



UNDP/GEF project “Integrated Natural Resource Management in the Baikal Basin Transboundary Ecosystem”

Russian Federation and Mongolia

Management Arrangements

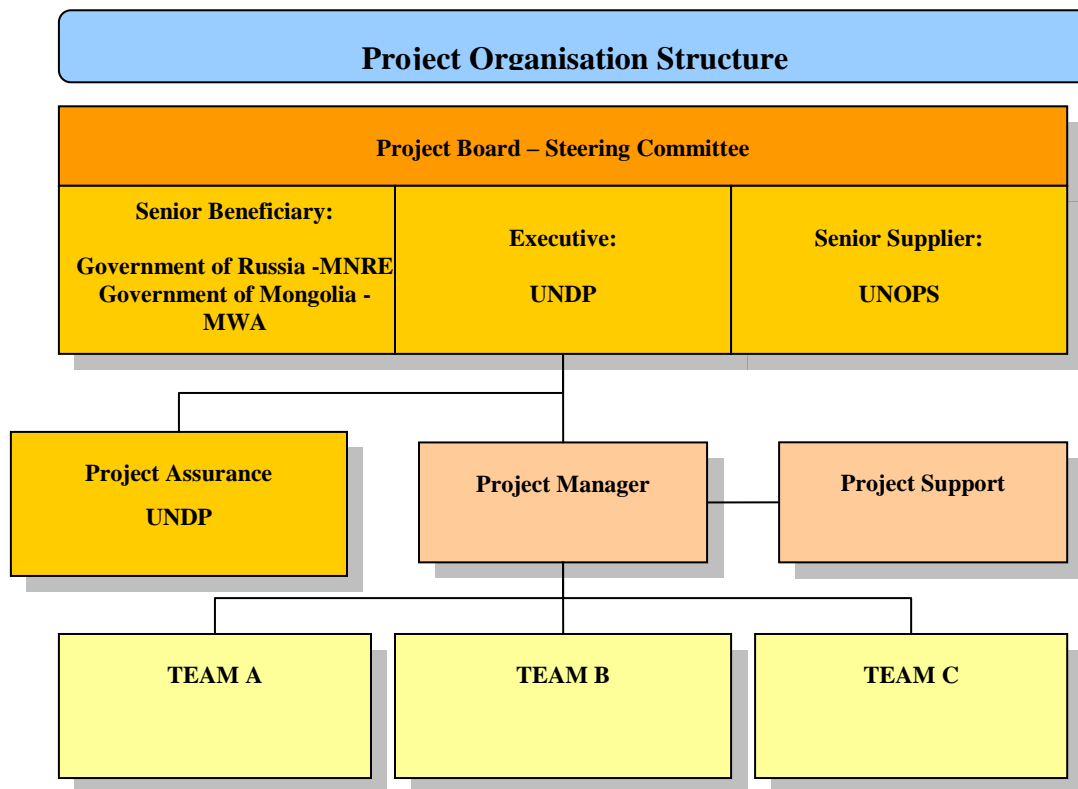
1. The project will be implemented by UNDP. The UN Office for Project Services (UNOPS) serves as Implementing Partner for the project. In addition to budget management and expenditures control, UNOPS responsibilities include hiring and administration of international and local personnel, procurement of goods and service, travel arrangements and other miscellaneous support as required.

2. A Project Management Unit (PMU) will provide the day-to-day management and coordination function for project activities. A Project Manager (PM) will oversee the PMU. The PM will have strong project management experience, multidisciplinary skills, fluency in English and Russian (Mongolian would be a benefit), and will preferably have experience in the region and a background in natural resources management and environmental management. The PM will report to UNOPS, to the UNDP Lead Office and to the UNDP-GEF Regional Technical Advisor located in Bratislava.

3. The core of the PMU will be located in the Republic of Buryatia in Ulan Ude, Russian Federation, and staffed by a Project Manager (PM), a Aquatic Bioresources Expert (ABE), a Finance Officer (FO), and one Project Administration and Logistics Assistant (PAL) providing support to the PM. All PMU staff will be recruited at the national level. The Government of the Russian Federation, Government of Mongolia, and GEF will co-fund the PMU. The Russian Federation will provide office space and furniture necessary for the functioning of the PMU. The GEF will fund PMU staff costs and minimal office equipment and operating costs. Two technical Country Directors will be part of the PMU, one for Mongolian (TCD-M), outposted in Ulaanbaatar, in an office provided by the Government of Mongolia (MNET or Water Authority) and one in Moscow in the Center of International Projects (CIP).

4. The PMU will need to be able to exercise a considerable degree of financial independence for it to operate effectively, particularly with respect to local contracting and the executing agency will design the necessary administrative arrangements to support this. National and international consultants, when required, will be assisting the PMU.

5. The project will be guided by a Project Board/Steering Committee (SC) comprised of the representatives of both countries, UNDP, UNOPS and other donors and partners. On the Russian side, the SC will include representation from the Baikalvodresurs, MNRE, Ministry of Sport, Tourism and Youth Policy and representatives of Republic of Buryatia, Irkutsk Oblast and Zabaikalsky Krai. On the Mongolian side, the SC will include representation from the MNET, the Water Authority of Mongolia, Ministry of Mineral Resources and Energy, and one Aimag. The SC will provide guidance based upon project progress assessments and related recommendations from the PMU. The SC will review and approve annual project reviews and workplans, technical documents, budgets and financial reports. The SC will provide general strategic and implementation guidance to the PMU. It will meet annually, and make decisions by consensus. The specific rules and procedures of the SC will be decided upon at the project inception meeting.



Project Board/Steering Committee is responsible for making management decisions for a project in particular when guidance is required by the Project Manager. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP Project Manager.

The Board contains three distinct roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group.
 - *e.g. Representative of the Government Cooperating Agency or UNDP*
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned, which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
 - *e.g. Representative of the Implementing Partner and/or UNDP*
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
 - *e.g. Representative of the Government or Civil Society.*
- 4) **The Project Assurance** role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.
 - *e.g. A UNDP Staff member typically holds the Project Assurance role.*

6. The success of the project implementation is dependent upon strong project guidance, coordination and advocacy from the SC. The PMU which will be responsible for arranging SC meetings, providing materials to members prior to the meeting, and delineating a clear set of meeting objectives and sub-objectives to be met.

7. **Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

8. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF will also accord proper acknowledgment to GEF.