



Integrated Livestock-Based Livelihoods
Support Program (ILBLSP)

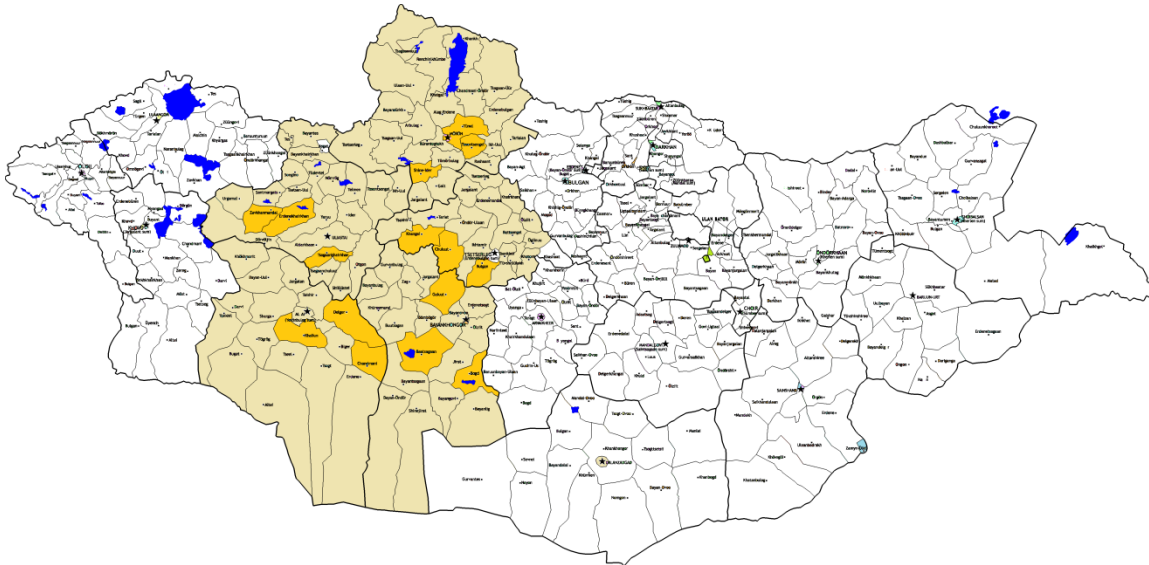


Final Report
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Chief Technical Adviser



May 2014

Map of Mongolia showing Project Aimags and Soums¹



Aimag/Soum				
1	2	3	4	5
Arkhangai	Bayankhongor	Govi-Altai	Khuvsgul	Zavkhan
<i>Chuluut</i>	<i>Bogd</i>	<i>Delger</i>	<i>Shine-Ider</i>	<i>Zavkhanmandal</i>
<i>Khangai</i>	<i>Baatsagaan</i>	<i>Khaliun</i>	<i>Tunel</i>	<i>Erdenekhairkhan</i>
<i>Bulgan</i>	<i>Galut</i>	<i>Chandmani</i>	<i>Tosontengel</i>	<i>Tsagaankhairkhan</i>

¹ This map shows the project aimags and soums as listed in the World Bank Project Appraisal Document. At time of writing, 11 of the 15 project soums are expected to be changed, but the aimags will stay the same.

ACRONYMS AND ABBREVIATIONS

ABS	Animal Breeding Specialist
AFAOR	Assistant FAO Representative
APRC	FAO Asia-Pacific Regional Conference
ATA	Assistant Technical Adviser
CMC	Crisis Management Centre of FAO
CTA	Chief Technical Adviser
DIC	Director International Cooperation Department
DFAOR	Deputy FAO Representative
DIME	Development Impact Evaluation Initiative
FAO	Food and Agriculture Organization of United Nations
FAO-TA	FAO Technical Assistance
FMD	Foot-and-Mouth Disease
GAFSP	Global Agriculture and Food Security Programme
ILBLSP	Integrated Livestock-based Livelihoods Support Programme
LAMP	Livestock and Agricultural Marketing Project
LoA	Letter of Agreement
LTO	Lead Technical Officer
LTU	Lead Technical Unit
M&E	Monitoring and Evaluation
MIA	Ministry of Industry and Agriculture
MoFALI	Ministry of Food, Agriculture and Light Industry
NGO	Non-Governmental Organization
NPC	National Project Coordinator
NPD	National Project Director
OIE	World Organization for Animal Health
PAD	Project Appraisal Document
PDO	Project Development Objective
PIM	Project Implementation Manual
PPR	Peste de Petits Ruminants
PIU	Project Implementation Unit
PSC	Project Steering Committee
RAP	FAO Regional Office for Asia and the Pacific
SE	Supervising Entity
SME	Small and Medium Enterprise
SP	Service Provider
TA	Technical Assistance
TCI	FAO Investment Centre
TOR	Terms of Reference
UN	United Nations
VABA	Veterinary and Animal Breeding Agency at the central level
VABU	Veterinary and Animal Breeding Unit at the soum level
WB	World Bank

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- Mr. Joachim Otte, Senior Animal Health and Production Officer, FAO RAP, and project Lead Technical Officer (LTO)
- Ms. Suzanne Raswant, TCIB Service Chief, Asia and Pacific, FAO TCI, Rome, acting as Supervising Entity for the ILBLSP, as the Technical Assistance Component of the Mongolian GAFSP "project"
- Mr. Taka Hagiwara, FAO TCI, Rome
- Mr. Luis Dias Pereira, FAO, TCI, Rome
- Ms. Enkhjargal Tumor Ochir, Assistant Technical Adviser, ILBLSP
- Ms. Munkhzaya Munkhjargal, Administration Officer, ILBLSP project
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- Mr. Sheikh Ahaduzzaman, Deputy FAOR, Mongolia
- Ms. Nyamjargal Gombo, Assistant FAOR, Mongolia
- Ms. Narantsetseg Bandi, Operations Officer, FAO Mongolia
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EXECUTIVE SUMMARY

The assignment of the Chief Technical Adviser (CTA) began on 2nd June 2012, and concluded on 1st June 2014². The assignment covered the first two years of the four-year Global Agriculture and Food Security Program (GAFSP)-funded “Integrated Livestock-based Livelihood Support Project” (ILBLSP), being implemented in partnership with the Ministry of Industry and Agriculture (MIA) of the Government of Mongolia.

The GAFSP project in Mongolia consisted of two components – the FAO technical assistance component (ILBLSP or “FAO-TA”³ - US\$ 1.5m), and the World Bank-administered investment component (Livestock and Agricultural Marketing Project – LAMP - US\$ 11m). The title of the investment component was changed from the ILBLSP (the same name as the FAO TA component) to LAMP and this created some confusion in both a bureaucratic sense for MIA, and in presenting the “GAFSP Project” to stakeholders when the investment and technical “components” had different names, and contributed to a sense that they were different “projects”.

GAFSP Mongolia was also subject to an impact evaluation to be conducted by DIME, an arm of the World Bank, the Development Impact Evaluation Initiative.

The CTA assignment was originally intended to cover an initial 6 month period or “design phase” culminating in the Project Implementation Manual (PIM) for the LAMP, followed by 18 months of technical assistance during the field implementation phase of the LAMP.

Changes and Delays in the Livestock and Agricultural Marketing Project

In the event, LAMP suffered from many uncertainties, changes, and delays. The World Bank Task Team Leader (TTL) who worked with GoM and FAO in developing the Mongolia GAFSP project left Mongolia in mid-2012 and was replaced with a WB staff member not familiar with the country. The Project Appraisal Document was not completed and approved until December 2012; the Grant Agreement was approved only in November 2013; and the LAMP only became effective in February 2014, 20 months after the start of the CTA assignment. At time of writing, LAMP field activities are expected to begin in November 2014, five months after the departure of the CTA.

The target area for the LAMP also suffered changes, and is still not resolved. A list of 5 aimags (provinces) and 15 soums (districts) were listed in the PAD in December 2012, and accepted by World Bank, Government of Mongolia (GoM) and GAFSP Secretariat. In late 2013, the GoM indicated that it wished to change eleven of the fifteen soums. The official letter requesting such change has only recently, about six months later, been sent to the World Bank and GAFSP Secretariat.

The LAMP changed not only in terms of timing, but also content, which held implications for the ILBLSP, and was inconsistent with some of the FAO commitments to GoM in the ILBLSP. An August 2013 Supervision Mission from TCI recommended a restructure of the ILBLSP to take account of LAMP

² Within this period, the CTA was seconded for a month for the formulation of a project in Myanmar, in early 2014

³ In this document, the ILBLSP will be referred to as either the “FAO-TA” to emphasize the technical assistance focus, or as ILBLSP if the project aspect needs to be emphasized.

changes. To date, it has not been opportune to restructure the ILBLSP since the overall shape of the LAMP is still not clear. A LAMP Project Steering Committee (PSC) meeting has not yet been held, which means the PIM has not yet been approved.

The flagged change in LAMP project target soums in late 2013 represented a particular difficulty for the ILBLSP. Based on the list of soums agreed GoM/WB/GAFSP in the PAD, the project spent considerable time and considerable project funds in early 2013, travelling in two vehicles to all 15 target soums and five aimags and subsequently holding three workshops to bring stakeholders from all these soums and aimags. The purpose of this was to develop implementation guidelines that reflected the real situation in the field and took account of the opinions of project stakeholders at all levels. The project began piloting field activities in one soum, and fortunately this soum was one of the four original soums expected to be retained even after the expected change.

Changes in GoM Counterparts and Project Context

It should be noted that the period of the assignment of the CTA also coincided with a period of political instability that impacted implementation. The CTA assignment began at the time of the national elections in June 2012, which resulted in a change of the governing party. With the heavy politicisation of the civil service, this change created uncertainties in the government structures and positions, as well as positions and structures related to the LAMP. Throughout the period of the CTA assignment, lines of responsibility with the MIA with respect to LAMP were clear on paper to a limited extent but unclear in practice.

At a technical level, both challenges and opportunities arose during the assignment which impacted on implementation.

For example, the rejection by the OIE of the Foot and Mouth Disease Free Zone application, and subsequent outbreaks in the free zone, impacted on the shape of the animal health component which previously was intended to support to such a zone, and the meat export opportunities that came with it.

An opportunity arose when in mid-2013, the GoM decided to develop new laws on animal breeding and animal health and requested FAO technical assistance which ILBLSP provided. This was fortuitous as it gave the ILBLSP the opportunity to develop the national frameworks under which the breeding component of LAMP would operate at an aimag and soum level.

The CTA therefore was a in a situation of needing to operate in an uncertain and dynamic project environment, which provided challenges in planning and allocation of resources. For example, the project had to extend contracts for three technical consultants for an additional nine months to cover LAMP delays; delay contracts for international short-term consultants; and had to pay basic infrastructure costs (office rent, cleaning, furniture, communications, local transport, computer for PIU project coordinator, advertisements for staff recruitment) for LAMP PIU functions for extended periods. The LAMP PIU Project Coordinator was appointed in October 2012, but was not paid until March 2014. Several PIU staff (procurement, M&E, communications, Grants Manager, finance) were recruited in July

2013, but were not paid until March 2014, and during this whole period relied on resources supplied by the ILBLSP for daily operations, as FAO and the PIU jointly worked on the PIM.

Key Achievements

Despite these challenges, at the end of the CTA assignment, it can be stated that the ILBLSP has provided a solid basis for the implementation of the LAMP, consistent with its mandate as a Technical Assistance component under the GAFSP. The solid basis is largely articulated in the PIM, submitted to PIU in December 2013, but is supported by a large array of technical supporting modalities, guidelines, assessments, training materials, and example investment plans. The ILBLSP:

- provided the technical and intellectual leadership to develop a demand-driven investment process to be applied to the livestock supply chain in Mongolia, to be piloted under LAMP
- provided technical assistance to the Government during the process of the development of the LAMP Project Appraisal Document (PAD) which assistance resulted in an appropriate consideration of both public and private roles in extension in Mongolia
- developed the Project Implementation Manual (PIM) for the LAMP, which brought together the various components described in the PAD and the Grant Agreement into a coherent technical and operational approach for implementation
- provided the operational framework whereby both private sector/NGO technical assistance and public sector actors can be configured to contribute to extension and investment activities at a local level under LAMP
- developed the model for investment, extension, and collaborative research activities to be defined and implemented through a sub-project approach based on long-term investment plans
- established FAO Rural Invest as a key part of the demand-driven investment process for application in LAMP, and in so doing adapted Rural Invest for application in Mongolian conditions, in terms of language and in terms of applying to a supply chain as well as an individual business⁴
- provided significant support to the development of the institutional frameworks upon which LAMP implementation will rely, in particular the new laws on animal breeding and animal health
- brought animal productivity into the central 'space' in considering approaches to improve herder livelihoods, and developed the systems and processes whereby LAMP can conduct collaborative research and field demonstrations aimed at improved productivity that integrate approaches to health, nutrition, breeding and marketing that have previously been treated as largely separate functions within government systems.
- played a key role in supporting the Project Implementation Unit (PIU) of the LAMP to be established and operating through on-the-job training in project functions, systems and

⁴ The project collaborated with a TCP to conduct initial training in Rural Invest. "Training of trainers on RuralInvest methodology and translation of learning package". TCP/MON/3402

processes; management, finance, M&E, procurement, investment systems and processes, grants management; and provision of basic infrastructure (office, communications, local transport)

- successfully trained technical staff on animal health, breeding and nutrition to be recruited under LAMP, and who will form the core technical capacity within LAMP

Future Technical Assistance for GAFSP in Mongolia

Looking forward, there is a serious question for GAFSP as to whether the architecture of technical assistance is sufficient for successful implementation of the LAMP – to both face the challenges and grasp the opportunities.

There is still a large requirement for technical assistance for LAMP. LAMP is complex in terms of its technical and institutional breadth – including health, breeding, nutrition, forage, horticulture, dairy, and value-adding in fibre, meat and milk – and the extent to which it is developing new systems and process for investment, applied research and extension. This is being applied in a complex pastoral system, over a large geographical area covering several different sub-systems (mountains/steppe, desert steppe). Since LAMP is intended to pilot a demand-driven system, the technical assistance needs to be able to respond to demands as they arise.

The originally planned architecture for technical assistance (ILBLSP) to GAFSP investments (LAMP) in Mongolia will not be applied in practice. The GAFSP in Mongolia was originally designed to have an international CTA with significant project funds at disposal to support LAMP during the first 18 months of implementation in the field. In the event the international CTA assignment is being completed 5 months before the field implementation begins, and with only the order of 20% of the budget likely to be remaining. The technical assistance resources remaining are for the Assistant Technical Adviser for a period of two years until the end of the project, funds for four person months of international short-term technical assistance, and funds for additional national consultants.

The new design of the LAMP has configured technical assistance to the LAMP to be largely provided through a series of “Service Providers” (SPs) to work with project beneficiaries in the field to develop and implement sub-projects. The process of recruitment is still underway, and the quality of the SPs and how their contracts will be managed is a major potential risk factor for project implementation. The role of the ILBLSP is essentially one of providing technical assistance to the PIU and the Service Providers, rather than directly to LAMP beneficiaries.

Within the LAMP PIU, there will be three technical consultants on animal health, breeding and nutrition. At time of writing, is expected that two of these consultants (health and breeding) will be those who were employed under the ILBLSP for 15 months.

It will be the responsibility of the PIU Project Coordinator to coordinate the sources of technical assistance (PIU, SPs, FAO). However the project coordinator has a management, rather than a technical, background, and coordinating the technical assistance within GAFSP will be a challenge, as will be interfacing effectively with the external actors on technical issues.

Lessons learnt

In a broad sense, the assignment of the CTA can provide some lessons learned for FAO in terms of providing technical assistance to investments projects administered by financial institutions such as the World Bank

- technical assistance should preferably start at the earliest with mobilisation of a CTA only after the PAD is completed. Only after the PAD is agreed, is it possible to develop the PIM
- depending on the situation, mobilisation could be delayed until the Grant Agreement, (which is based on the PAD) is drafted and agreed between Government and the World Bank
- the process of developing the PIM needs to be more clearly articulated with respect to relative responsibilities of FAO, WB, and GoM
- the processes of acceptance, clearance and approval of documents of a technical nature needs to be more clearly defined in the FAO project document, to avoid confusion and conflicting expectations from government and WB sides
- the introduction and use of FAO Rural Invest can potentially have a major impact not only in the project but in Mongolia in general
- FAO project document risk analysis section should describe risk management if there are changes in the investment component subsequent to the technical assistance agreement being signed
- FAO project document risk analysis section should describe risk management if there are changes in the target area, or if the target area is not defined at the time of design, the possible implications of target area options should be described.
- FAO project document risk analysis section should describe risk management if there are significant changes in the political environment. The dates of elections should be taken into account in determining when a project should begin and a CTA mobilised.

RESPONSE TO TERMS OF REFERENCE

Terms of Reference – FAO Chief Technical Adviser (International)

General Responsibilities: In close collaboration with the MoFALI and the World Bank, under the operational supervision of the FAO Representative (FAOR) in Mongolia, and the technical supervision of the Lead Technical Unit, the FAO Chief Technical Adviser will be responsible for delivery of the GAFSP FAO-TA component on behalf of the Government of Mongolia, including all aspects of day-to-day running of the office, human resources, financial, administrative and operational management.

Response:

MoFALI/MIA: The CTA worked in close collaboration with MIA⁵ through the two years. The main collaborator was Mr. Vanchin Tsogt Ochir, appointed as Project Coordinator of the Project Implementation Unit in October 2012. The CTA liaised with the National Project Director/chair of the Project Steering Committee, and Director of the Strategic Planning Department, Mr. Choi Ish, Ms. Erdenejargal Tumurbaatar, Director of International Cooperation Department.

A list of meetings, workshops held with MIA staff is shown in the Annex.

World Bank: The WB TTL at the time of arrival of the CTA was Mr. Andrew Goodland, whose country responsibilities were soon changed, and was replaced by Mr. Charles Annorfrempong. Maintaining a collaborative relationship with the new TTL was one of the challenges of the assignment.

This was in the context of a poor relationship between MIA and the WB TTL.

Upon the arrival of the CTA, the frustration of MoFALI/MIA with the slow progress of the GAFSP was well evident, given that they had been awarded US\$ 12.5m in late 2010. At the time, MoFALI frustration was aimed at the WB, since FAO had moved and mobilised the CTA, while WB investment component was still delayed.

This MIA/WB TTL relationship got off to a difficult start in June 2012, when the WB rejected the proposed MIA candidate for the position of Project Coordinator, even though MoFALI/MIA felt had they had followed the correct procedures as advised by WB. When MIA repeated the recruitment exercise, and WB flagged that they would again reject the proposed candidate, the Director of International Cooperation (DIC) of MoFALI/MIA suggested strongly that the WB should “implement the project themselves”. Soon afterwards, the DIC sent an email to GAFSP proposing that the World Bank be removed as the Supervising Entity of the Investment Component and requesting as to whether FAO could manage the investment component. Naturally, this was not possible.

The WB-MIA relationship did not appear to improve from this level, with delays causing ongoing frustration.

⁵ The name of the Ministry of Food and Agriculture and Light Industry (MoFALI) was changed to Ministry of Industry and Agriculture in September 2012.

The WB Appraisal Mission for the LAMP was a case in point of confusion. The TTL informed FAO at a very late stage that the mission was being organised, and that a large team of technical and operational experts would join the mission. The TTL also seemed to suggest that the CTA should join the mission, although the CTA did not see this as the role for the CTA: however the request was unclear and only communicated to the CTA on the Friday before the mission. In the event, only one of the experts (a financial consultant) arrived for the Appraisal Mission and the WB TTL provided no explanation of what happened with the larger team of experts.

The mission was poorly managed: on the first day, the TTL gave hard copies of the latest PAD in English to MIA, and MIA requested FAO to check the document and advise MIA on any changes and so on. When the CTA informed MIA of the significant changes, the TTL was visibly upset. Throughout the mission, different MIA departments were confused about their role; the TTL was making decisions without a good understanding of the institutional framework within MIA. There was conflict between WB and MIA concerning the soum selection, with WB insisting that MIA had selected the soums, while MIA insisted that DIME and the WB had selected the soums.

At the end of the mission, the TTL sent the PAD to GAFSP for approval without first receiving government clearance. The GAFSP returned the document to WB, and MIA requested the CTA to check the document, saying that MIA would only clear it once FAO had checked it and made sure the WB made appropriate corrections.

This is but an example of a general theme that ran through the project: what seemed to be a struggle for ownership of the project between the WB on one side, and MIA on the other side. This was further complicated by the weakness in the internal MIA structures, and additionally by the fact that the Ministry of Economic Development would be the GoM agency responsible for official agreements, leading to further delays.

The CTA also had to manage unrealistic expectations from the WB. For example, as far back as August 2012, the WB were insisting that FAO develop the PIM, and a series of technical guidelines, even before the PAD was finalised, and before the Project Coordinator was appointed. The WB also could not appreciate the difference between supporting modality guidelines (which are design phase documents), and technical manuals (implementation phase documents). This was an ongoing cause for frustration for the WB TTL, who did not have a livestock technical background.

The CTA also had to operate in the context of conflicting expectations from GoM and the WB. For example, PIU and MIA insisted that FAO deliver documents (e.g. PIM, supporting modalities) to MIA/PIU and that MIA/PIU would endorse them before sending to WB for comments. On the other hand, WB expressed a wish that FAO should send the documents to WB first. As the FAO project agreement was with GoM, FAO followed the process as requested by MIA/PIU. This was an ongoing cause for frustration for the WB TTL.

FAO Representative (FAOR) in Mongolia: Mr. Percy Misika, FAOR China, DPRK and Mongolia acted as Budget Holder throughout the assignment, and the CTA communicated on financial and budget issues and met regularly during Mr. Misika missions to Mongolia. The project conducted one Budget Revision

and one more is currently due. Mr. Misika recommended the use of project assets (vehicles, staff, budget of approximately 10m MNT) for the APRC in March 2014, to which the CTA agreed.

The CTA collaborated regularly with Ms. Nyamjargal Gombo, AFAOR Mongolia from the beginning of the assignment, and with Mr. Sheikh Ahaduzzaman, who arrived as DFAOR in November 2013.

Lead Technical Unit: The CTA liaised regularly with Mr. Joachim Otte, LTO in RAP on technical and management issues throughout the assignment. The LTO visited the project in May 2013, and joined in a meeting with the CTA and the PC. The CTA also met LTO during missions of Mr. Otte to Mongolia with regard to the APRC. The CTA also met the LTO at the end of a secondment mission to Myanmar, to discuss issues related to the ILBLSP. The CTA sent all technical documents and reports for clearance to the LTO before submitting to PIU.

Collaboration with TCI: Although not mentioned in the ToR, the CTA also liaised with TCI, Rome, who were appointed as the Supervising Entity for the ILBLSP as the technical assistance component of the GAGSP in Mongolia. In this regard, the CTA liaised with Ms. Suzanne Raswant at regular intervals, especially as issues arose that concerned GAFSP secretariat, such as the issue surrounding the development of the PAD in November 2012. The CTA collaborated regularly with Mr. Takayuki Hagiwara, who played a key role in introducing Rural Invest to Mongolia through a training conducted with Mr. Luis Dias Pereira in July-August 2013 who continued to collaborate with the CTA on the use of Rural Invest in Mongolia. The Rural Invest training mission was combined with a TCI supervisory mission.

Day-to-day running of the office; human resources; financial, administrative and operational management.

Establishing the project office was the major challenge of the first five months of the assignment. Upon arrival, the project had no assigned office space allocated by Ministry of Food and Agriculture and Light Industry (MoFALI, as it was known at the time), and the CTA worked from the small meeting table in the FAO Mongolia office, or from home whichever was most convenient, while awaiting an office allocation in the MoFALI building.

On the 2nd July, the project was allocated two rooms in MoFALI, and the CTA and the newly-recruited ATA set about procuring some basic office furniture. This was the post-election period and also the holiday period, so finding people who could make decisions on room allocation was a serious difficulty. Soon after being allocated the two rooms, the CTA found that one of the rooms was re-allocated to another project. In any case, the room allocated to the project was inadequate for project functions. With the change in government, and the fact that July is the middle of the holiday period, it was nigh on impossible to get the attention of senior government people to give much attention to the project.

On the Friday 25th August, the ILBLSP (as well as all other projects in MoFALI building), was ordered to vacate their offices by the following Monday. This was duly done, and the furniture temporarily stored until a new small office was found within a couple of weeks, on the 11th September. The room was only big enough for two people.

Eventually through much negotiation, a large and adequate office space was found in November 2012. This would be sufficient for FAO and the LAMP PIU.

In April 2014, the office was relocated again to a larger office space for both PIU and FAO.

The vehicle procured by the project arrived in January 2013. One other vehicle was transferred from another concluded FAO project.

Specific Tasks:

- **familiarize him/herself with livestock value chains, including the technologies and marketing of modern and traditional livestock products, identifying the key linkages required to improve and sustain livelihoods through productivity and quality improvements;**

Response:

The CTA had previously two years' experience in Mongolia with FAO (2006-2008) and so was familiar with the general context of Mongolia.

The CTA travelled with the FAO team (Assistant Technical Adviser and three technical consultants) to all five project aimags and the 15 project soums and from January to March 2013. During this trip, the CTA met government officials at soum and aimag level, traders, SMEs, herders and private veterinarians.

The CTA facilitated three workshops (animal health, animal breeding, forage) with national, aimag and soum level participants in order to contribute to the development of supporting modalities and guidelines which in turn would feed into the PIM.

The CTA developed a good understanding of how investments could be channeled to improve linkages and improve livelihoods.

- **provide support to the Project Manager who will be assigned by MoFALI in implementing project activities detailed in the respective components in close collaboration with World Bank, the FAO Lead Technical Unit (LTU) set up at the FAO RAP office, and other stakeholders;**

Response:

The CTA provided day to day support to the PIU Project Coordinator (PC), Mr. Vanchin, from October 2012, to May 2014.

Since the PC was recruited well before (a total of 14 months) LAMP became effective in February 2014, the PC required significant support from ILBLSP. This included in terms of infrastructure:

- providing office space, which ILBLSP paid for from December 2012 until effectiveness
- providing working desk in early 2013 (and for all PIU staff in mid-2013)
- providing laptop computer in early 2013
- covering office communication costs (internet, phone) from December 2012 until effectiveness
- providing local transport using ILBLSP vehicle and driver, from December 2012 to date
- covering costs for advertising for positions of PIU staff in local newspapers as per WB requirements (for Grants Manager, M&E, finance, procurement, communications, capacity building, financial analyst, gender, administrative)
- covering costs for advertisements for Expressions of Interest for Service Providers (July 2013)

The CTA liaised with the PC in terms of planning. Several attempts were made throughout 2013 to develop a joint plan for PIU/FAO but LAMP delays and uncertainties were ongoing and so joint plans were not able to be agreed, or if they were, the LAMP side was unable to implement. For example, the PC informed the ILBSP to be ready to train Service providers in September 2013. As it turned out, it is likely that Service Provider training will take place 12 months later, in September 2014.

The CTA invited the PC to be on the interview panel for the recruitment of three technical consultants in ILBSP in December 2012.

The CTA, at request of PC, provided inputs to the short listing of candidates to the positions of Grants Manager, M&E, finance, procurement, communications in the PIU.

The CTA developed the Terms of Reference for the Service Providers to be recruited under LAMP, and developed the training materials for SP briefing in September 2013. The CTA co-delivered the briefing to SPs, and reviewed the draft Request for Proposal documents.

The CTA liaised with the PC on the replacement of the Assistant Technical Adviser, in discussion with LTO, in May 2013. The CTA discussed with the PC concerning the timing of recruitment of a new ATA throughout the second half of 2013, with the PC preferring a delay until 2014, or at least until the restructure was defined more clearly.

Throughout the assignment, the CTA provided advice to PC on the relative roles of WB, FAO in the GAFSP and how they are best configured.

- **support the establishment and work at the Project Implementation Unit (PIU) in Ulaanbaatar and Provincial Coordination Unit (PCU) at the five project target aimags: (i) Arkhangai; (ii) Bayankhongor; (iii) Govi-Altai; (iv) Khovsgul; and (v) Zavkhan, which will jointly be established by the MoFALI-FAO-World Bank;**

Response:

The CTA supported the establishment and work of the PIU through

- providing office space and payment for utilities, which ILBSP paid for from December 2012 until effectiveness
- paying for office refreshment facilities and office cleaning
- providing working desks for all PIU staff in mid-2013
- providing printing and photocopying facilities
- providing laptop computer in early 2014 for Project Coordinator
- covering office communication costs (internet, phone) from December 2012 until effectiveness
- providing local transport using ILBSP vehicle and driver, from December 2012 to date
- covering costs for advertising for positions of PIU staff in local newspapers as per WB requirements (for Grants Manager, M&E, finance, procurement, communications, capacity building, gender, administrative)
- including the Grants Manager in the Rural Invest training July-August 2013
- provided inputs to the short listing of candidates to the positions of Grants Manager, M&E, finance, procurement, communications in the PIU.

- joining the interview panel for the PIU positions of capacity building, financial analyst, gender, animal health, animal breeding, and animal nutrition

The changes in the LAMP in November 2012, resulted in the cancellation of the Provincial Coordination Unit (PCU) at the five project target aimags.

- **support the establishment and work of the Project Steering Committee (PSC);**

Response:

The PSC is not yet officially established, but the CTA included the content and functions which is incorporated in the PIM.

- **prepare a detailed work plan for completing activities for both the FAO and World Bank GAFSP projects, including the Project Implementation Manual (PIM), which will be developed at the onset of the project inception with support from the LTU and FAO's other technical divisions;**

Response:

The CTA produced a first draft of the technical and implementation aspects of the PIM in December 2012 and updated the draft in March 2013.

The PC informed that due to LAMP delays there was the opportunity to spend considerable time to complete the Supporting Modalities and Guidelines before refining the draft PIM.

After submission of the Supporting Modalities and Guidelines to MIA in May 2013, and the recruitment of PIU staff in July, the development of a new revised draft of the PIM began.

Throughout the period August-December 2013, the CTA worked intensively with PIU staff (PC, Grants Manager, M&E, finance, procurement, communications) on further developing the PIM. The PIM was based on

- the PAD of December 2012
- the Grant Agreement of March 2013
- the Supporting Modalities and Guidelines developed by ILBSLP / FAO based on the field trips and workshops

The PIM was therefore a joint effort of PIU and ILBSLP / FAO. The CTA sent the final version to PC of PIU on 5th December 2013. The PIU submitted the PIM to WB in March. The WB provided minor comments but did not request significant changes. The CTA responded to the WB comments and returned an updated version to PC in 20th March 2014.

As of writing the PIM is still with the WB, as PIU awaits any further comments.

The CTA has shared the various versions of the PIM with the LTO at various times.

- **select and recruit the team of national and international project staff;**

Response:

The CTA made several adjustments to the human resource allocations in the project document. Due to changes in the LAMP, and various changes made due to the situation on the ground, the CTA did not recruit:

- Knowledge Skills and Attitudes survey (national consultant) (short-term)
- Veterinary Laboratory Specialist (international consultant) (short-term)
- Veterinary Laboratory Specialist (national consultant) (short-term)
- Coordination of Preparation of Project Implementation Manual (international consultant) (short-term)
- Vegetable production specialist
- M&E officer
- Aimag coordinator/agrologist
- Aimag administration staff

The CTA recruited

- Assistant Technical Adviser in August 2012 for 12 months contract, which ended in July 2013.
- New Assistant Technical Adviser in May 2014
- Administration officer in October 2012 for 12 months contract
- Three long-term technical consultants (animal health, animal breeding, animal nutrition) in December 2012 for 6 months contract, which was later extended a further 5 months due to LAMP delays, and the another three months until May 2014, due to further delays.
- International animal health consultant in October 2013
- Short-term national consultants on dairy (November 2013), meat processing (February 2014), Rural Invest (February 2013)
- short term international consultant (desk work) for assistance in developing the Mongolia language version of Rural Invest

The CTA facilitated the secondment mission of Mr. Paul Boettcher from FAO, Rome, to provide technical assistance to the GoM Working Group on the animal breeding law in August 2013.

- **plan and lead the GAFSP advocacy and awareness programme;**

Response:

The GAFSP advocacy and awareness programme will begin once the LAMP is operating fully which will be after the PIM is approved, and then when the field program begins in late 2014.

- **provide advice and guidance to the national and international staff with respect to the implementation of the project activities;**

Response:

Throughout the assignment the CTA provided advice to national staff, in both the FAO team and the PIU on all aspects of project implementation.

In this regard, the key advice and guidance was related to

- design of the PAD in November 2013
- program of field trips to project areas in early 2013

- program of workshops in early and mid-2013
- completion of supporting modalities and guidelines
- completion of PIM
- completion of M&E framework (although detailed monitoring plan can only be done after the PIM is approved)
- completion of Simple Assessment Reports (some of these may need to be repeated or updated with the change in soum target areas)
- briefing of the international animal health consultant
- briefing of short-term national consultants on meat processing and dairy, especially with respect to the use of Rural Invest
- drafting of SP training program materials
- drafting of Rural Invest investment proposals for SP training
- design of large range of PowerPoint presentations on GAFSP, LAMP, FAO and technical topics for use in workshops, trainings and media products
- **lead project activities related to value chain and market development;**

Response:

The CTA with the FAO team developed the value chain strategy and supporting modalities and guidelines and the value-adding aspects of the PIM, including arrangements for

- sub-project proposals for value chain development and linkages
- approach to development of tripartite agreements and Matching and Micro-grant arrangements, including procurement assessment process
- M&E systems on value adding
- management of soum operating accounts

The CTA with the FAO team developed draft investment proposals on dairy development (3 models) and meat processing (2 models).

It should be noted that the LAMP changed significantly the value chain approach. Previous to the November 2012 PAD, LAMP was to invest in aimag-level processors, but this changed so that only soum level processors could receive investments. This reduced the potential investment in value adding.

- **assist with the procurement of material and supplies;**

Response:

The ILBLSP procured a range of materials and supplies including

- one vehicle
- office furniture
- laptop and desktop computers
- GPS units

- printers, photocopiers
- LCD projectors
- office cleaning supplies
- printed items for the FAO APRC meeting
- maps of Mongolia and project areas
- supplies related to the implementation of a Letter of Agreement (LoA)
- fuel for travel, and supplies for vehicle maintenance and function
- **plan and organise meetings and workshops to operationalise aimag and national strategies for the sustainable and competitive development of the livestock sector, including leading the project inception workshops;**

Response:

The CTA planned and organised three technical meetings for stakeholders from soum, aimag and national level in May 2013 (animal health and breeding) and September (nutrition, horticulture).

Other meetings and workshops will be conducted during the implementation phase of the LAMP.

- **assist with the analysis of the project achievements and preparation of recommendations for future development of the Mongolian livestock sector;**

Response:

As the LAMP is not yet implementing in the field, it is not possible to analyse achievements and make recommendations based on the achievements.

- **prepare clear and precise progress and periodic report and draft the mid-term report;**

Response:

The CTA produced three Quarterly Project Implementation Reports, three six monthly reports and is drafting the report due at the end of June 2014. The CTA produced all reports as required for GAFSP.

- **liaise and maintain partnerships with other agencies and partners on behalf of FAO and World Bank regarding livestock industry development in Mongolia;**

Response:

The CTA liaised and maintained partnerships with agencies such as Swiss Development Corporation, Mercy Corps, and Agronomes et Veterinaires Sans Frontieres, who are the main project actors in the sector

- **manage and guide the PIU and PCU;**

Response:

This is as noted above.

- **operate and be first signatory of the project imprest account;**

Response:

The CTA conducted this as per FAO project practice.

- **prepare a detailed work plan for completing activities for both the FAO and World Bank projects, including the Project Implementation Manual, which will be developed at the onset of the project inception with support from the LTU and FAO's other technical divisions;**

Response:

The joint workplan was agreed in May 2014, and is shown in the Annex.

The PIM was

- first drafted December 2013
- updated March 2013
- further developed with PIU staff from August to December 2013
- submitted to PIU in December 2013
- updated based on WB comments in March 2014

The PIM is with WB awaiting further comments.

- **perform any other related duties to assure effective GAFSP programme implementation as may be assigned by the LTU.**

No other specific activities were assigned by LTU.

Annex 1 : Details of Collaboration with MIA

June-December 2012: This period was a difficult one with which to cooperate and collaborate with MIA staff, due to the post-election atmosphere and uncertainty in the positions held by senior Ministry staff. During this period, there were changes in nearly all the senior staff, instability and uncertainty was the norm, and the Director of Strategic Planning and the Director International Cooperation Department (DIC) positions were also reported to be uncertain.

19th October 2012: The project held an information session at MIA for all senior MIA staff, chaired by the DIC. The DIC praised the CTA on the clear presentation. The project had invited WB but they were not available, but DIME was able to participate and made a presentation. At this point, it was difficult to respond to MIA staff questions on the LAMP as the Appraisal Mission was pending.

November 2012: During the WB Appraisal Mission, MIA staff requested the CTA to advise MIA on changes made to the PAD, related to technical, process, and budget issues, and the CTA responded and delivered an information note to MIA staff. In fact, to provide advice to MIA at this time posed a risk to FAO, as the advice was resented by the WB. After the World Bank sent the PAD to GAFSP without MIA approval, MIA staff requested the CTA to inform the WB of required corrections.

November 2012: The project liaised closely with MIA staff on the issue of recruitment of the three technical National Consultants. For example, on the advice of the DIC, the project did not recruit a Horticulture Consultant. The project also liaised with WB with the aim of ensuring the three technical NCs would continue under the WB project. In the end, the WB removed the positions of the three NCs in the PAD, combining into a single position. The PC/PIU joined the interview panel for the three NCS.

February-April 2013: The FAO team was largely in the field, interacting with soum and aimag level staff. During this period, there were limited dealings with MIA staff due to field travel.

March 4th, 2013: The CTA made a presentation to senior MIA staff from the Breeding Division of VABA on breed improvement strategies.

18th April: The project held a half-day discussion at the FAO office with three senior MIA staff from the Animal Breeding Division of the VABA to give an overview of the AB component and receive comments and advice on priority setting.

24th April 2013: The project held a half-day meeting at the FAO office with three senior MIA staff from the Animal Health Division of the VABA to give an overview of the AH component and receive comments and advice on priority setting. This had been preceded by a short introductory meeting with the new head of Animal Health, held at MIA.

May 2013: The project held two workshops on animal breeding (1-2 May) and animal health (16-17 May) with participation of soum and aimag staff, and with full participation of relevant MIA staff. MIA staff made presentations and joined the working groups. Workshop reports were produced in Mongolian and sent to MIA staff.

May 2013: MIA staff submitted a request to AFAOR, who forwarded to the CTA, to assist in the development of the Animal Genetic Resources (AnGR) Law. After consultation with LTO, the CTA raised this issue with the PD at the meeting held to present the guidelines, and the PD confirmed that project resources could be utilised.

May 2013: Senior MIA staff (the PD, Dir. Strategic Planning) requested the CTA to give assistance to the development of the Animal Health Law in addition to the support for the AnGR Law.

5th June 2013: The project presented Supporting Modality Guidelines on Value Adding, Dairy, Sheep and Goat Breeding, Animal Health, Animal Nutrition and Horticulture at meeting with the Director, Strategic Planning (Project Director – PD). The three NCs subsequently translated into Mongolian and circulated amongst relevant MIA staff. The NCs followed up with MIA staff on the guidelines while the CTA was on vacation.

June-August 2013: The CTA put in place a process of liaising with the MIA staff and other members of working group on AnGR Law acquiring the services of a specialist from FAO HQ for a short term mission, and combined with a considerable amount of his own personal efforts, achieved, what, in the opinion of the CTA, is one of the major achievements of the project - high quality and well received advice to MIA on a structure for animal breeding in the country. This process involved several meetings with MIA staff from the breeding division.

16th-20th August 2013: Senior MIA staff (Dir. Strategic Planning) requested CTA to allow the NC animal breeding to travel to Durvuljin soum in Zavhan aimag for the purpose of checking the status of a nucleus cashmere goat breeding scheme. The CTA agreed, and the mission conducted.

20th-22nd August 2013: MIA staff within the AnGR working group met over a period of two days with the Breeding Expert, Paul Boettcher on his mission to Mongolia providing technical support on the AnGR Law.

3rd-4th September 2013: MIA staff from the cropping, and horticulture departments joined the project-held two-day workshop on Forage and Animal Nutrition, including

26th September 2013: The CTA made a presentation at MIA to senior MIA staff of the Animal Breeding Division of VABA, and the Director, Strategic Planning, MIA on the progress and findings of the field study on FAO-supported animal breeding study conducted in Khuvsgul in July-August. The project had supplied a Mongolia copy of the report to concerned MIA stakeholders.

September 2013: MIA staff, of the Strategic Planning Department, requested the CTA to provide support for communication materials on AnGR. The CTA drafted a template for description of required materials, and NC on animal breeding checked the pages and cost of translating key FAO documents.

29th November 2013: The CTA prepared for a meeting with to discuss progress and restructuring, with senior MIA staff, including PD (Dir. Strategic Planning) and DIC and PC/PIU, but this was cancelled the day before.

December-March 2014: Regular email contact to MIA staff - Epidemiologist, VABA and Chief Veterinary Officer- on the emerging situation with outbreaks of PPR disease in China and the urgent need for contingency planning in Mongolia.

January 2014: MIA staff, the head of the Breeding Division of VABA, requested the CTA for technical support in completing the “Country report questionnaire for collecting national data to support the preparation of *The Second Report on the State of the World’s Animal Genetic Resources for Food and Agriculture*”. The CTA provided inputs. VABA subsequently submitted the report. The responsible person at FAO HQ contacted the CTA to inform of the high quality of the submitted report and the CTA informed the head of the Breeding Division accordingly.

15th January 2014: The CTA made a presentation to MIA staff on project progress and plans, including the restructure issue. The meeting was led on the MIA side by the DIC. The PD and PC were expected to join but were absent. The CTA presented the final draft of the June-December 2013 progress report, with additional data on expenditure categories. The CTA presented a PowerPoint. At the end of the meeting, the DIC requested the CTA to assist in the lead-up to the FAO-APRC to assist with English grammar of some documents, to which the CTA agreed.

February 2014: CTA collaborated DFAOR and AFAOR with MIA staff of the Veterinary Division of VABA in encouraging MIA to submit an official request for technical assistance on FMD outbreak and PPR threat, CTA collaborated closely with MIA staff in collecting information on FMD outbreak for briefing incoming CMC mission and other FAO staff at regional and global level.

21st-28th February 2014: The CTA checked the English grammar of a series of documents for the FAO-APRC sent by MIA staff at the request of DIC, including - information note draft; Minister’s speech for the opening ceremony; additional (2nd) Minister’s speech; President’s speech; greeting to delegates from Minister; structure of MIA; “speculating above the sky selvage and manufacturing globally”.

28th February-6th March 2014: Senior MIA staff (Dir. Strategic Planning) requested CTA to allow the NC animal breeding to travel to Durvuljin soum in Zavhan aimag for the purpose of checking the status of a nucleus cashmere goat breeding scheme. The CTA agreed, and the mission conducted.

3rd-8th March 2014: CTA collaborated with MIA staff during FMD CMC mission, joining meetings with Vice-Minister, technical groups. CTA provided advice to MIA staff on control strategy and design of field surveys. The CTA accompanied the mission members and MIA staff on the field trip on to the field. The project paid the DSAs of the MIA staff

March 2014: MIA staff requested the project to support the sending of FMD samples to the World Reference Centre, Pirbright, UK. The project agreed and funded the sample sending.

17th March 2014: Meeting with MIA staff, Head of Breeding Division, VABA, MIA on feedback on the guidelines and future planning.

March 2014: Meeting with senior MIA staff from the Breeding Division, VABA, MIA on technical issues related to the configuration of nucleus and base flocks, and on the overall approach to animal identification. As a result of the presentation of the CTA on approaches to animal identification, the MIA

staff requested additional FAO support, and the CTA suggested the MIA staff send an official request letter to FAO. The MIA subsequently sent the request letter to FAO.

26th April 2014: Meet FAO CMC Mission on PPR disease, with MIA CVO

19th May 2014: Wrap up meeting with Mr. Choi Ish, PD, with FAO Assistant Technical Adviser

20th May 2014: Wrap up meeting with Ms. Bolortuya Purevsuren, CVO

Note: the above list does not list individually the many more visits and meetings with MIA staff made by the NCs in the FAO TA, which can be for informal information sharing, preparing meetings, and so on.

Note: One of the challenges of the FAO TA has been to communicate to MIA that the LAMP is essentially a soum-based and demand-driven project, and that the role of central level MIA staff is barely mentioned in the PAD.

ANNEX 2 List of Documents Developed in various formats

- briefing notes to MIA on changes in the Project Appraisal Document
- supporting modality on Value Adding
- supporting modality on Dairy
- supporting modality on Animal Health
- supporting modality on Sheep and Goat Breed Improvement
- supporting modality on Animal Nutrition
- reports of Animal Health Workshop, Animal Breeding Workshop, Animal Nutrition Workshop
- Presentations (PowerPoints) from the Animal Health Workshop, Animal Breeding Workshop, Animal Nutrition Workshop
- Project Implementation Manual (178 pages) developed with PIU for submission to the WB, including Chapters in implementation arrangements, finance, procurement, M&E
- Report on animal breeding study
- Report of International Animal Health consultant
- Technical Training Material (PowerPoints) in animal health (Brucellosis, external parasites)
- Training Material (PowerPoints) on vaccination program planning
- Technical Training Material (PowerPoints) on Veterinary Epidemiology
- Training Material (PowerPoints) on breed improvement strategies (sheep and goats)
- Training Material (PowerPoints) for Service Provider orientation
- Training Material (PowerPoints) on LAMP project management structure to PIU and MIA
- Training Material (PowerPoints) on procurement, finance, M&E systems, management systems, to PIU
- Draft detailed M&E Pan (word files, excel)
- Training Material (PowerPoints) on principles of data management to PIU
- Training Material (PowerPoints) on principles of Human Resource Development to PIU
- Rural Invest format investment plans on animal health, breeding, dairy, forage, feeding
- Training Material (PowerPoints) on investment plan for some veterinary services
- Training Material (PowerPoints) on Rural Invest
- a series of notes on the status of the FMD outbreak in early 2014
- Brief on baseline for livestock population at the project aimag;
- Baseline for vets manpower;
- Simple Assessment Report: training needs on the knowledge and skills of veterinarians and para-vet-professionals;
- Monitoring and Evaluation Design Paper and Detailed Monitoring Plan
- Draft Guideline, Animal Productivity Study , Winter Breeding Flock Management
- Preliminary Report, Strategy for Brucellosis Control
- Preliminary Report, Investment plan for the FMD-free zone
- Technical Guidelines, Sheep and Goat Breed Improvement
- Research Paper, Sheep and Goat Male Flock Pilot Study

Annex 3 Joint Work Plan May 2014

Joint FAO TA and PIU Annual Plan

15 May 2014

The FAO Project “Integrated Livestock-Based Livelihood Support Project” ILBLSP (“FAO-TA”) began implementation in June 2012. The Livestock and Agricultural Marketing Project (LAMP), managed by the Project Implementation Unit (PIU), has recently been approved but has not begun field activities.

The FAO-TA and PIU have developed a Joint Annual Plan for 2014, as of early May, now that the implementation progress of the LAMP, in particular the process of Service Provider procurement and mobilisation is becoming more clear. The below table shows that portion of the Joint Plan of immediate relevance to the FAO TA. The complete plan is in the Annex.

The plan lists activities to be conducted in 2014. The activities are to be implemented by the FAO TA in collaboration with PIU staff. The FAO TA, after the May 22 departure of the Chief Technical Adviser (CTA), will be led by the Assistant Technical Adviser (ATA). The PIU will soon mobilise three technical consultants on Animal Health (AHTC), Animal Breeding (ABTC), and Animal Nutrition and Forage Technical Consultant (ANFTC). The FAO-TA CTA proposes that the ATA, AHNC, ABTC, and ANFTC will form a Technical Team, operating according to a Term of Reference to be jointly developed and agreed by the FAO TA and the PIU.

The below Joint Plan is consistent with the existing FAO Project Document. As a result, the FAO-TA CTA recommends that no restructure of the FAO-TA is required to enable joint activities to be successfully conducted in 2014. As a result, the restructure of the FAO TA will be reviewed in the next FAO Supervision Mission, expected in June-July 2014.

FAO-specific workplan

FAO Technical Assistance and PIU Technical Consultants/other PIU staff				
INo.	Component/Activity	Target Final Delivery	Status May 8 2014	Tasks
	Value Adding Component			
1	Value Chain Supporting Modality	April.2014	Completed, approved	Not applicable
2	Business plans (Meat x 2)	May. 2014	Draft final	ATA/FAO TA update /PIU TTM
3	Business plans (Dairy x 3)	May. 2014	Draft final	ATA/FAO TA update /PIU TTM
4	Business plans (Horticulture x 1)	May. 2014	Draft final	ATA/FAO TA update /PIU TTM

5	Horticulture training curriculum and materials are identified and prepared (sub-projects/RIV)	Aug.2014	First draft end May	ATA/FAO TA update /PIU TTM update; the curriculum and materials are for the Technical Service providers (TSP) training in September
6	Training trainers (SPs) in horticulture development (sub-projects/RIV)	Sept.2014	First draft end May	Training will be delivered to TSP by ATA/ PIU TTM
7	Trainers (SPs) are trained in dairy processing (sub-projects/RIV)	Sept.2014	First draft end May	Training will be delivered by Technical Team
8	Training people in business planning and management (RIV)	Sept.2014	First draft end May	Training will be delivered by Technical Team and PIU staff (Grants Manager)
9	Training on diversified cropping and dairy (sub-projects/RIV)	Sept.2014	First draft end May	Training will be delivered to TSP by ATA/PIU ANFTC
10	(Rural Invest) finalise Mon version	July.2014	Draft version	Technical Team in collaboration with FAO Investment centre
Animal Health Sub-Component				
11	Preparation of guidelines for supporting modality are prepared	April.2014	Completed, approved. FAO TA additionally produced Technical Assistance Report on Animal Health Law	No further action
12	Improved knowledge and clinical skills of veterinarians (public and private) and para-veterinarians at the soum level	Dec.2014	Training Program and Materials developed on Brucellosis, Epidemiology and External Parasites by FAO TA	Technical Team will provide training on animal health to soum VABU and PVUs based on needs assessment completed by TSPs
13	Livestock population baseline	Sept.2014	Guideline and example developed by FAO TA	Technical Team will compile report based on secondary data received from the project aimags soums

14	Veterinary manpower baseline	Oct.2014	Example report produced by FAO TA	Technical Team will compile report based on secondary data received from VABA, and primary data received from TSPs.
15	Baseline for cold chain for vaccination and sample collection	Dec.2014		Technical Team will develop example and guideline for TSPs. TSPs will deliver report to TT. TT will compile results into report.
16	Baseline current capacity of the five aimag laboratories	Oct.2014		Technical Team will collect secondary data, develop example, collect secondary data, and guideline for TSPs. TSPs will deliver report to TT. TT will compile results into report.
17	Simple assessment reports: (a) training needs on the knowledge and skills of veterinarians and para-vet-professionals;	Oct.2014	Example produced by FAO TA	Technical Team will develop guideline for TSPs. TSPs will collect primary data. TT will compile data into report
18	Simple assessment report: soum development master plans	Oct.2014		Technical Team will develop guideline for TSPs. TSPs will collect soum master plans. TT will compile into summary report.
19	A strategy for meat trade is prepared (International Consultant – Meat Trade Specialist)	Nov. 2014	TOR is included in FAO Project Document	ATA will confirm ToR/schedule with MIA, FAO will recruit. ATA/AHTC will collaborate with Consultant
20	Train meat export negotiators	Nov. 2014		ATA/AHTC to draft training program in collaboration with MIA. To be delivered by Meat Trade Specialist (International Consultant) in collaboration with ATA/AHTC

21	Investment plan for the FMD-free zone.	June.2015	Preliminary Guideline Report produced by FAO TA	To be delivered by ATA/AHNC based on the National FMD Strategy and the Free Zone Strategy
22	Investment plan for animal services and disease surveillance	May.2014	Rural Invest examples produced by FAO TA	ATA/AHTC to update based on further experience, including based on results from the Animal Health LoA
	Breeding	Jul. 2013		
23	Guidelines for sheep and cashmere goat genetic improvement support is prepared and revised	April.2014	Completed and Approved FAO TA has additionally produced technical guideline; and provided technical assistance report to development of Animal Breeding Law;	No further action
24	International Consultant AB	Nov.2014	TOR is included in FAO Project Document	ATA will confirm ToR/schedule with MIA, FAO will recruit. ATA/ABTC will collaborate with Consultant
25	A database for sheep and cashmere goat genetic improvement is prepared	Nov.2014		To be developed by FAO-TA International Consultant Animal Breeding
26	Research paper on sheep and cashmere goat genetic improvement	Nov.2014	FAO TA has produced one Research Paper	ATA/ABTC will produce two additional papers (1) on visual assessment sheep (2) visual assessment goats
27	Guidelines for AI service modality and procedures are prepared and revised	Dec.2014		To be developed by International Consultant Animal Breeding in collaboration with ATA/ABTC
28	AI technicians received upgrading training	Dec.2014		Program to be developed by International Consultant Animal

				Breeding in collaboration with ATA/ABTC, based on needs assessment by the TSPs. Training to be delivered in 2015.
29	Guidelines for beef breed improvement service	Sept.2014		Breeding International Consultant
30	A simple database for improved beef performance recording is prepared	Nov.2014		Through LoA and to be finalised by Animal Breeding International Consultant
	Animal Nutrition/Fodder Production sub-component prep. Work finalized	Jul. 2013		
31	Guidelines for fodder production support	April.2014	Completed, approved	
32	Training material prepared (RIV examples)	Aug.2014	First draft end May	ATA/ABTC will review and update ARA. ATA/ABTC to produced draft document on Sheep and Goat Condition Score standards ⁶
33	Training plans are prepared (sub-project and RIV)	Aug.2014	First draft end May	
34	Fodder production feasibility study	May.2014	FAO TA has produced 8 Rural Invest examples	ATA/ANFTC will continue to review and update existing Rural Invest examples
35	Training on fodder/forage production (SP)	Sept.2014	First draft end May	ATA/ANFTC will continue to review and update
	Project Management			
36	Training civil servants (Soum VABU) dedicated in project implementation	Dec.2014	Guidance Note by end of May	ATA/PIU will train Soum Steering Committee/VABU based on TSP capacity assessment
37	Relevant stakeholders (aimag/soum officials, community based organizations) trained in institutional strengthening/donor coordination	Dec.2014		ATA/PIU will train Soum Steering Committee/VABU based on TSP capacity assessment
38	PIM is prepared and revised	June.2014	FAO TA has developed draft	ATA/PIU consultant will continue to review and update
39	Detailed monitoring plan and M&E design	May. 2014	FAO TA has developed draft	ATA/PIU M&E consultant will continue to review

⁶ Based on results of Animal Productivity LoA

				and update
40	Collaborative Research Projects support (needs, design)	May-Dec.2014	FAO TA has produced draft guideline based on Animal Productivity LoA; draft guideline for Male Flock Study	TT will work together to develop list of needs for collaborative research projects and submit to PIU. Upon PIU processing, with TT support as requested; the TT will assist in design
41	Progress reports	June, Dec 2014	Draft 6m report	ATA will produce 6 monthly progress reports in June 30 and Dec 31, to be cleared by Lead Technical Officer before submission to PIU

Complete Joint FAO TA/PIU Plan 2014 as of 15 May 2014

	Components/Activities	Proposed Deadline	Results Level	LAMP Indicator No.	2014			
					I	II	III	IV
TA	FAO Technical Assistance and PIU Technical Consultants/other PIU staff							
1	Value Adding Component							
	Value Chain Supporting Modality	April.2014		IR 1	x			
	Business plans (Meat x 2)	May. 2014		IR 1		x		
	Business plans (Dairy x 3)	May. 2014		IR 1		x		
	Business plans (Horticulture)	May. 2014		IR 1		x		
	Horticulture Training curriculum and materials are identified and prepared	Aug.2014		IR 1		x	x	
	Training trainers in horticulture development	Sept.2014		IR 1			x	
	Trainers are trained in dairy processing	Sept.2014		IR 1				
	Training people in business planning and management	Sept.2014		IR 1		x	x	
	Training on diversified cropping and dairy	Sept.2014		IR 1			x	
	(Rural Invest) finalise Mon version	July.2014		IR 1		x	x	
3	Animal Health Sub-Component						x	
	Improved knowledge and clinical skills of veterinarians (public and private) and para-veterinarians at the soum level	Dec.2014		IR 8	x	x	x	x
	Livestock population baseline	Sept.2014		IR 8	x	x	x	
	Veterinary manpower baseline	Oct.2014		IR 8		x	x	x

	Baseline for cold chain for vaccination and sample collection	Dec.2014		IR 8			x	x
	Baseline current capacity of the five aimag laboratories	Oct.2014		IR 8		x	x	x
	Simple assessment reports: (a) training needs on the knowledge and skills of veterinarians and para-vet-professionals;	Oct.2014		IR 8		x	x	x
	Simple assessment report: soum development master plans	Oct.2014		IR 8		x	x	x
	A strategy for meat trade is prepared (Int Consultant)	Nov. 2014		IR 8				X
	Train meat export negotiators	Nov. 2014		IR 8				x
	Investment plan for the FMD-free zone.	Dec.2014		IR 8		x	x	x
	Investment plan for animal services and disease surveillance	May.2014		IR 8	x	x		
4	Breeding	Jul. 2013						
	Capacity development for the establishment of breeding systems							
	Guidelines for sheep and cashmere goat genetic improvement support is prepared and revised	April.2014		IR 9		x		
	International Consultant AB	Nov.2014		IR 9				x
	A database for sheep and cashmere goat genetic improvement is prepared	Nov.2014		IR 9	x	x	x	x
	Research paper on sheep and cashmere goat genetic improvement	Nov.2014		IR 9	x	x	x	x
	Guidelines for AI service modality and procedures are prepared and revised	Dec.2014		IR 10				x
	AI technicians received upgrading training	Dec.2014		IR 10				x
	Guidelines for beef breed improvement service	Sept.2014		IR 10		x	x	
	A simple database for improved beef performance recording is prepared	Nov.2014		IR 10		x	x	x
5	Animal Nutrition/Fodder Production sub-component prep. Work finalized	Jul. 2013						
	Guidelines for fodder production support	April.2014		IR 7	x			
	Training material prepared	Aug.2014		IR 7		x		
	Training plans are prepared	Aug.2014		IR 7		x		
	Fodder production feasibility study	May.2014		IR 7		x		
	Training on fodder/forage production (SP)	Sept.2014		IR 7			x	
6	Project Management							
	Training civil servants dedicated in project implementation	Dec.2014		IR 14		x	x	x

	Relevant stakeholders (aimag/soum officials, community based organizations) trained in institutional strengthening/donor coordination	Dec.2014		IR 14			x	x
	PIM is prepared and revised	June.2014		IR 14	x	x		
	Detailed monitoring plan and M&E design	May. 2014		IR 17		x		
	Collaborative Research Projects support (needs, design)	May-Dec.2014		IR 6		x	x	x
	Progress reports	June, Dec 2014		IR 14		x		x
A	Linking Herders to Markets							
1.	Intervention Guidelines Approved	February. 2014			x			
1.1	Implementation Guidelines and Grants Manual Drafted	Nov-Dec 2013			x			
1.2	Stakeholder Consultations	Dec 2013-Feb 2014			x			
1.3	Adjustment and Approval of Guidelines and Manuals	June-August 2014						
2	Implementation and Contractual Arrangements Finalized	Nov. 2014						x
2.1	Tripartite agreements concluded	Sep-Dec 2014						x
2.2	Procurement needs reviewed/revised	Oct-Dec 2014						x
2.3	Funding requirements updated	Oct-Dec 2014						x
2.4	Monitoring system finalized, monitoring activities commenced	Nov 2014-Feb 2015						x
2.5	Contingency planning and implementation of corrective actions as needed	Dec.2014			x	x	x	x
2.6	Investment/Procurement Arrangements Commenced	Dec. 2014						x
2.7	Draft Bidding Documents submitted for WB prior review	Nov 2014-Feb 2015						x
2.8	Invitation for bids advertised	Nov 2014-Mar 2015						x
2.9	Bid Evaluation	Nov 2014-Mar 2015						x
2.10	Suppliers contracted	Dec 14- May 2015						x
2.11	Capacity building Activities/Advisory Services Commenced	November. 2014						x
2.12	Development of CBA plan for PPs with detailed schedule of delivery.	Dec.2014						x
2.13	CBA quality controls set in place	Jul-Oct 2014					x	
2.14	CBA budget requirements updated	Jul-Oct 2014					x	
2.15	CBA Activities commenced by TSPs	Dec-14						x
2.16	Continuous Evaluation of CBA activities and calibration	Semi-annually						x
B	Raising Livestock Productivity							

1	Consultative Decisions (Stakeholders) Formulated	Dec. 2014						x
1.1	Stakeholder identification	July-Dec 2014					x	x
1.2	Stakeholder Consultations	July-Sep 2014					x	
1.3	Update funding requirements	Dec.2014						x
2.	Formulation/Documentation Finalized	Aug-14					x	
2.1	Project Implementation Manual reviewed and revised as needed	May.2014				x		
2.2	Supporting Modality Guidelines updated as needed	June-Sept 2014				x	x	
3.	Implementation Arrangements Finalized	Sep. 2014					x	
3.1	Asset ownership guidelines agreed with Government	Sep-Dec 2014						x
3.2	Conclusion of Tripartite agreements for sub-projects	July-Dec 2014					x	x
4.	Procurement Arrangements Commenced	Dec 2014-2015						x
4.1	Selection/Evaluation Panel Composition Finalized	Jan-Dec 2014				x	x	x
4.2	Procurement Plan Finalized	June.2014						x
4.3	Budget/Funding requirements updated	May-June 2014					x	
4.4	Procurement of Goods and Services	Aug-Dec 2014					x	x
5	Capacity building Activities/Advisory Services Commenced	Dec. 2014						x
5.1	CBA needs assessed	Nov. 2014						x
5.2	Development of CBA plan with detailed schedule of delivery.	Nov. 2014						x
5.3	CBA quality controls set in place	Jul-Oct 2014					x	
5.4	CBA budget requirements updated	Jul-Oct 2014						x
5.5	Continuous Evaluation of CBA activities and calibration	Semi-annually					x	x
6	Collaborative Research Projects							
6.1	Needs assessed	May-Dec 2014	IR 6				x	x
6.2	Stakeholder Consultations	May-Dec 2014	IR 6				x	x
6.3	Projects proposed by PIU to WB	July.2014	IR 6				x	
6.4	Contracts finalised	Sept.2014	IR 6				x	
6.5	Implementation	Oct-Dec 2014	IR 6				x	x
C	Project Management							
1	Human Resources	May. 2014					x	
1.1	ToRs Developed	Apr-14					x	
1.2	Recruitment of key staff	May. 2014					x	

1.5	ToRs revisited	May-June 2014				x		
2	Planning	Nov. 2014						x
2.1	Revision of key activities and targets as needed	May-July 2014				x		
2.2	Formulation of Workplan and Budget	Dec. 2013						
2.3	Baseline data collection	Aug-Oct 2014					x	
2.4	Elaboration of Indicators	May-Aug 2014					x	
2.5	Revisit Monitoring Plan	Aug-Sep 2014					x	
3.6	Field trips and monitoring visits by PIU	May, Dec 2014			x	x	x	x
3.7	Annual plans developed and approved by PSC	May.2014				x		
4	Project Structures Established	Jan. 2014			x			
4.1	PSC composition finalized/meeting held	Jan.2014			x			
4.2	Grant Secretariat Established	June.2014			x			
4.3	Technical Working Groups under PSC established	Dec.- June.2014			x	x		
4.4	Soum Cordination Comittees Established - Composition Approved	June-July 2014					x	
4.5	VABU Roles and Functions confirmed	June-July 2014					x	
5	Finances	Jan. 2014			x			
5.1	Designated account opened	Dec. 2013						
5.2	Operating Account opened	Dec. 2013						
5.3	Delivery Forecasts prepared	Mar-Apr. 2014			x	x		
5.4	WAs filed with WB	Jan-Dec 2014			x	x	x	x
5.5	Funding Secured	Jan-Dec 2014			x	x	x	x
6	Procurement	April. 2014				x		
6.1	Procurement of PIU Office Network	May-June 2014				x		
6.2	Office essentials	Mar-April 2014				x		
6.3	Equipment and Furniture Procurement	April-June 2014				x		
6.4	Vehicle procurement	May-July 2014				x		
7	Advocacy and Communication	Dec. 2014						x
7.1	Project positioning (awareness)	June-July 2014					x	
7.2	Project Literature (resource desk)	June-July 2014					x	
7.3	Web site established	June-July 2014					x	
7.4	Project Awareness campaign devised	Aug-Dec 2014					x	x

7.5	Project Awareness activities commenced	May-Aug 2014				x	x	
8	Reporting							
8.1	Weekly performance report and plan to MoF	weekly						
8.2	Quarterly Performance reports to MIA, MED and MOF	quarterly			x	x	x	x
8.3	Semi-annual financial report to WB	semi-annually				x		x
8.4	Semi-annual progress report to WB	semi-annually				x		x
8.5	Semi-annual M&E report to WB, MIA, MED, MOF	semi-annually				x		x
8.6	Annual reports to WB, MIA, MED and MOF	annually						x
8.7	Mid-term Report to WB, MIA, MED, MOF	Jun. 2015						
8.8	Implementation Completion Report	Jan. 2017						
9	Technical Service Providers	Aug. 2014					x	
9.1	Call for EoI	Sep. 2013						
9.2	RFPs issued to Shortlisted firms	May.2014				x		
9.4	Proposals from TSPs evaluated (no objection secured)	June-July 2014				x		
9.6	TSPs contracted (no objection secured)	Aug.2014					x	
9.7	TSPs orientation	Aug-Sept 2014					x	
9.8	TSPs mobilised	Sept.2014					x	
9.9	Sub-Projects	Sep. 2014					x	
9.10	Evaluation of Proposals by GS	Oct-Dec.2014					x	
9.11	Selection of Proposals for project support approved by PSC	Oct-Nov. 2014					x	
9.13	WB no objection secured to PSC approved proposals	Oct-Nov. 2014						x