings Group workshops Field visits	2020-2024	Included in project budget	PIU, MET

BZC = buffer zone council, CBO = community-based organization, CSO = civil society organization, CWMT = community waste management team, KLNP = Khuvsgul Lake National Park, MET = Ministry of Environment and Tourism, PIU = project implementation unit.

6. The PIU Social, Gender, and Civil Society Specialist will coordinate the implementation of the CPP, with support from the other PIU team members, executing and implementing agencies, KLNP and OBNP administrations, and *soum* governments. The terms of reference for the PIU Social, Gender, and Civil Society Specialist are in Appendix 2 and includes capacity building for project agencies to ensure their involvement in the CPP; coordination with the project grievance redress mechanism (Appendix 3); and documentation and reporting for the project consultations.

D. Guidelines for Consultation and Participation Events

7. Consultation events must be prior-informed, inclusive, and meaningful. Prior-informed means relevant stakeholders should be informed prior to the event, and include such details as venue, time, purpose and who is expected to attend.

8. Inclusive means all stakeholders including vulnerable people (e.g. women-headed households, single men, the elderly, disabled, sick, and/or poor) with, as far as possible, a balanced representation of men and women. Assess on a case by case basis whether it the consultation would be more effective with, or without, government representation; and in the event that government does not participate, follow up to ensure relevant agencies are informed of the consultation outcomes.

9. Meaningful means seeking feedback from participants, involving them in decision making and ensuring their suggestions are integrated into project implementation process, as much as possible.

10. Methods of consultation and documentation. The following sequence of activities should take place at each consultation event.

- (i) Introduction. PIU Social, Gender, and Civil Society Specialist and/or other PIU team members and government counterpart officers, to introduce the project team and objective of the consultation; and participants to introduce themselves.
- (ii) Provide an update on the project status; and, how stakeholders suggestions will be addressed and incorporated into the designs and/or safeguards.
- (iii) Seek stakeholder feedback. Give participants adequate time to raise their concerns, questions and issues. The relevant team members should answer questions or comments raised by participants. If questions cannot be answered, inform participants they will receive a response within a reasonable time period.
- (iv) Next steps. A team member should explain the tasks and schedule for the next steps after the event. Emphasize the importance of ongoing stakeholder participation.
- (v) Closure of the event. A team member may close the meeting and thank participants for their presence and contribution.

11. For each consultation a record of the event will be prepared. This will include: (i) date, time and venue; (ii) list of attendance – name of participants, gender, position, contact details including phone number if available and signature; (iii) minutes – summarizing what was discussed, comments and feedback provided, answers given by team and any agreements reached; and (iv) photographs – high-quality photographs of the entire event.

ANNEX 1. STAKEHOLDERS CONSULTED AT KHUVSGUL LAKE NATIONAL PARK DURING PROJECT PREPARATION

National Government

1. L. Enkh-Amgalan, Member of Parliament, and Chairman of Standing Committee on Social Policy, Education, Culture and Science
2. Ms. Davaajargal, Officer, Health Development Center, Ministry of Health
3. Ms. Altantsetseg, Officer, National Statistical Office
4. Ms. Baasandulam, Officer, KLNP Administration, Ministry of Environment and Tourism (Khatgal Town)
5. Batbayar, Environmental Officer, KLNP Administration, Ministry of Environment and Tourism (Khatgal Town)
6. Mr. Tumen-Ulzii, Ranger, KLNP Administration, Ministry of Environment and Tourism (Khatgal Town)

Khuvsgul Aimag Government

7. L. Ganbold, Governor
8. Ms. Nansalma, Human Resource Manager, Governor's Office
9. Mr. Ganbold, Head, Department of Social Policy
10. S. Narantuya, Officer, Department of Social Policy
11. Ms. Gereltuya, Senior Officer, Department of Social Policy
12. M. Uuriinbayar, Head, Department of Health
13. Ms. Bayarmaa, Statistician, Department of Health
14. Mr. Bazarsambu, Head, Department of Statistics
15. Mr. Purevdalai, Officer, Technical Education and Vocational Training Center, Murun
16. B. Ganbaatar, Governor, Khatgal Town
17. Mr. Battur, Head, Governor's Office, Khatgal Town
18. Batnasan, social worker, Khatgal Town
19. P. Chinzorig, doctor, regional *soum* hospital, Khatgal Town
20. Ms. Gereltsolmon, head, Women's Council, Khatgal Town
21. Mr. Amarsanaa, Deputy Governor, Khankh *soum*
22. Mr. Gantulga, social worker, Khankh *soum*
23. Ms. Tumenjargal, doctor, *soum* hospital, Khankh *soum*

Civil Society Organizations

24. Mr. Gankhulug, Director, Association of Painters and Artists, Khuvsgul *aimag* (TVET teacher, Murun)

Private Sector

25. Buyankhishig, Director, Khuvsgul dalai Tour Camp, Khatgal Town
26. S. Purev, Director, 50:100 Hotel, Murun, Khuvsgul *aimag*
27. O. Munkhnasan, Director, Khuvsgul Dul Tour Camp, Khatgal Town
28. V. Oldokh, Director, Khuvsgul Eco Tour Camp, Khatgal Town
29. Ariundalai, employee, Khuvsgul dalai Tour Camp, Khatgal Town
30. Erdenetsetseg, home-based artifact producer, Khatgal Town
31. Ulziisaikhan, handcraft maker, meat seller, Khatgal Town
32. Chuluundari, handcraft maker, meat seller, Khatgal Town
33. Bolormaa, meat seller, Khatgal Town

Donor-funded Projects

34. T. Erdenejargal, Project Coordinator, MON-9183: *Integrated Livelihoods Improvement and Sustainable Tourism in Khuvsgul Lake National Park* grant project
35. Mr. Gantumur, field coordinator, MON-9183, Khatgal Town
36. Ms. Enkhtuya, gender specialist, MON-9183, Khatgal Town
37. Ms. Dagisuren, rural livelihoods officer, MON-9183, Khatgal Town
38. O. Sodgerel, agricultural and training officer, MON-9183, Khatgal Town
39. Mr. Munkhtenger, accountant and revolving fund manager, Khatgal Town

Community

40. Mr. Sandagdorj, herder, Chu Chu area, Khatgal Town
41. Ms. Suren, herder, woman-headed household, Jankhai puss area, Khatgal Town
42. Mr. Maamaa, herder, Jankhai puss area, Khatgal Town
43. Mr. Batbold, herder, Jankhai puss area, Khatgal Town
44. Mr. Baatar, herder, Jankhai pass, KLNP
45. Ms. Tumen-Ulzii, woman-headed household, Khatgal Town
46. Ms. Tserendulam, woman-headed household, Khatgal Town
47. Mr. Dashnyam, herder, Khatgal Town

48. L. Dulamkhuu, herder, Khankh *soum*
49. Ms. Purevsuren, herder, Khankh *Soum*
50. Ms. Baasankhuu, teacher, Khankh *Soum*
51. Ms. Erdenechimeg, herder, Khankh *Soum*
52. Ms. Nyamjav, disabled woman, Khankh *Soum*
53. Mr. Ganbaatar, herder, Khankh *soum*

ANNEX 2. STAKEHOLDERS CONSULTED AT ONON-BALJ NATIONAL PARK DURING PROJECT PREPARATION

Khentii Aimag Government

1. Ms. Ulziisuren, Head of Statistical Department Khentii *aimag*
2. B. Ouyimbaatar, Governor, Dadal *soum*
3. Mr. Battulga, Deputy Governor, Dadal *soum*
4. D. Munkh-Od, Chairperson, Dadal *soum* Citizens Representative Committee
5. Ms. Baasankhuu, Head, Local Government Office, Dadal *soum*
6. Ms. Saranchimeg, Lands Officer, Dadal *soum*
7. Ms. Otgonjargal, Social Worker, Dadal *soum*
8. Ms. Bayarmaa, Statistical Officer, Dadal *soum*
9. D. Ganbaatar, Gate security operator, Dadal *soum*
10. B. Munkhbat, Head of Local Government Office, Bayan-Adarga *soum*
11. Mr. Bayasgalan OBNP manager, Dadal *soum*
12. P. Gansukh, Training officer, OBNP, Dadal *soum*
13. Ms. Yanjmaa, Committee member, Elderly's Council, Dadal *soum*
14. Ms. Badamgarav, General Secretary, Youth Council, Dadal *soum*
15. Ms. Ouyinchimeg, Chairperson, Women's council, Dadal *soum*
16. Sh. Tumur-Iveelt, Deputy Governor, Bayan-Uul *soum* and in-charge of tourism
17. G. Ganchimeg, Chairperson of the Bayan-Uul *soum*, Citizens Representative Committee
18. J. Altantsetseg, Statistical Officer, Bayan-Uul *soum*
19. G. Gantsetseg, Social worker, Bayan-Uul *soum*
20. Ya. Otgonjargal, Labour and Social Welfare Officer Bayan-Uul *soum*
21. R. Byambadorj, Environmental officer, Bayan-Uul *soum*
22. P. Altangerel, Governor, Norovlin *soum*
23. Ms. Oyonjargal, Labour and Social Welfare Officer, Norovlin *soum*
24. Bayarmaa, Statistical Officer, Norovlin *soum*
25. D. Otgonzaya, Treasurer, Norovlin *soum* Administration
26. Mr. Enkh-Amgalan, Social Development Officer, Norovlin *soum*
27. Ms. Ouyinmandal, Onon Bagh Governor, Norovlin *soum*
28. Ms. Ouyin-Undrakh, Social Worker, Norovlin *soum*
29. Mr. Munkhbat, Chairperson, Citizens Representative Committee, Bayan-Adarga *soum*
30. S. Purevtseren, Statistical Officer, Bayan-Adarga *soum*
31. O. Batsuuri, Ranger, Bayan-Adarga *soum*
32. G. Gankhuyag, Ranger, Bayan-Adarga *soum*
33. A. Enkhsaran, Social Development Officer, Bayan-Adarga *soum*
34. G. Chuluunsai Khan, Labour and Social Welfare Officer, Bayan-Adarga *soum*
35. D. Shurenchimeg, Environmental Officer, Bayan-Adarga *soum*
36. Enterprise Officer, Bayan-Adarga *soum*
37. P. Badrakh, Head of Local Government Office, Binder *soum*
38. Statistics Officer, Binder *soum*
39. B. Batbayar, Ranger, Binder *soum*
40. B. Nyamdelger Labour and Social Welfare officer, Binder *soum*
41. S. Badamgarav, Social Development Officer, Binder *soum*
42. N. Khulan, State-Found Officer, Binder *soum*
43. E. Altansuvd, Chairperson, Women's Committee, Binder *soum*
44. Ms. Davaajargal, Officer, Health development center, Ministry of Health
45. Ms. Oyjin, Officer, in-charge of Population Census, National Statistical office

Dornod Aimag Government

46. Mr. Onontuul, Statistical officer, Dornod *aimag*

Civil Society Organizations

47. T. Dashnyam, Chairperson, Noyondaamal co-operative, Bayan-Uul *soum*
48. A. Ariunaa, Chairperson, Federation of user groups, Bayan-Uul *soum*
49. Ms. Munkhtuya, Chairperson, Ulzii-Khairkhan forest group, Bayan-Adarga *soum*

Private Sector

50. Ms. Auysh, Camp manager, Tourist Camp, Binder *soum*
51. Ms. Yanjindulam, Interpreter, Khatdiin Urguu, Bayan-Adarga *soum*

Community

52. G. Gantuya (female), extreme poverty household, Bayan-Uul *soum*
53. Mr. Munkh-Erdene, member of forest group Khan-Uul, herder, Norovlin *soum*
54. Ms. Bayartsetseg, member of forest group Khan-Uul8 herder, Norovlin *soum*
55. T. Dayarmaa, cleaner, Hotel of Norovlin Governor' office
56. Mr. Sh, Gurtsog, herder, Dadal *soum* (N48.83926, E111.64002)
57. Ts. Bayaraa, herder, Dadal *soum* (N48.83926, E111.64002)
58. G. Tsogtgerel (male, retired), Dadal *soum* (N48.83833, E111.63957)
59. D. Aruinaa, retired women, Dadal *soum* (N48.83833, E111.63957)

APPENDIX 5. STAKEHOLDER COMMUNICATION STRATEGY

Objective	Risk	Audience	Desired Behavior	Information Needs	Channel / Activity ^a	Timing	Responsibility	Resource Needs	Expected Outcome
OBJECTIVE 1: EFFECTIVE COMMUNICATION WITH PROJECT STAKEHOLDERS									
Output 1. Inclusive planning and capacity for community-based tourism enhanced									
Effective communication with communities for informed and supportive engagement. As a result, beneficiaries will have better access to benefits and opportunities from the project	Limited engagement due to poorly informed communities Communities expect the project to deliver benefits to them within unrealistically short time frame	Residents in project areas (including vulnerable people), tour operators, home stays owners, CSOs	Well informed residents, tour operators and other stakeholders co-planning tourism initiatives	Community awareness of existing and planned community-based and other tourism initiatives Awareness on potential benefits and risks associated with increased tourism	Meeting venues in communities <i>soum</i> centers Designated information points in communities and <i>soum</i> centers Posters and forms in Mongolian on meeting locations and times Local media e.g. TV, radio Strengthening social network through the regular updates via social media	2019–2024	IAs, PIU	PIU staff time Printed materials (posters, forms) budget Social website page	Co-planning by residents, CSOs, tour operators and other stakeholders for community-based tourism initiatives
Capacity building for local communities to deliver reliable supply chains (local brand goods and services) for tourism and hospitality in KLNP and OBNP	Communities not aware of capacity building opportunities and availability of community-based tourism support	Residents, CSOs, tour operators and owners of guest houses and home stays, Entrepreneur s and business persons engaged in the tourism value chain	Residents are skilled in targeted tourism products and services and can apply for tour camp jobs and/or develop or expand businesses	Awareness raising information on availability of training courses, capacity building support and community-based tourism support	Meeting venues in visitor information centers and local administration offices Designated information points in KLNP and OBNP Community contact points (one per <i>soum</i>) Direct visits by PIU team to remote communities and families Posters, forms in Mongolian on meeting	2019–2024	IAs, PIU	PIU staff time Printed materials (posters, forms) budget Social website page	Residents skilled in the provision of tourism supply chains, goods, and services Local brand products are more diversified and of better quality Remote and poor households have more opportunity to engage in and benefit from the training and

Objective	Risk	Audience	Desired Behavior	Information Needs	Channel / Activity ^a	Timing	Responsibility	Resource Needs	Expected Outcome
					locations and times Local media e.g. TV, radio Dedicated project website (including online training and dissemination of good practices)				community-based tourism activities Household income and livelihoods improved and sustained
Output 2. Enabling infrastructure for tourism constructed									
Effective communication with communities and local traffic authorities about construction schedules, activities, and potential disturbances e.g. noise	Community complaints and/or lack of support due to limited consultation	Residents, tour operators, owners of guest houses, CSOs	Well informed residents support construction and participate in scheduling of works	Stakeholder concerns and opinions Awareness raising on project designs, and impacts Information about temporary bypass routes and construction timetable	Community contact points to explain the anticipated infrastructure design and receive feedback on constraints to integrate Regular consultation meetings during construction phase PIU visits remote families Posters in Mongolian on meeting locations, times Local media e.g. TV, radio	2019–2024	IAs, PIU	PIU staff time Printed materials (posters, forms) budget Social website page	Any concerns and suggestions raised by stakeholders are addressed; and measures implemented to address them will be duly documented in the project reports
Output 3. Waste management improved									
Residents, tourists, tour operators, and other stakeholders comply with park regulations and codes of conduct for litter and sewage disposal	Relevant authorities do not enforce campsite regulations Visitors are not well informed of park regulations	Residents, tour operators, guest houses, home stays, domestic and international tourists, CSOs	All stakeholders pro-actively contribute to sewage and waste management	Key polluting sources (guest houses, home stays) and key sites of uncollected litter Stakeholder concerns and opinions	Dissemination of park regulations at visitor centers Social website pages, in Mongolian, Russian, English Local media e.g. TV, radio Environmental assessment and inspection reports will be	2019–2024	IAs, PIU	PIU staff time Social website page Translation of materials to Russian and English languages	Improved stakeholder awareness of pollution threats Improved waste management Reduced pollution in KLNPNP and OBNP

Objective	Risk	Audience	Desired Behavior	Information Needs	Channel / Activity ^a	Timing	Responsibility	Resource Needs	Expected Outcome
					included in the semi-annual progress reports to ADB, which will be posted on ADB's website				
Output 4: Park management strengthened									
All relevant stakeholders participate in review of KLNP and OBNP management plans	Remote or poor communities uninformed or unable to participate Poorly informed communities do not see value in KLNP, OBNP management	Residents in parks and buffer zones (including herders), tour operators, CSOs	Stakeholders support and ownership to implement the revised management plans	Stakeholder concerns and opinions Scientific data on park management	Stakeholder meetings in the 10 <i>soums</i> of KLNP and OBNP, <i>aimag</i> centers, Ulaanbaatar Visits by PIU team to remote communities and families Focus group discussions and Key informant interviews	2019–2024	IAs, PIU	PIU staff time and travel costs Map preparation	Park management plans reviewed and improved in consultation with stakeholders
OBJECTIVE 2: PROJECT VISIBILITY, INFORMATION EXCHANGE, AND DISSEMINATION OF LESSONS LEARNED									
National: Public and political awareness of and support for project	Incorrect or negative publicity of project due to inadequate information Project experience does not benefit other sites	Ministries, especially in transport, construction, sanitation sectors, general public, national media, CSOs	Increased opportunity to apply the project lessons learned in other sites	Technical and non-technical project data	Social website pages, in Mongolian, Russian, English Media releases; interviews with <i>aimag</i> , <i>soum</i> , MET officials Briefings/consultation meetings with key politicians, committees, CSOs Briefs, pamphlets, blogs, small technical publications	2021–2024	PIU staff, MET, IAs, ADB project team	PIU staff time. Contact points – PIU manager, field coordinator, social and gender specialist Project website page	Protected area managers and tourism planners able to apply the project lessons learned to other sites

Objective	Risk	Audience	Desired Behavior	Information Needs	Channel / Activity ^a	Timing	Responsibility	Resource Needs	Expected Outcome
International: Sharing of lessons learned; contribute to RCI	Missed opportunity to contribute to regional tourism planning	Regional tourism agencies, CSOs, PA managers, especially CAREC Program countries	Regional awareness of project lessons learned; contribution to RCI for CAREC tourism plans	Key CAREC agencies involved in regional planning for tourism, and, PA management; regional CSOs involved in tourism, conservation, livelihoods	Social website pages, in Mongolian, Russian, English Participation in regional CAREC tourism, conservation workshops	2021–2024	MET, PIU staff, ADB project team	MET, PIU, and ADB staff time, resources for international travel and participation in regional meetings	Project lessons learned support Mongolia's participation and contribution to CAREC Program tourism planning
OBJECTIVE 3: COORDINATION AND ALIGNMENT OF THE PROJECT ACTIVITIES WITH OTHER DONOR PROGRAMS									
Coordination and alignment of project activities with other donor programs in KLNP, OBNP, and other PAs	Overlap of resources and/or missed opportunities for collaboration	Other donors for tourism sector and PA management	Open and regular information exchange, coordination, support	Timely and updated information on the project, and, other donor's projects	Meetings; emails; other direct forms of contact	2019–2024	PIU, ADB project officer, IAs	DPAM, PIU, and ADB staff time Social website page	Donor programs coordinated and aligned

CAREC = Central Asia Regional Economic Cooperation, CSO = civil society organization, DPAM = Department of Protected Area Management, DTPC = Department of Tourism Policy Coordination, IA = implementing agency, KLNP = Khuvsgul Lake National Park, KLNPA = Khuvsgul Lake National Park Administration, MET = Ministry of Environment and Tourism, MNRM = ADB Resident Mission in Mongolia, OBNP = Onon-Balj National Park, OBNPA = Onon-Balj National Park Administration, PA = protected area, PIU = project implementation unit, Q&A = questions and answers, RCI = regional cooperation and integration.

^a All project related public consultations will include 50% women participants.