

Annex I2: Stakeholder Engagement Matrix and Grievance Redress Mechanism

Stakeholder Engagement Plan

i) Introduction

This stakeholder engagement plan details the consultations held with stakeholders during the project design phase and lays out a process to ensure that stakeholder engagement during project implementation is in line with relevant GEF, FAO, and WWF policies and guidelines.¹

Detailed stakeholder consultations were conducted during the project identification and preparation phase with representatives of the National Development Agency, MET, MOFALI, MCUD, UNDP, the World Bank, ADB, SDC, IFAD, GIZ, TNC, WCS, aimag and soum governments, academic and research institutions, local NGOs, private sector, and local communities. Inputs from stakeholders were taken into account in the elaboration of the project work plan (as described in this annex). In particular, the project explicitly builds on achievements and mechanisms from previous and ongoing projects such as Green Gold, IFAD, and the UNDP GEF-6 ENSURE project. Also, the project will address some of the key issues highlighted by several stakeholders, including the rapidly increasing number of livestock and the impacts of climate change. The project work plan has also incorporated activities to promote sustainable livestock product value chains. In addition, the project design is ensuring that disadvantaged and vulnerable groups/individuals, such as assistant herders/helpers, poorer households with fewer livestock, and the unemployed, will be able to participate in and benefit from the project activities. A participatory stakeholder mapping was conducted during the PPG inception workshop in September 2019 (see *Figure 1* below), aiming to identify different types of stakeholders at national and local levels, including veto players and stakeholders with high, medium and low interest or stake in the project (see below). The analysis was further refined during the project preparation phase based on consultations with stakeholders, as detailed in this annex.

Focus groups were conducted with local communities (women and men) in all nine target soums to gain an in-depth understanding of the social, economic and environmental dynamics in the target landscape. These focus groups were organized by a social and gender expert team from the Development Horizons Foundation (DHF) between 6-17 October 2019. During the mission, the social and gender team hired jointly by FAO and WWF visited three aimags and six soums; they met with 43 officials and representatives of key institutions and stakeholders (16 women, 27 men). A total of 104 persons (50 women, 54 men) were consulted including 61 persons (34 women, 27 men) who participated in nine focus group discussions. The report of these consultations is included in the Social and Gender Analysis in **Annex Q** of this project document. In addition, an Environmental and Social Impact Assessment (ESIA) **was conducted** to analyse safeguards issues more in detail **(please refer to separate ESMF document)**.

In addition, several other local stakeholder consultations were organized as part of the baseline assessments by other national experts. Detailed lists of meeting participants at herder, soum, aimag, and national level are available upon request. Due to the COVID-19 outbreak, a smaller-scale validation meeting was conducted at national level in May 2020. Three validation meetings were also conducted at aimag level in May 2020, and final inputs incorporated. More detailed planning with local communities will be conducted as part of the project implementation.

¹ See [GEF Policy on Stakeholder Engagement](#), [FAO Operational Guidelines for Stakeholder Engagement](#), and [WWF Procedures for Implementation of Standard on Stakeholder Engagement](#).

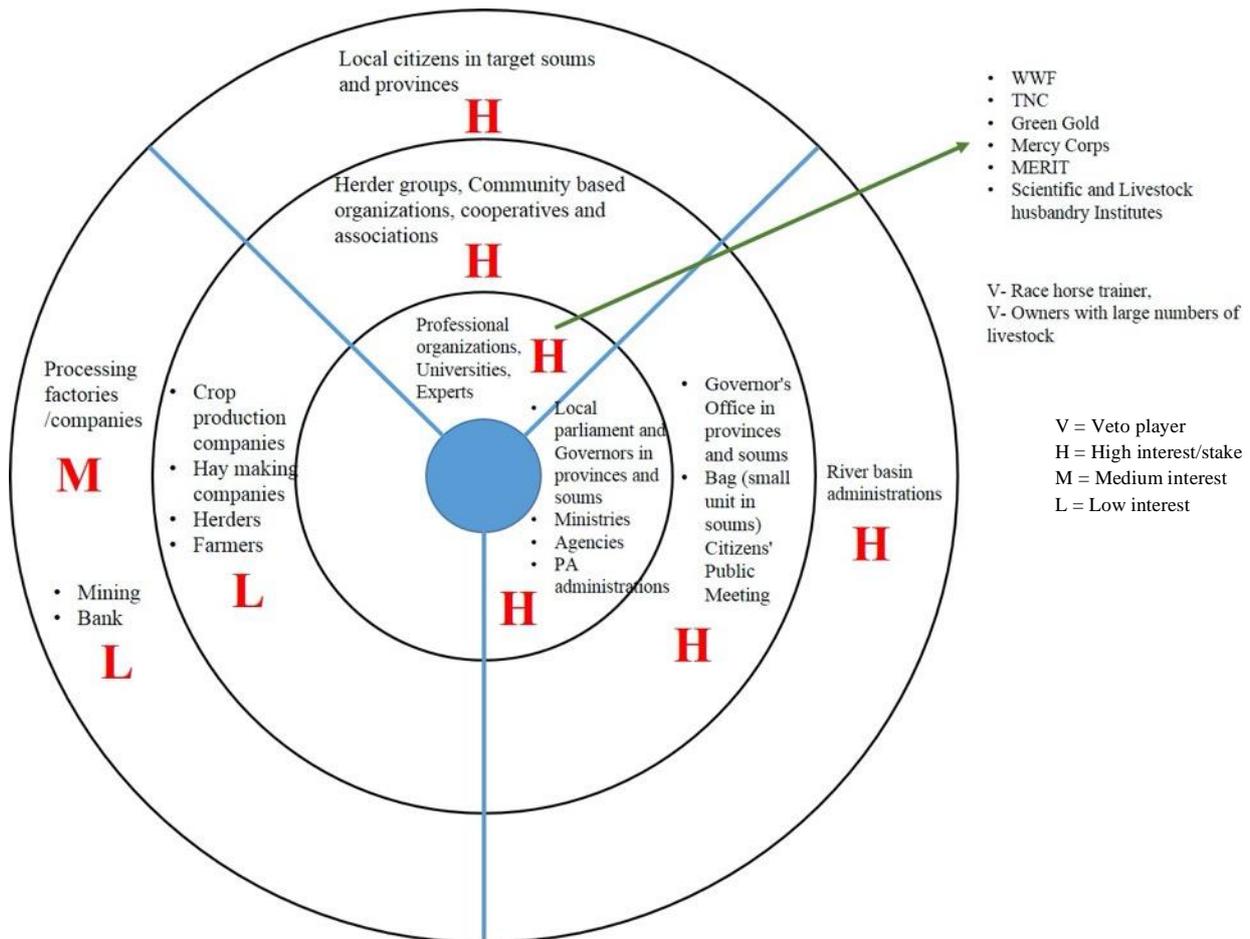


Figure 1: Stakeholder mapping conducted at the PPG inception workshop.

ii) Key issues raised

The Stakeholder Engagement Matrix included in the following section summarizes the key issues raised by the various stakeholders (including beneficiaries/local communities and other stakeholders, see details below), and how they were addressed in the project design. It also includes information on how stakeholders will be involved and consulted in the project implementation, including any disadvantaged or vulnerable groups/individuals.

The key issues, risks and potential impacts identified from the stakeholder consultations are summarized below.

Issue raised / risk / potential impact	How the issue has been addressed in the project design
<p>1. Several stakeholders at the national and local levels highlighted the issue of overgrazing and the rapidly increasing number of livestock as one of the key issues to be addressed by the project. The stakeholders mentioned that, while local action and planning is required, national policies/regulations are needed in order to effectively address this threat (in particular, a livestock tax/pasture fee). Stakeholders also mentioned that climate change is affecting the rangelands, and that mining is having negative impacts on the dryland ecosystem.</p>	<p>Under Component 1 of the project, the project will support national policy and regulations to address this issue at the national level. It will also work on land management planning, management and governance at the local level to ensure adequate mechanisms for local action, in a gender and socially inclusive manner. Climate change risk is being addressed by the different project components, including through improved pasture management and rehabilitation of water sources.</p>

<p>2. Local stakeholders mentioned that disadvantaged or vulnerable groups/individuals, such as assistant herders/helpers, poorer households with fewer livestock, and unemployed, often have fewer opportunities to participate in training and project activities. Training is often organized in the soum centre, while more activities should take place at the <i>bagh</i> and <i>hot ail</i> levels.</p>	<p>The trainings, consultations and activities organized by the project will be implemented at <i>bagh</i> and <i>hot ail</i> levels. Nine Soum Coordinators will be recruited locally, and local project implementation teams will be established at the <i>bagh</i> and <i>soum</i> levels, involving local women and men to support project implementation at the local level. The project will ensure that vulnerable groups, such as poorer households and assistant herders as identified in the PPG consultations, as well as women, will be consulted and will be able to participate in and benefit from the project activities. Trainings will apply effective learning practices including a pre-event learning needs analysis and post-event support to facilitate the transfer of knowledge into practice.</p>
<p>3. Several herders raised the issue of low animal husbandry raw material prices, in particular for meat and skins/hides.</p>	<p>The value chain activities under Component 2 will aim to support herders in enhancing value chains for their products, including through improved processing and access to markets. The project will also assist herders in enhancing the quality of their products through animal health and breeding interventions.</p>

iii) Stakeholder Engagement Plan

The stakeholder engagement plan might have to be updated after the finalization of the safeguards plans with respect to FPIC measures which would apply to all communities that are affected by project activities. Also, a grievance mechanism has been defined for project stakeholders (see following section).

The table below summarizes the main methods for consultation and engagement of different stakeholder groups, at both national and local levels. In addition, under Output 4.1.2, the project will develop a knowledge management and communications strategy (including timeline) to ensure information dissemination and sharing of knowledge with project stakeholders.

Stakeholder group	Methods for consultation and engagement
<p>1. National and local government</p>	<p>National and local government stakeholders are aware of the project from the project design phase. They will be convened again at the beginning of the project, through the national inception workshop and local inception meetings, where they will be informed of the project and will have the opportunity to provide further inputs. Government stakeholders will be closely involved in the establishment of the cross-sectoral, multi-stakeholder working groups under Output 1.1.1. Furthermore, they will be closely engaged in all project activities, in order to ensure local ownership and sustainability beyond the project duration.</p> <p>The following methods will be the main channels for communication with government stakeholders.</p> <ul style="list-style-type: none"> • Email, phone and face-to-face meetings. • Workshops. • Publications, project flyers, brochures.
<p>2. Local communities and community groups</p>	<p>Although community stakeholders have been consulted in all target soums during the project design phase, local communities will be consulted more in detail at the beginning of the project implementation to ensure that local specificities and needs in each target <i>soum</i>, <i>bagh</i>, and <i>hot ail</i> will be taken into account.</p>

	<p>As explained above, local Soum Coordinators will be recruited locally, and local project implementation teams will be established at the <i>bagh</i> and <i>soum</i> levels, involving local women and men to support project planning and implementation at the local level. The project will ensure that vulnerable groups, such as poorer households and assistant herders, as well as women, will be consulted and will be able to participate in and benefit from the project activities.</p> <p>Consultations with communities and participatory approaches have been explicitly incorporated into all relevant activities of the work plan in Annex H.</p> <p>The following methods will be the main channels for communication with local communities.</p> <ul style="list-style-type: none"> • Face-to-face meetings and consultations at the <i>soum</i>, <i>bagh</i> and <i>hot ail</i> levels. • Project handouts. • Focus groups specifically organized with women and vulnerable groups. <p>The Mongolian language (verbal and written) will be used for the consultations, as all stakeholders in the project area are native Mongolian speakers.</p>
<p>3. Regional and international organizations, development partners</p>	<p>Regional and international organizations have been consulted during the project design phase and will continue to be kept informed of the project activities. The project will coordinate closely with relevant initiatives, as outlined in section 6.b of the project document.</p> <p>The following methods will be the main channels for communication with regional and international stakeholders.</p> <ul style="list-style-type: none"> • Email, phone and face-to-face meetings. • Inception workshop, regular exchange meetings. • Publications, project flyers, brochures.
<p>4. Civil society</p>	<p>Stakeholders from civil society have been closely involved in the project design, and will continue to be engaged during project implementation. WWF Mongolia will be a project executing partner, providing specific execution support to MET. Other civil society stakeholders include WCS, TNC, Sustainable Fibre Alliance, local community-based associations, as well as academia.</p> <p>The following methods will be the main channels for communication with stakeholders from civil society.</p> <ul style="list-style-type: none"> • Email, phone and face-to-face meetings. • Publications, project flyers, brochures.
<p>5. Private sector</p>	<p>Private sector stakeholders that have been consulted during the project design phase include local meat factories, cashmere companies, as well as local crop companies. As explained in section 4, the project will engage meat processing companies such as Bayandelger Khuns LLC, cashmere processing companies such as Gobi Company, as well as the Sustainable Fibre Alliance (SFA), under Outcome 2.3 on sustainable value chains. In addition, the project will engage with private crop companies under Outcome 2.1 to make their practices more sustainable and environmentally-friendly. These crop companies are providing co-financing to the project activities.</p> <p>The following methods will be the main channels for communication with private sector stakeholders.</p> <ul style="list-style-type: none"> • Email, phone and face-to-face meetings. • Project flyers, brochures.

iv) Resources and Responsibilities

The PMU, under the overall supervision of MET, will be responsible for implementing the stakeholder engagement as outlined in the Stakeholder Engagement Plan and Stakeholder Engagement Matrix. It will also be responsible for monitoring and reporting on stakeholder engagement through the annual project implementation reports (PIRs). Relevant tasks have been incorporated into the Terms of Reference of the project staff (see Annex L). Budget for stakeholder engagement has been allocated through the meeting, training and travel budget lines as shown in Annex A2.

In the annual PIRs, the PMU will report on the following indicators:

- 1) Number of government agencies, civil society organizations, private sector, vulnerable groups and other stakeholder groups that have been involved in the project implementation phase.
- 2) Number of engagements (such as meetings, workshops, official communications) with stakeholders during the project implementation phase.
- 3) Number of grievances received and responded to/resolved (see Grievance Redress Mechanism described in the section below).

Stakeholder Engagement Matrix²

The table below summarizes the main stakeholders at national and local levels that were consulted during project preparation (PPG) and/or who will play a role in the project implementation. It also indicates the methodology for consultation or engagement.

Types of stakeholders

- Key Stakeholders: Have skills, knowledge or position of power to significantly influence the project
- Primary Stakeholders: Directly affected by the project / direct beneficiaries
- Secondary Stakeholders: Only indirectly or temporarily involved / indirect beneficiaries

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
<i>a) National and local government</i>					
Ministry of Environment and Tourism (MET)	Key Direct beneficiary and Lead Executing Agency	MET is the responsible ministry for the formulation, coordination and implementation of legislation, policies and programs on environment, forest and grasslands, protected areas, climate change, sustainable/green development, and ensuring inter-sectoral coordination on environment. It is also responsible for minimizing environmental degradation and pollution, and promoting the appropriate use, protection and restoration of natural resources. MET also hosts the GEF Operational focal point.	Project design was elaborated in close collaboration and consultation with MET.	MET will be the Lead Executing Agency.	Interest: High Impact: Potentially positive
Ministry of Food, Agriculture and Light Industry (MOFALI)	Key Direct beneficiary and Partner	MOFALI is the responsible ministry for the formulation, coordination and implementation of legislation, policies and programs on sustainable agriculture development, including agricultural (pasture and crop) land, animal husbandry and cropland management and water supply. MOFALI is also responsible for veterinary services, food and light industry, small and medium enterprises and services and cooperation development. MOFALI is leading the implementation of the IFAD Project for Market and Pasture Management Development and will be implementing the WB-funded Animal Health and Livestock Commercialization Project. MOFALI is the line	Project design was elaborated in close collaboration and consultation with MOFALI.	MOFALI will be an important project partner. In particular, it will have a co-leading role in implementing Component 2 (sustainable cropland and pastureland management and value chains).	Interest: High Impact: Potentially positive

² See [FAO Operational Guidelines for Stakeholder Engagement](#). Please include identification and consultations of disadvantage and vulnerable groups/individuals in line with the [GEF policy on Stakeholder Engagement](#) and [GEF Environmental and Social Safeguards](#).

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		ministry to FAO on its programs in Mongolia related to climate-smart livestock, employment creation, animal health and registration, natural resource management, e-agriculture, animal genetic resources and food safety etc.			
Ministry of Construction and Urban Development (MCUD) Agency for Land Administration and Management, Geodesy and Cartography (ALAMGAC)	Key Direct beneficiary and Partner	MCUD is the responsible ministry for the formulation and coordination of land use related policies/programmes. ALAMGAC, under MCUD, is in charge of regulating land use, including land management plans, surveying and mapping, administration and registration of land as property.	Project design was elaborated in close collaboration and consultation with ALAMGAC. In particular, ongoing efforts by ALAMGAC on the land management planning process and land monitoring was taken into account.	ALAMGAC will be an important project partner. In particular, it will have a co-leading role in implementing Component 1 (land management planning process and monitoring), in collaboration with aimag and soum-level land agencies.	Interest: High Impact: Potentially positive
National Agency for Meteorology and Environmental Monitoring (NAMEM) Information and Research Institute of Meteorology, Hydrology and Environment (IRIMHE)	Key Direct beneficiary and Partner	NAMEM is the government implementing agency within MET that is responsible for weather forecasting and environmental monitoring and warning of potential natural disasters. IRIMHE, under NAMEM, is in charge of meteorological, agrometeorological and hydrological observation and research, and plays an important role in monitoring and forecasting extreme weather events such as drought and <i>dzud</i> . IRIMHE has pasture monitoring stations in each target soum. Each aimag has a meteorology and hydrology department.	NAMEM and IRIMHE were consulted on project design, in particular with regard to pasture monitoring.	NAMEM and IRIMHE will play a role in the implementation of Output 1.1.4 on monitoring. The project will aim to strengthen and build on their monitoring capacity for pastureland.	Interest: High Impact: Potentially positive
National Development Agency (NDA)	Secondary	NDA is the agency responsible for defining the economic priorities and sectors that are consistent with the Sustainable Development Vision 2030 of Mongolia and for developing and implementing investment and concession, public-private partnership policies based on research and economic security.	NDA was consulted during project inception phase.	NDA will be involved for aspects related to regional and sub-regional environment, agriculture, and land-use policy and investment planning.	Interest: Medium Impact: Neutral
The National Committee on Gender Equality (NCGE) led by the Prime Minister	Primary Strategic partner	The NCGE is a leading and coordinating body for the sectoral/line ministries Gender Councils, aimag local level Gender Committees as well as coordinating body with international and donor organizations.	The NCGE Secretariat was informed on the proposed project ideas and plans.	NCGE will be informed and involved to ensure incorporation of gender issues.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
The Gender Councils of MET, MOFALI, MCUD led by the State Secretary	Primary Strategic partner	Gender Councils are in charge of meaningful implementation of the sectoral Gender Strategy at the sectoral and local levels.		Gender Councils will be a key body to reflect the relevant gender inclusive actions and activities in the relevant action plan/s.	Interest: High Impact: Potentially positive
Local gender committees	Primary Strategic partner	In charge of coordinating gender-related activities at the local level.	Consulted on project design.	Involved in the implementation of local-level activities, in particular related to the Gender Action Plan.	Interest: High Impact: Potentially positive
Ministry of Labour and Social Protection	Secondary	Ministry in charge of developing a comprehensive policy on labour, social development and social protection, and of creating a favourable environment for employment.		Will be involved in the cross-sectoral collaboration and planning activities to help strengthen capacities for addressing cross-sectoral social and gender issues.	Interest: Medium Impact: Potentially positive
Ministry of Education, Culture and Science	Secondary	Ministry in charge of creating nationwide policies on education, academic activities, science and culture.		Will be consulted and involved in the implementation of project activities.	Interest: High Impact: Potentially positive
Aimag Governments (including Aimag Governor, aimag land department, food and agricultural department, livestock/ veterinary offices, environmental department, etc.)	Key Direct beneficiary and Partner	In charge of implementing state policy and legislation and Citizens Representative Khural decisions at the aimag level. In charge of collecting and compiling relevant data and submitting it to the central level ministries.	Consulted on project design Inputs incorporated into design of project activities and implementation arrangements.	Lead and support implementation of aimag-level activities such as aimag land management planning.	Interest: High Impact: Potentially positive
Soum Governments (including Soum Governor, local land officers, agriculture officers, livestock/ veterinary officers, environmental officers, etc.)	Key Direct beneficiary and Partner	In charge of implementing state and aimag policy and legislation and Citizens Representative Khural decisions at the soum level. In charge of collecting and compiling relevant data and submitting it to the aimag departments.	Consulted on project design. Inputs incorporated into design of project activities and implementation arrangements.	Lead and support implementation of soum-level activities in collaboration with the local Soum Coordinators.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
Bagh Governors	Key Direct beneficiary and Partner	The smallest unit of governmental structure. In charge of administration of the baghs.	Consulted on project design. Inputs incorporated into design of project activities and implementation arrangements.	Lead and support implementation of bagh-level activities in collaboration with the local Soum Coordinators.	Interest: High Impact: Potentially positive
Citizens Representative Khurals (aimag and soum level)	Secondary	Local policy determining highest organ. In charge of ratifying general land management plans for aimags and annual land management plans for soums. In charge of approving aimag and soum annual budgets.	Consulted on project design. Inputs incorporated into design of project activities and implementation arrangements.	Will be involved for the adoption of aimag- and soum-level plans, policies and regulations.	Interest: High Impact: Potentially positive
River Basin Administrations (RBAs)	Secondary	RBAs are responsible for drafting and implementing river basin management plans upon approval by MET and provision of professional guidance on water issues to all level governors and Citizens Representatives Khurals.	Consulted during project design.	Will be kept informed during project implementation, and synergies explored.	Interest: Medium Impact: Potentially positive
Rangers in soums	Primary	In charge of enforcing protected area or nature reserve regulations.	Consulted on project design.	Will be involved in the implementation of Component 3, in particular for capacity building and implementation of management plans.	Interest: High Impact: Potentially positive
Nature Reserve Administrations / Co-Management Councils	Primary	Khar Yamaat and Toson Khulstai NRs have existing co-management councils, in charge of NR management.	Consulted on project design.	Will be involved in the implementation of Component 3, in particular for capacity building and implementation of management plans.	Interest: High Impact: Potentially positive
PA Administrations in Eastern Mongolia	Secondary	Onon Balj NP and Dornod PA Administrations are responsible for the management of National Park and strictly PAs in Eastern Mongolia under the direct guidance of MET. Dornod PA Administration is in charge of regional capacity building issues of staff of PAs in Eastern Mongolia.	Consulted on project design.	Will be kept informed during project implementation. And will be partners in connectivity conservation management.	Interest: Medium Impact: Potentially positive
Aimag-level Chambers of Commerce	Secondary	Supporting business development and trade.		May be involved in the implementation of income-generating activities in NRs and LPAs, and value chain activities.	Interest: Medium Impact: Neutral
Government Cabinet	Secondary	Adopts state policies.			Interest: Medium Impact: Neutral
State Great Khural (Parliament)	Secondary	The highest legislative body. Has the mandate to propose and review legislation and policies. Has a			Interest: Medium Impact: Neutral

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		standing committee on Rural Policy and Environment that advises on matters relating to environment.			
<i>b) Local communities and community groups</i>					
Local farmers, herders (women and men)	Primary Direct beneficiary	Local farmers and herders living in nine target soums.	Consulted during project design. Had limited information about the project. They will be closely informed and involved in the project implementation. Raised issue of low animal husbandry raw material prices. This will be addressed through value chain activities.	Main beneficiaries of project interventions. Will be closely involved and consulted. Will benefit from capacity building and development of value chains.	Interest: High Impact: Potentially positive Herders will better understand climate change effects on herders livelihoods and how to adapt to them. They will benefit from enhanced value chains and additional income.
Disadvantaged or vulnerable groups/ individuals, such as assistant herders/ helpers, poorer households with fewer livestock, unemployed.	Primary Direct beneficiary	Disadvantaged, vulnerable or poorer community members.	Consulted during project design and socio-economic analysis. Often have fewer opportunities to participate in training and project activities.	Will be consulted and involved in project implementation. The project will ensure that vulnerable groups will have equal opportunities to benefit from project activities and participate in training.	Interest: High Impact: Potentially positive
Herder organizations, herder groups, Pasture User Groups (PUGs), Forest User Groups (FUGs)	Key Direct beneficiary	The smallest unit of herder's (or forest user) organization, voluntary organization.	Several issues discussed, please refer to social and gender analysis (Annex Q1) for details. Generally keen to participate in the project activities. Project should implement concrete activities rather than just training. Support to sustainable haymaking was one of the priorities discussed. FUGs need to be further strengthened.	Beneficiaries of project interventions and partners for the implementation of Outcome 2.2 on sustainable pasture management and related capacity development.	Interest: High Impact: Potentially positive
Women's groups, women's cooperatives	Primary Direct beneficiary		Several issues discussed, please refer to social and gender analysis (Annex Q1) for details. Women move to soum centres to accompany their children for schooling, have to temporarily pause dairy processing business. Idea of vegetable storage in the <i>soum</i> center to	Beneficiaries of project interventions and key organizations for the implementation of Outcome 2.3 on value chains and related capacity development.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
			store vegetables for longer period. Women are active in the cooperative's engagement.		
Local PA volunteers	Primary Direct beneficiary	Support rangers in enforcing protected area and nature reserve regulations.		Beneficiaries of project interventions, in particular capacity building under Component 3.	Interest: High Impact: Potentially positive
<i>c) Regional and international organizations, development partners</i>					
Food and Agriculture Organization of the United Nations (FAO)	Key GEF Lead Implementing Agency	FAO has a long history of cooperation in Mongolia assisting the Government with sustainable agricultural development. FAO in Mongolia acts as a leading, credible and responsive partner in ensuring food and nutrition security of the population. FAO focuses specifically on enhancing food and nutrition security, rural development and natural resources management.	Led detailed project design.	GEF Lead Implementing Agency.	Interest: High Impact: Potentially positive
World Wildlife Fund, Inc. (WWF-US)	Key GEF Co-Implementing Agency	WWF-US is a GEF Agency that assists GEF member countries in developing strategic solutions that address their complex environmental challenges.	Led detailed project design.	GEF Co-Implementing Agency.	Interest: High Impact: Potentially positive
International Fund for Agricultural Development (IFAD)	Primary Co-financier (through MOFALI)	International financial institution that, among others, funds the Project for Market and Pasture Management Development, implemented by MOFALI.	Consulted during project design, lessons learned incorporated.	Co-financier, partner project, incorporation of lessons learned	Interest: High Impact: Potentially positive
World Bank (WB)	Primary Co-financier (through MOFALI)	International financial institution that, among others, funds the Animal Health and Livestock Commercialization Project, implemented by MOFALI.	Consulted during project design, synergies incorporated into the project.	Co-financier, partner project, synergies	Interest: High Impact: Potentially positive
Asian Development Bank (ADB)	Secondary	Regional development bank that funds several projects in Mongolia, including on vegetable production and irrigated agriculture, agriculture and rural development, sustainable tourism development. ADB has also supported the Government of Mongolia in establishing the Mongolian Noble Fibre trademark.	Consulted during project design	Will be kept informed during project implementation, and synergies explored.	Interest: Medium Impact: Neutral

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
United Nations Development Programme (UNDP)	Primary Co-financier (through MET)	UNDP is implementing several projects on sustainable natural resource management, sustainable development and livelihoods in Mongolia. In particular, it is implementing the GEF-6 ENSURE project and is preparing the GCF-funded “Improving Adaptive Capacity and Risk Management of Rural Communities in Mongolia” project.	Consulted during project design, synergies incorporated into the project.	Co-financier, partner project, synergies.	Interest: High Impact: Potentially positive
United Nations Industrial Development Organization (UNIDO)	Secondary	UNIDO has global expertise in promoting industrial development. In Mongolia, UNIDO is implementing the SECiM project in collaboration with UNDP and FAO. Its component is focused on leather and fibres value chains as well as large-scale meat and milk processing. SECiM was jointly formulated by UNIDO and FAO in 2014 using a value chain approach. It addresses the needs of all value chain actors for meat, milk, wool/cashmere, leather and vegetables. The UNIDO SECiM project inputs include technical assistances through international and national consultants, trainings, capacity building of human resources in light industry sector, analysis and some pilot equipment to complement MOFALI’s light industry policy priorities, including the “Industrialization 21:100” and “Cashmere” programmes.	Consulted during project design.	Will be kept informed during project implementation, and synergies explored.	Interest: Medium Impact: Neutral
Swiss Agency for Development Cooperation (SDC)	Secondary	Has funded the Green Gold project from 2004-2020, which promotes the sustainable use of rangeland resources and improved economic opportunities through the establishment of PUGs and rangeland use agreements (RUAs) with local government. A national rangeland health monitoring system has been established.	Consulted during project design, lessons learned incorporated.	Will be kept informed during project implementation.	Interest: High Impact: Potentially positive
GIZ	Secondary	Has implemented projects on biodiversity and forest ecosystems in Mongolia, funded by the German Government. GIZ is commissioning a feasibility study related to the UNESCO World Heritage application for the Eastern Mongolian Steppes.	Consulted during project design.	Will be kept informed during project implementation, and synergies explored.	Interest: High Impact: Neutral

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
KfW (German Development Bank)	Secondary	Has funded projects on protected areas and climate change adaptation in Mongolia.		Will be kept informed during project implementation, and synergies explored.	Interest: Medium Impact: Neutral
Czech Government	Secondary	Has implemented projects on forest management in Mongolia and issued relevant guidelines.	Consulted during project design.	Will be kept informed during project implementation, and synergies explored.	Interest: High Impact: Neutral
Japan International Cooperation Agency (JICA)	Secondary	Supports projects on governance, environment-friendly development, and social inclusion.		Will be kept informed.	Interest: Medium Impact: Neutral
Korea International Cooperation Agency (KOICA)	Secondary	Implements assistance programs, such as training programs.		Will be kept informed.	Interest: Medium Impact: Neutral
<i>d) Civil society</i>					
WWF Mongolia	Key Executing Partner	International conservation organization that has been active in Mongolia since 1992. Currently, WWF Mongolia focuses its efforts on two of the world's outstanding places for forest, freshwater and steppe ecosystem and endangered/migratory species conservation, the Altai Sayan Ecoregion in Western Mongolia and the Amur-Heilong Ecoregion Complex in Eastern Mongolia. WWF Mongolia has assisted the Government of Mongolia in designing and improving management capacity of PA networks, implementing community-based natural resource management (CBNRM), integrated water resource management, and improving the policy and legal environment on biodiversity conservation.	Led project design together with FAO, WWF-US and MET.	Executing Partner	Interest: High Impact: Potentially positive
Center for Policy Research (CPR)	Secondary	Independent policy research organization. In collaboration with XacBank and Mercy Corps, is implementing the Green Pasture Pilot project in Bayan-Ovoo soum.	Consulted during project design, lessons learned incorporated.	Will be kept informed during project implementation, and synergies explored.	Interest: High Impact: Potentially positive
Sustainable Fibre Alliance (SFA)	Primary Potential Executing Partner	The SFA is a non-profit international organisation working with the extended cashmere supply chain, from herders in Mongolia to international fashion brand retailers. The SFA was founded in 2015 and has offices in Ulaanbaatar and London. It provides an independent, non-competitive platform that enables end-to-end cashmere supply chain, non-government and government organisations to come together with a	Consulted during project design, lessons learned and synergies incorporated. In Khentii and Dornod, there are 7 herder organizations (cooperatives) involved in the SFA certification assessment as of 2019. They obtained	Potential Executing Partner for sustainable cashmere activities under Output 2.3.1.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		common interest in ensuring sustainability in the cashmere industry. The SFA Animal Husbandry, Rangeland Stewardship and Sustainable Fibre Processing Code of Practice is part of SFA's "Sustainable Cashmere Production Standard for Mongolia". The standard provides a recognised industry benchmark for sustainable cashmere production.	silver certification. By 2025, SFA has a plan to certify 50 cooperatives in the three target aimags.		
National Federation of Pasture User Groups (NFPUG)	Primary	Established in 2015, the NFPUG is a national NGO representing the interests of Mongolian herders and is engaged in preserving and promoting Mongolian pastoralism with its unique nomadic traditions of managing natural resources. It has a wide network of nomadic herders throughout the country. As of 2019, NFPUG has 1445 PUGs in 156 soums who promote sustainable management of pastures.	Consulted during project design, lessons learned incorporated.	Will be kept informed during project implementation, and synergies explored.	Interest: High Impact: Potentially positive
Mongolian Society for Range Management	Secondary	An organization that cooperates and bridges all stakeholders in rational use and preservation of pasture lands. The society provides methodological and professional advisory service and promotes initiatives for all stakeholders to access, make productive use and accrue benefits of herding skills and knowledge as well as related research work and manuals. Service provider under IFAD project.			Interest: Medium Impact: Neutral
Mongolian Bird Conservation Center (MBCC)	Secondary	MBCC implements educational activities, research projects (including a study on endangered birds in Eastern Mongolia such as the White-naped Crane, the Great Bustard, and the Saker falcon), and other activities related to national avian species and their habitat resources.	Conducted biodiversity analysis and METT assessment during PPG. Contributed to project design.	Will be consulted and informed during project implementation.	Interest: High Impact: Potentially positive
Agronomes et Vétérinaires Sans Frontières (AVSF)	Secondary	Implemented the FFEM-funded and other projects on sustainable cashmere.	Will be engaged during implementation under the Sustainable Cashmere Platform, among others.	Will be engaged during implementation under the Sustainable Cashmere Platform, among others.	Interest: High Impact: Potentially positive
Wildlife Conservation Society (WCS)	Secondary	Conservation organization that works with herder cooperatives in Mongolia on biodiversity conservation, and sustainable livelihoods.	Consulted during project design.	Will be engaged during implementation under the Sustainable Cashmere Platform, among others.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
The Nature Conservancy (TNC)	Secondary	Conservation organization has been active in Eastern Mongolia since 2008 on designing and expanding PA network, promoting sustainable land management, biodiversity conservation, and sustainable livelihoods. TNC supports the management of Toson Khulstai NR and Kherlen Toonot NR in Eastern Mongolia.	Consulted during project design.	Will be closely involved in activities related to Toson Khulstai NR.	Interest: High Impact: Potentially positive
Onon River's Association of Community Based Organizations (CBOs) (OrACBO)	Secondary	CBOs started their activities in the Onon River basin in 2005. By 2010, various unions of CBOs were formed. In order to protect rights, strengthen and have a common management of CBOs and unions, OrACBO was established as NGO umbrella organization in 2013 according to the Mongolian law. This NGO unites 3,599 members of 1,767 households of 143 CBOs, which conserve 599,418 hectare that includes 478,270 hectare of forest area in Khentii province. The NGO organizes trainings to increase capacity building of CBOs, increase conservation awareness, organize community festivals and exchange experiences among the CBOs.	Consulted during project design.	Will be kept informed.	Interest: High Impact: Potentially positive
Eastern Mongolian Local Community Association for Conservation	Secondary	Local CBO that supports conservation.	Consulted during project design.	Will be kept informed.	Interest: High Impact: Potentially positive
<i>e) Academia/research institutions</i>					
Mongolian University of Life Sciences (MULS) Institute of Veterinary Medicine School of Animal Science and Biotechnology School of Agroecology	Secondary Strategic	Higher education institution, State University Basic school of livestock health Basic school of livestock breeding and feeding Basic school of agroecology	Consulted during project design.	Will be involved in certain project activities, in particular the training program on the land management planning process, monitoring. May be involved in assessments conducted under the project. Expertise in livestock management, animal disease. Herders can benefit from scientific knowledge.	Interest: Medium Impact: Neutral
National University of Mongolia (NUM)	Secondary Strategic	Higher education institution, State University	Consulted during project design.	Will be involved in certain project activities.	Interest: Medium Impact: Neutral

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
Plant Protection Research Institute	Secondary Strategic	Contributes to the identification of diseases, destructive organisms, weeds and insects in Mongolian rangeland, forest, hay-making and crop planting areas, exploring their distribution, structure and harms and studying bio-ecological characteristics, and develops new plant and crop protection technologies.	Pastureland degradation	Will be consulted on pasture management and monitoring activities. Expertise/research on pastureland. Herders can benefit from scientific knowledge.	Interest: Medium Impact: Neutral
<i>f) Private sector</i>					
Mongolian Wool and Cashmere Association (MWCA)	Secondary	MWCA is a membership-based non-government organization established by Mongolian cashmere producers and processors. Implements various programs in developing cashmere fibre quality standards, training, capacity building. Although the MWCA is nominally an industry association, it has close links with government and is a quasi-government organisation.	The Noble Fibre program being developed by the Mongolia Wool and Cashmere Association and funded by ADB. This program focuses on setting quality standards for fibres produced by yaks, camels, cashmere goats, and eventually sheep.	Will be kept informed, synergies explored.	Interest: Medium Impact: Neutral
Cooperatives	Key Direct beneficiary	Voluntary local herder institution.	Lack of cash and techniques/provide techniques.	Beneficiaries of project interventions and key organizations for the implementation of Outcome 2.3 on value chains and related capacity development.	Interest: High Impact: Potentially positive
XacBank	Secondary	Mongolian banking and financial services company. GCF accredited entity. Is piloting the Green Pasture Pilot in Bayan-Ovoo soum in collaboration with Mercy Corps and CPR.	Consulted during project design, considered as potential co-financing partner under future GCF adaptation loan.	Will be kept informed, synergies and continuation of activities under Green Pasture Pilot, as well as collaboration with potential future GCF adaptation loan, will be explored.	Interest: Medium Impact: Potentially positive
Khan Bank	Secondary	Collaborate with SFA on providing soft loans to herders that commit to sustainable practices. ³	Was consulted with regard to the issue of high interest rates in the agriculture sector. They are interested in financing agriculture businesses and in working with herders; would need access to sources of concessional financing from donor organizations/guarantees for risk sharing.	Synergies with ongoing collaboration with SFA, and potential future concessional loans, will be sought.	Interest: Medium Impact: Neutral

³ <https://www.montsame.mn/mn/read/194860>

Stakeholder Name	Stakeholder Type	Stakeholder profile	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
Sustainable Financing Initiative (TOC)	Secondary	Supported by the International Finance Cooperation, the TOC working group was convened by the Mongolian Bankers Association and composed of members from all banks, the Central Bank of Mongolia, the Ministry of Environment, and Financial Regulatory Commission. The working group has formulated the Sustainable Finance Principles and sector guidelines for mining, agriculture, construction and manufacturing. Banks and other financial institutions. The Mongolian Sustainable Finance Principles are implemented by all Mongolian banks since 2015.			Interest: Medium Impact: Neutral
Consultant companies/experts	Primary	Herder community experts together with animal husbandry economist team.	Lack of knowledge/to give information and training to the herders Should be technical and practical	May be involved in value chain activities under Outcome 2.3.	Interest: Medium Impact: Potentially positive
Meat collecting middlemen companies	Primary	Local business institutions They buy meat and store it until spring	Lack of cash	May be involved in value chain activities under Outcome 2.3.	Interest: Medium Impact: Potentially positive
Private companies, meat and cashmere processing plants	Key	Top Mongolian national companies.	Herders do not have knowledge/ National leading companies have interest to buy high quality cashmere	Will be involved in value chain activities under Outcome 2.3. Market linkages to be established under the project. Teach herders how to comb the goats/cashmere, keep them and sort cashmere.	Interest: Medium Impact: Potentially positive
Mining companies	Secondary	Mining companies operating in the target soums and aimags.		May be involved in establishing sustainable financing mechanisms for nature reserves under Component 3, and will be involved in planning of sustainable land use and biodiversity conservation under Component 1.	Interest: Medium Impact: Neutral
Agricultural producers (crop production companies and individuals)	Primary	Cultivate crops on agricultural land	Lack of rain at the beginning of growing season affects yields.	Will be involved in sustainable cropland management activities under Output 2.1.1.	Interest: High Impact: Potentially positive

Grievance Redress Mechanism

Grievance Mechanism

Focal Point Information	Mr. Vinod Ahuja, FAO Representative in Mongolia	TBD based on the Process Framework of the upcoming safeguards assessment
Contact Details	FAO-MN@fao.org Tel: (+976) 11 310248	info@wwf.mn Tel: (+976) 11 311659
Explain how the grievance mechanism will be/ has been communicated to stakeholders	The grievance mechanism will be communicated to stakeholders at the beginning of the project implementation through the project inception workshop and project inception meetings at the local level. A handout will be given to the <i>soum</i> and <i>bagh</i> leaders and will be displayed at each <i>soum</i> and <i>bagh</i> centre. The local stakeholders will be regularly reminded of the grievance mechanism during relevant project meetings.	

Disclosure (only for Moderate or High Risk)

Disclosure Means		
Disclosure information/document shared		
Disclosure dates	From: Click here to enter a date.	To: Click here to enter a date.
Location		
Language(s)		
Other Info		

(+) Add disclosure as necessary

FAO and WWF are committed to ensuring that their programs are implemented in accordance with the Organizations' environmental and social obligations. **FAO policy:** In order to better achieve these goals, and to ensure that beneficiaries of FAO programs have access to an effective and timely mechanism to address their concerns about non-compliance with these obligations, FAO, in order to supplement measures for receiving, reviewing and acting as appropriate on these concerns at the program management level, has entrusted the Office of the Inspector-General with the mandate to independently review the complaints that cannot be resolved at that level.

FAO will facilitate the resolution of concerns of beneficiaries of FAO programs regarding alleged or potential violations of FAO's social and environmental commitments. For this purpose, concerns may be communicated in accordance with the eligibility criteria of the Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and Social Standards⁴, which applies to all FAO programs and projects.

Concerns must be addressed at the closest appropriate level, i.e. at the project management/technical level, and if necessary, at the Regional Office level. If a concern or grievance cannot be resolved through

⁴ Compliance Reviews following complaints related to the Organization's environmental and social standards: <http://www.fao.org/aud/42564-03173af392b352dc16b6cec72fa7ab27f.pdf>

consultations and measures at the project management level, a complaint requesting a Compliance Review may be filed with the Office of the Inspector-General (OIG) in accordance with the Guidelines. Program and project managers will have the responsibility to address concerns brought to the attention of the focal point.

The principles to be followed during the complaint resolution process include: impartiality, respect for human rights, including those pertaining to indigenous peoples, compliance of national norms, coherence with the norms, equality, transparency, honesty, and mutual respect.

Project-level grievance mechanism

The project will establish a grievance mechanism at field level to file complaints during project inception phase. Contact information and information on the process to file a complaint will be disclosed in all meetings, workshops and other related events throughout the life of the project. In addition, it is expected that all awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.

The project will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and how they were addressed.

The mechanism includes the following stages:

- In the instance in which the claimant has the means to directly file the claim, he/she has the right to do so, presenting it directly to the Project Management Unit (PMU). The process of filing a complaint will duly consider anonymity as well as any existing traditional or indigenous dispute resolution mechanisms and it will not interfere with the community's self-governance system.
- The complainant files a complaint through one of the channels of the grievance mechanism (as described below). This will be sent to the National Project Manager (NPM) to assess whether the complaint is eligible. The confidentiality of the complaint must be preserved during the process.
- The NPM will be responsible for recording the grievance and how it has been addressed if a resolution was agreed.
- If the situation is deemed too complex by the NPM, or the complainer does not accept the resolution, the complaint must be sent to a higher level (as described below), until a solution or acceptance is reached.
- For every complaint received, a written proof will be sent within ten (10) working days; afterwards, a resolution proposal will be made within thirty (30) working days.
- In compliance with the resolution, the person in charge of dealing with the complaint, may interact with the complainant, or may call for interviews and meetings, to better understand the reasons.
- All complaint received, its response and resolutions, must be duly registered.

Internal process

Level 1: Project Management Unit (PMU). The complaint could come in writing or orally to the PMU directly. At this level, received complaints will be registered, investigated and solved by the PMU.

Level 2: If the complaint has not been solved and could not be solved in level 1, then the NPM elevates it to the FAO Representative in Mongolia and the WWF focal point.

Level 3: Project Steering Committee (PSC). The assistance of the PSC is requested if a resolution was not agreed in levels 1 and 2.

Level 4: FAO Regional Office for Asia and the Pacific (RAP) and WWF GEF Agency. If necessary, the FAO Representative will request the advice of the Regional Office to resolve a grievance or will transfer the resolution of the grievance entirely to the regional office, if the problem is highly complex. Similarly, the WWF focal point will transfer the grievance to the WWF GEF Agency, if no resolution can be reached at levels 1 to 3.

Level 5: Only on very specific situations or complex problems, the FAO Regional Representative will request the assistance of the FAO Office of the Inspector General, who follows its own procedures to solve the problem. The WWF specific process is described below.

WWF policy: WWF's Policy on Accountability and Grievance Mechanism, also known as WWF Project Complaints Resolution Policy, is not intended to replace project and country-level dispute resolution and redress mechanisms. This mechanism is designed to:

- Address potential breaches of WWF's policies and procedures;
- Be independent, transparent, and effective;
- Be accessible to project-affected people;
- Keep complainants abreast of progress of cases brought forward; and
- Maintain records on all cases and issues brought forward for review.

Project-affected communities and other interested stakeholders may raise a grievance at any time to the Project Team and WWF (see above). The Project Team will be responsible for informing project-affected parties about the Accountability and Grievance Mechanism. Contact information of the Project Team and WWF will be made publicly available. A grievance can be filed with the Project Complaints Officer (PCO), a WWF staff member fully independent from the Project Team, who is responsible for the WWF Accountability and Grievance Mechanism and who can be reached at: Email: SafeguardsComplaint@wwfus.org Mailing address: Project Complaints Officer Safeguards Complaints, World Wildlife Fund 1250 24th Street NW Washington, DC 20037 The PCO will respond within 10 business days of receipt, and claims will be filed and included in project monitoring. In addition to the above, projects requiring FPIC or triggering an Indigenous People's Plan (IPP) will also include local conflict resolution and grievance redress mechanisms in the respective safeguards documents. These will be developed with the participation of the affected communities in culturally appropriate ways and will ensure adequate representation from vulnerable or marginalize groups and subgroups.

Resolution

Upon acceptance a solution by the complainer, a document with the agreement should be signed with the agreement.

Project Management Unit (PMU)	Must respond within 5 working days.
FAO Representation in Mongolia WWF Mongolia Office	<p>Anyone in the FAO Representation and/or WWF Mongolia Office may receive a complaint and must request proof of receipt. If the case is accepted, the FAO Representative and/or WWF focal point must respond within 5 working days in consultation with FAO's Representation and Project Team.</p> <p>FAO Representative: Mr. Vinod Ahuja e-mail: FAO-MN@fao.org Tel: (+976) 11 310248</p> <p>WWF focal point (TBD based on the Process Framework of the upcoming safeguards assessment) e-mail: info@wwf.mn Tel: (+976) 11 311659</p>
Project Steering Committee (PSC)	If the case cannot be dealt by the FAO Representative and/or WWF focal point, he/she must send the information to all PSC members and call for a meeting to find a solution. The response must be sent within 5 working days after the meeting of the PSC.
FAO Regional Office for Asia and the Pacific (RAP)	<p>Must respond within 5 working days in consultation with FAO's Representation.</p> <p>FAO Regional Representative: Ms. Kundhavi Kadiresan e-mail: FAO-RAP@fao.org Tel: (+66) 2 697 4000</p>
Office of the Inspector General (OIG)	<p>To report possible fraud and bad behaviour by fax, confidential: (+39) 06 570 55550 By e-mail: Investigations-hotline@fao.org By confidential hotline: (+ 39) 06 570 52333</p>