

TAAS - Completion

(Including final supervision)

Project Information:

Data populated
Data Entry

Region:	Country:		Sector:		
ASIA	Mongolia		X - Other (For Non-Investment Projects)		
Business Line:	Business Line sub-area(s):				
Environment and Social Sustainability	Biodiversity and Sustainabl		ral Resource Manager	ment: Nature-based	
	products and services: (100	%);			
Primary (Originating) Dept/Division:	Implementing Dept/Division	n:			
CESBD - Environment & Social					
Development/Bio-diversity					
Client Name:	Project/Transaction Leader	:			
Taimen Conserva (513833)	Juan Jose Dada				
Project ID:	Project Short Name:		Project Long Name:	•	
503476	BDGEF Mong. EgUr		Mongolia: Conserv	ation of the Eg-Uur	
			Watershed		
Original Approval Date:	Total Funding:		Actual Project Duration: 64 months		
Mar. 7, 2007	0				
	Original (i)		Revised (i)	Actual (i)	
Project Implementation Start	Apr. 14, 2003 Jul. 29		9, 1999	Jul. 29, 2003	
Project Completion	Apr. 14, 2008 Oct. 22		22, 2008	Oct. 22, 2008	

Relationship to IFC Project(s)	Relationship Type	Project ID	Project Long Name
IFC TAAS Project	None		
IFC Investment Project	None		
Recipients	Beneficiaries		
SME Company	SME Company		

Objective	Original (Mar 07, 2007) - See Project Document. Block IV, page 10.
	Most recent update - N/A

Key Highlights (i)	Entire Project:
Key Highlights (i) Summarize key project highlights	Entire Project: (1) The project achieved its main goal of advancing integrated watershed management in the Eg-Uur Watershed and conservation of the taimen salmon (Hucho taimen) in particular. In contrast to other areas in Mongolia, the taimen population is stable and robust in the Eg-Uur at the close of the project. (2) The project completed the first integrated scientific assessment in the world of the taimen in its native habitat. (3) The project spurred the development of watershed management plans and councils, which raised awareness of importance of biodiversity conservation in local communities, and improved the enabling environment for nature based tourism in the project environment. (4) Patrolling by rangers was strengthened throughout the Eg-Uur Watershed Area (EUWA). (5) A widescale environmental education program was implemented through Ecoclubs in local schools and working with the local Buddhist community to build environmental stewardship. (6) After encountering roadblocks on developing a concession based approach to benefit local communities, the project pioneered the application of a user rights cooperative
	approach (Nokhorlol) to monetize the benefits of an eco-tourism activity based on sportive fly-fishing.
	Reporting period since last supervision: 3 months

Lessons Learned:

Delete Row (i)	Lesson Area (i)	Comments and Suggestions (e.g. What worked well? What would you have done differently?) Add Additional Lessons Learned Row			
	Design/planning	The project design was overly ambitious with its plan to implement a concession system to monetize the tourism resource. However, the importance of flexibility and adaptive management paid off after the project team encountered resistance in the national legislature to the use of a concession system for freshwater fisheries management. The team then decided to take advantage of existing regulations for community user rights systems and adapted this to fishery management.			
	Pricing	This is not applicable to this conservation project as designed.			
	Implementation/delivery	IFC signed a grant agreement with a local NGO, the Taimen Conservation Fund (TCF), to deliver the project. TCF was in fact also the client here. The project team worked closely with a large number of local, district and provincial government officials. While time intensive, this approach was particularly effective in establishing a coordinated approach to enforcement against poaching and in establishing watershed management plans and councils. The latter was important in fending off pressure for mining licenses in the EUWA, which could have threatened biodiversity conservation.			
	Development Results	The project did not fully realize its development results due to delays in establishing the user rights system and delays on the part of private sector partners in signing the three party contract with the local community and district governor. On the other hand, the impact of the project on national conservation policy may in the long run still contribute to the sustainability of nature tourism in Mongolia and have a longer term development impact through this unexpected channel because it constitutes a better compromise with national laws and culture.			
	Project team	There was a high turnover in the IFC project team, with 4 different task managers. The TCF project team had strong and consistent leaderhip with a single executive director throughout the project who worked well with conservation agencies, local governments and the sport fishing partners.			
	Consultant work	The project benefitted from an independent mid-term review which emphasized the need to more sharply focus the project and reworked the logframe to make it more relevant for project management. There was also an effective management			



Delete Row (i)	Lesson Area (i)	Comments and Suggestions (e.g. What worked well? What would you have done differently?) Add Additional Lessons Learned Row					
		mission 7 months before the end of the project which focused the project staff on finishing strongly with an emphasis on replicability and sustainability.					
	Client commitment/satisfaction	The client was strongly committed to successful completion of the project and expressed appreciation to IFC for its support. Two issues were raised by the clien in final discussions: (1) turnover in IFC staff reduced the effectiveness of supervision, (2) TCF would have benefitted from stronger involvement of the local IFC office. Details on both points however were not obtained and it is unclear what exactly would have been ideally needed.					
	Funding leverage	The project generated considerable co-financing from the private sector partners.					
	Experience with replicating	The project shows strong sustainability and replication potential. TCF will continue to operate after the project with a five year, \$400,000 grant from the Boroo Mining Company, a Canadian-Mongolian joint venture. TCF will continue to run activities in the Eg-Uur Watershed, and at least one additional watershed with a narrower focus on (1) management oriented science and (2) engagement of local communities in resource protection. The science camp will remain open with base funding from TCF. The science team from the University of Wisconsin and University of Nevada - Reno is pursuing other sources of funding to continue their research on taimen habitat and conservation. The Watershed Management Councils will continue to operate at the provincial level, with some district activity as well. Of the 17 rangers trained and employed by TCF in the past, at least 9 will be picked up on local government budgets for permanent positions.					
	Link with IFC Investment	There was no attempt to link the project directly to IFC investment because the private sector partners were already well capitalized and tourism was not a priority sector for the country office.					

Follow up opportunities:

	TAAS	Investment
Are there new business development or replication opportunities?	Yes	No
If yes, 1. Describe opportunity	The client has requested additional IFC/GEF funding to continue the work of TCF in other watersheds.	
2. Recommended follow up action	At this point, additional investment from IFC is not warranted since the private sector has agreed to support TCF activities for the next three years. There are however very valuable lessons learned from this project to replicate on all other eco-tourism projects with regard to concessions, users rights and value creation. These lessons can be used in a number of ESS AS products (eco-standards, sustainable forestry) but also in BEE and VA2F.	

Summary of Supervision Performance Ratings:

Performance Category (i)						
Supervision Reporting Period	Development Results	Financial	Timeline	Overall		



Performance Category (i)							
Supervision Reporting Period	Development Results	Financial	Timeline	Overall			
#1[As of Jun. 30, 2007]		A - On or Under Budget	C - Significantly Delayed	B - Some Areas of Underperformance			
		g updated and will be reflect	ators for assessing of developed in a new logframe. This pe				
#2[As of Dec. 31, 2007]		A - On or Under Budget	B - Slightly Delayed	B - Some Areas of Underperformance			
	Rationale for overall perfor supervision mission in Sept		performance review is based	on revised logframe and a			
#3[As of Jun. 30, 2008]		A - On or Under Budget	B - Slightly Delayed	B - Some Areas of Underperformance			
	Rationale for overall performance rating assigned This rating was based on the most recent progress report (March 2008). The project has made good progress in encouraging the development and application of natural resource management plans for 8 districts, strengthening development of collaborative management, improving the enforcement system, and encouraging a national dialogue on user rights systems for local communities. It has also generated some of the fundamental scientific information to define sustainable production and practical management of the fishery. It has not been able to create the legal basis for community-based conscession systems which are important for the rapid replication of improved management practices. The project still still needs to solidify the benefits of revenue sharing aspects of the user rights system and to complete a plan for encouraging sustainability of regional conservation activities after the project ends.						
#4 [As of Oct. 22, 2008]	B - Slightly Below Current Targets	A - On or Under Budget	B - Slightly Delayed	B - Some Areas of Underperformance			
	Rationale for overall performance rating assigned A closing workshop held on September 5 reviewed the various activities and accomplishments of the project. Among those attending the workshop were scientists from the Ministry of Nature and Environment and Institute of Ecology, TCF staff, representatives from WWF, UNDP, the Asia Foundation, several district governors and other local government representatives, and participants from the tourism industry. The overall responses from the presentations and audience comments during the workshop were quite positive about the success of the project in achieving conservation of the taimen habitat and population, impacting national environmental policy, and creating a new model for working with local communities. As the project period ended, TCF received a grant from a mining company to continue its science, conservation, and community benefit sharing work in the Eg-Uur and other watersheds						

Development Effectiveness:

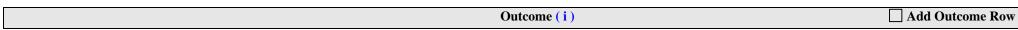
	Highly Unsuccessful	Unsuccessful	Mostly Unsuccessful	Mostly Successful	Successful	Highly Successful	Not Applicable
Development Effectiveness- Synthesis Rating (Based on criterion 1-5) (i)							
Rationale	The project was mostly successful in achieving its goals. It demonstrated a means for the sport fishing industry to work with local communities in conserving the natural resources necessary for nature based tourism. The project had a documented positive impact on conservation of the taimen fishery and its ecosystem. The project also has strong indications of sustainability and replication with the activities of the Taimen Conservation Fund continuing past the end of the project.						
	Unsatisfactory Partly Unsatisfactory Satisfactory Excellent Not Yet Achieve						et Achieved
1. Strategic Relevance (i)							
Rationale	The project addressed a market failure – poorly defined property rights for a fresh water fishery. It also responded to Mongolia's national emphasis on tourism development as an						



	engine of economic gro	wth. Both issues v	were successfully a	ddressed by	the client.	
2. Output Achievement (i)			\boxtimes			
	The project achieved its key deliverables at a satisfactory level. Natural resource management plans were developed for the various districts in the project area. In addition, a sustainable resource use plan was developed for a local community in the core project area.					
Rationale	This was confirmed fro					
3. Outcome Achievement (i)			\boxtimes			
,	The level of achieveme	nt of the key outco	ome – a working us	ser rights sys	tem – was at a	
	satisfactory level, with					
	In addition, a national c					
Rationale	Nature and Environment interviews with several		based on presentar	nons at a clos	ing worksnop and	
4. Impact Achievement (i)			\square	П		
4. Impact Achievement (1)	The most important imp	pact of the project		on of the tair	nen fishery in the	
	Eg-Uur Watershed. Th					
	science team of the pro					
	where healthy taimen p	-				
	project did not monitor sport fishing industry re					
	rivers, in contrast to wh					
	The obtention of a nation		ich local communi	ties can deriv	e benefits from	
Rationale	tourism is however not	100% clear.				
5. Efficiency (i)		, 66 c XX.1	1 11 16	S TOP	11 1 1	
	The project was very co watershed management					
	system, change national					
	conservation activities	going after the pro	ject. There was no	formal asses	sment of the	
	economic benefits gene					
	resulting health ecosyst economic benefits from					
	be ongoing direct benef					
Rationale					,	
6. IFC Role and Contribution (i)			\boxtimes			
	IFC was clearly innova-					
	that the private sector, I resource conservation is					
	sport fishing industry to					
	conservation would have	•	•		<u> </u>	
	was able to leverage ex					
	relationship between th However, there were tin					
Rationale	turnover in IFC staffing		ctivelless of projec	i supervision	was diffillistied by	
Post completion monitoring recommendates Results section that follows	ndation [Based on outco	me and impact inc	dicator level recom	mendation w	ithin Development	
Recommended	No					
Recommended duration for annual						
post completion monitoring	NI.	1 1				
Approach for post project completion monitoring (including estimated level	No monitoring is recon	nmended.				
of effort, resources and funding						
source)						

Development Results

			Outputs (i	.)			Ac	dd Outputs Row
					Targets (i)		Resu	lts (i)
Delete Row	Component /Activities	Discontinued (i)	Indicators (i)	Cun	nulative	Prior to Period	This Period	Cumulative
				Original	Revised			
	Collaborative Management System	⊠Data N/A	Participation of stakeholders in the management of the EUWA natural resources through the convening of natural resource councils	0.00		0.00	0.00	0.00
	Collaborative Management System	⊠Dropped	Number of entities that implemented recommended changes	0.00	2.00	3.00	0.00	3.00
	Collaborative Management System;	Dropped	Establishment of tourism carrying capacity limits	0.00		0.00	0.00	0.00
	Natural Resource Management Plan	☑Dropped	Number of entities that implemented recommended changes	0.00	1.00	9.00	0.00	9.00
	Sustainable Use Systems and Alternative Livelihoods	Dropped	Number of entities that implemented recommended changes	0.00	2.00	1.00	0.00	1.00
	Mining Activities vs. Conservation in the EUWA	⊠Data N/A	Decreased of exploration and exploitation license numbers	0.00	95.00	0.00	0.00	0.00
	Natural Resource Management Plan1	Completed	Number of entities that implemented recommended changes	2.00		1.00	0.00	1.00
	Natural Resource management Plan	☑Dropped	Number of entities that implemented recommended changes	3.00		1.00	0.00	1.00
	Collaborative management system: training of watershed councils	⊠Completed	Number of entities receiving advisory services	3.00		8.00	0.00	8.00





							Targets (i)	R	Results (i)		
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)		ne (i)		Cumulativ		Prior to Period	This Period	Cumulat -ive	Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
				Original	Revised	Original	Revised	Expect to achieve by					
	Conserved biodiversity- rich taiga riparian, forest, and prairie ecosystems	⊠Dropped	Law enforcement system is in place	0.00	4.00	0.00		Project comp	2.00	0.00	2.00	Select one	Select one
	Conserved biodiversity- rich taiga riparian, forest, and prairie ecosystems	☑Dropped	Number of entities that implemented recommended changes	0.00		0.00	5.00	Project comp	3.00	0.00	3.00	Select one	Select one
	To monetize a previously unvalued natural resource through implementatio n of a natural resource use concession and licensing system		Number of entities that implemented recommended changes	0.00		0.00	1.00	Project com		0.00	1.00	Select one	Select one
	Enforcement system: catch and release regulations developed	Completed	Number of recommended laws/regulations/amendments/ codes enacted	0.00		1.00		Project com		0.00	1.00	No	Select one
	Collaborative management	Completed	Number of community rangers trained and deployed	0.00		20.00		Project comp	17.00	0.00	17.00	No	Select one



					O	utcome (i)					Add O	outcome Row
						Ta	argets (i)	R	Results (1)		
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Cumulative		Prior to Period	This Period	Cumulat -ive	Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
	system		in joint patrols									
	Collaborative management system	⊠Completed	Creation of a new community-based watershed user rights system (Nokhorlol)	0.00		1.00	Project comp	1.00	0.00	1.00	No	Select one
	Natural Resource Management Plans Being implemented	Completed	Number of entities adopting sustainable practices based on advisory services	0.00		1.00	Project comp	9.00	0.00	9.00	No	Select one
	Concession lisencing system: concession law developed and adopted	Completed	Number of recommended laws/regulations/amendments/ codes enacted	0.00		1.00	Project comp	0.00	1.00	1.00	No	Select one

						Impacts (i)					Add I	mpacts Row
							Targets (i)	R	esults (i)		
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseli	ne (i)				Prior to Period	This Period	Cumulat -ive	Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
				Original	Revised	Original	Revised	Expect to achieve by					
	Collaborative Management System		Formation of CMS results in increased dialogue between local inhabitants and watershed decision-makers	0.00		0.00		Project comp	0.00	0.00	0.00	Select one	Select one
	Natural Resource Management	⊠Dropped	Number of entities that implemented recommended changes	0.00		0.00	1.00	Project comp	1.00	0.00	1.00	Select one	Select one



						Impacts (i)					☐ Add I	mpacts Row
							Targets (i)	R	esults (i)		
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Cumulative		ve	Prior to Period	This Period	-ive	Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
	Regime0												
	Collaborative Management Planning	Completed	Number of entities that implemented recommended changes	0.00		5.00		<1 yr post co	8.00	0.00	8.00	No	Select one
	Watershed management planning and implementatio n	Completed	Hectares of land managed sustainably	0.00		100,000.		Project comp	3,527,17 4.00	0.00	3,527,17 4.00	No	Select one
	Watershed management plan development	Completed	Number of people positively affected (indirect)	0.00		10,000.0		Project comp	31,105.0	0.00	31,105.0	No	Select one

nments on development results achieved

Comments on development results achieved	
Entire Project (including additional relevant results (positive and negative) other than those planned)	The core element of the original project was to create economic value for a natural resource (taimen and a healthy taimen ecosystem) and enable local communities to capture that value through a commercial partnership with a private sector tourism company. Much of the early project focus was on development of a national concession policy that would encourage investments and joint ventures in community-based natural resources management. In order to move the pilot community-conservation ventures to scale, national policy change was required. While these national policy reforms were not achieved, due to political circumstances beyond the control of the sponsor, the development of a devolution model ("Nokhorlol") emerged which has increased the awareness and active engagement of communities in natural resources conservation through a user rights system. Because of this model, large areas and several communities are now under new forms of participatory planning, which lay the foundations for future investments. The planning capacity improvements have been further reinforced by significant improvements in the scientific basis for sustainable management of watershed resources, particularly fisheries management. The project model is now being replicated in other watersheds with private sector and governmental support.
Reporting period since last supervision	3 months



Financial (USD):

Funding													
Original	Revised	Act	ual Expenses (i)	Outstanding	Total Expe		Funding B	Salance				
(i)	(i)				Purchase	Commite	nents						
Mar. 7,		As of	From	Total	Order	Amt	%	Amt	%				
2007		Jun. 30,	Jun. 30, 2008	Oct. 22,	Commitments								
		2008	to	2008	(i)								
Oct. 22,													
2008													
				E =		G =	H =	I =	J =				
A	В	C	D	C + D	F	E + F	G/(A,B)	(A,B)-G	I/(A,B)				
1,095,000	1,180,000	1,159,277.90	14,791.89	1,174,069.79	0.00	1,174,069.79	99.00%	5,930.21	1.00%				
Explanation	n for signific	ant variances b	etween (1) orig	ginal and revis	ed funding (A vs. 1	B) and (2) appi	roved/revised	d funding and t	otal				
expenses +	commitmen	ts(A/B vs.G)											
Revision Lo	Revision Log Funding Revised to \$0 on Jul 19, 2008												

Revision Log Funding Revised to 50 on Jul 19, 2008											
Pricing Goals (i)											
Charging for Products/Ser	vices (Yes/No	0)	No								
Charging details											
Comments			Not applicabl	e (To be revise	d by TTL)						
Describe the key factors in structure. If No selected a											
Fees/Contributions	Î										
	Original (i)	Revised (i)		Receipt	s(i)		Fees/Contrib Balanc				
	Mar. 7, 2007		As of Jun. 30, 2008	From Jun. 30, 2008 to Oct. 22, 2008	Total Oct. Amt %	Amt	%				
	A	В	С	D	E = C + D	F = E/(A,B)	G=(A,B)-E	H=G/(A,B)			
Cash Fees from Recipients	0	0	0.00	0.00	0.00		0.00				
In-Kind Contributions	0	0	139,614.63	0.00	139,614.63		-139,614.63				
Other	950,000	950,000	898,139.00	0.00	898,139.00	95.00%	51,861.00	5.00%			
	Explanation for significant variances between (1) original and revised fees/contributions (A vs. B) and (2) approved/revised fees/contributions and related total receipts (A/B vs. E)										
Revision Log											

WB	S Status							Add WBS Row
Dele	te Discor	- WBS element	Name	Closed	Expected/	Outstanding	Outstanding	Comments
Rov	v tinue	l			Actual	commitments	Fees	
(i)	(i)				close date			
		IFC-00503476-	Mongolia:	Yes	Oct. 22, 2008	0.00	0	-
		BF000107-M7	Eg-Uur					



WBS S	WBS Status												
Delete	Discon-	WBS element	Name	Closed	Expected/	Outstanding	Outstanding	Comments					
Row	tinued				Actual	commitments	Fees						
(i)	(i)				close date								
			Watershed										
			Conservation										
			Initiative										

Timeline:

Delete	Key Activities for Reporting Period	Activity Status	Timeline	Add Timeline Row
Row				
(i)				

Explanation	for delays	in start and	or completion	of kev	activities and	resulting	impact on	overall	project t	imeframe.
Dapiananon	joi aciays	in start and	or compiciton	oj ne y	activities and	resulting	impact on	Overan	projecti	inicji anic.

Consultants:

Delete Row	Consultant Name/Firm	Expertise/Comments	Add Consultant Row
(i)			

Project Team:

Core Team Members	Primary	Proxies
Transaction Leader	Juan Jose Dada	Thanh Thuy T. Nguyen, Florence E. Navarro, Maria Christina S. Javier, Vinitha R. Jayalal, Diana Mirzakarimova, Nazira Abdukhalilova, Maria del Rosario Rojas
Monitoring and Evaluations Officer	Baljit Wadhwa	Thanh Thuy T. Nguyen, Shir Ashar Naveh
Finance Officer	Nazira Abdukhalilova	CES Finance and Budget Team
Team Assistant	Maria Christina S. Javier	Vinitha R. Jayalal
Other Team Members	Cecilia Lim, David William Lawrence, Michael Knight Ipson, OEG Monitoring	
Management Team	Primary	Proxies
Unit Line Manager	Catherine Cruveillier Cassagne	
Unit Manager	Monika M. Weber-Fahr	Annie Go Dizon, Thanh Thuy T. Nguyen, Stacy A. Swann

Additional Comment(s):

Review and Approval Status:

TL/M&E/FinO Initiate Completion - Initiate Completion by Baljit Wadhwa at 01/31/2009 04:57:57 PM

Comment: Cleared

Unit Line Manager Clear - Cleared to Unit Manager by Catherine Cassagne at 02/03/2009 06:21:46 PM

Comment: Overall well written and interesting lessons learned which will be included into a larger knowledge management initative later

on on eco-tourism projects.



Unit Manager Approve - Approved by Monika M. Weber-Fahr at 02/10/2009 09:35:04 AM Comment: Good PCR. Only question: Should there not be a follow-up activity by way of knowledge sharing/launch/also across IFC? While important for biodiversity locally, the project may have never been of strategic relevance for IFC - but clearly IFC could play a role.