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ROAD MAP FOR THE ESTABLISHMENT OF MONGOLIA'S MULTI-STAKEHOLDER SUSTAINABLE CASHMERE PLATFORM

Final Recommendations
Oct 2019



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ACRONYMS

ADB	Asian Development Bank
ALMGAC	Agency for Land, Management, Geodesy and Cartography
AVSF	Agronomes et Vétérinaires Sans Frontières
EBRD	European Bank for Reconstruction and Development
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
GCP	UNDP Green Commodities Program
NAMEM	National Agency for Meteorology and Environmental Monitoring
NFPUG	National Federation of Pasture User Groups
MBA	Mongolian Bankers Association
MET	Ministry of Environment and Tourism
MNF	Mongolia Noble Fibre
MOFALI	Ministry of Food, Agriculture and Light Industry
MSFA	Mongolian Sustainable Finance Association
MWCA	Mongolian Wool and Cashmere Association
PUG	Pasture Users Group
SDC	Swiss Agency for Development and Cooperation
SFA	Sustainable Fibre Alliance
TE	Textile Exchange
UNDP	United Nations Development Programme
WCS	Wildlife Conservation Society

1. ROAD MAP SUMMARY

Platform Objectives	<ul style="list-style-type: none"> • To formulate and implement a collective action plan that addresses the root causes limiting the sustainability of cashmere in Mongolia; • To work alongside government to ensure a strong and coherent legal and institutional framework for sustainable cashmere in Mongolia; • To establish partnerships and coordinated investments and actions that accelerate current efforts to advance the sustainability of cashmere production and processing in Mongolia; • To position Mongolia as a global leader for sustainable cashmere.
Platform Principles of Engagement	<ul style="list-style-type: none"> • Action and results oriented • Transparency • Inclusive engagement • Shared learning • Mutual respect • Honest commitments • Collaborative leadership • Adaptive planning
When?	<ul style="list-style-type: none"> • 2019 design (scoping, preparation, formalisation) • Launching of the platform in Q1 2020 • Collective action plan formulation and finalization 2020 – 2021 (dialogue phase) • Implementation of the collective action plan 2022 – 2027
How?	<p>Platform Steering Committee with eight organisations: meet on a quarterly basis during platform lifecycle</p> <ul style="list-style-type: none"> - Office of the President of Mongolia - Mongolian Wool and Cashmere Association – MWCA - Mongolian National Federation of Pasture Users Group – NFPUG - Ministry of Agriculture and Light Industry – MOFALI - Ministry of Environment and Tourism – MET - United Nations Development Programme – UNDP - Food and Agriculture Organisation of the United Nations – FAO - Advisory Committee representative (one organisation rotating)
	<p>Platform Management Unit - four staff</p> <ul style="list-style-type: none"> • Platform Manager • Cashmere Value Chain Specialist • Communication Manager

	<ul style="list-style-type: none"> • Admin & Logistics Support <p>Platform team to sit with the Mongolian National Federation of Pasture Users Group of Herders.</p> <p>Plenary meetings: at least two in-person meetings per year</p> <p>Six National Technical Working Groups: at least four meetings per year for each group during dialogue phase (TWG meetings can be virtual or face to face) – Chair and Vice Chair on voluntary basis to be elected by TWG members during first meeting</p> <ul style="list-style-type: none"> - Consensus on Sustainability - Market Access - Capacity Building - Incentives and Financing (one sub-group on Access to Finance and one sub-group on developing an investment vehicle) - Enabling Environment - Technology <p>One International Buyers Group to be led by Textile Exchange (with diverse representation of international companies) to ensure adequate linkages between national dialogue and international market requirements.</p> <p>Platform Advisory Committee to ensure the platform builds adequately on the work already conducted by existing sustainable cashmere initiatives.</p> <ul style="list-style-type: none"> - Sustainable Fibre Alliance (SFA) - Green Gold Animal Health Project (GG AHP) - Wildlife Conservation Society (WCS) - Agronomes et Vétérinaires Sans Frontières (AVSF) <p>Background studies to be conducted to help inform collective action plan formulation</p> <p>Topics to be considered include: (i) Sustainable cashmere standards benchmarking, (ii) defining common metrics for outcome/impact, (iii) integration of sustainable production into branding framework for Mongolian cashmere (Mongolian Noble Fibre), (iv) investment vehicle best practices and development, (v) Technology and Innovation, others as defined appropriate by platform stakeholders.</p>
Budget	<p>2020: US\$256,450</p> <p>2021: \$274,850</p> <p>TOTAL: \$531,300 for dialogue phase</p> <p>During the dialogue phase, development by the platform of an investment vehicle/financial model (based on the principle of public/private match funding) for the implementation of the collective action plan (2022 – 2027)</p>
Sources of Funding	<p>UNDP ENSURE Programme (“Ensuring Sustainability and Resilience of Green Landscapes in Mongolia”) supported by GEF to provide funding for 2020 budget</p> <p>Co-financing options are currently being explored for Year 2 budget (2021) with the following organisations: EU, ADB, EBRD, FAO, SFA, government and private sector.</p>

Platform targets 2020	<ol style="list-style-type: none"> 1. Platform Team recruited and fully operational; 2. Mongolia's Sustainable Cashmere Platform launched; 3. Steering Committee for the platform is operational; 4. Communications and media strategy/plan approved and platform website is operational; 5. Independent studies on (i) standards benchmarking and common indicators (ii) integrating sustainable production into Mongolian Noble Fibre completed; 6. Collective vision for sustainable cashmere agreed (signed statement of intent by key partners publicly advocated); 7. Technical Working Groups are established and functional; 8. Funding secured for platform operations in 2021.
Platform targets 2021	<ol style="list-style-type: none"> 1. Two multistakeholder plenary meeting conducted; 2. Additional studies prioritised by platform stakeholders completed (e.g. investment vehicle/business model, integrated tools for collective action); 3. Revised policy documents and concerned regulations to link sustainable cashmere production into Mongolian Noble Fibre; 4. Draft Collective Action Plan and budget prepared and consulted upon; 5. Agreement on new incentives and financing mechanisms to support herders and implement the collective action plan (2022-2027); 6. Collective Action Plan and budget is finalized and approved; 7. Multi-Stakeholder monitoring committee set-up to monitor implementation; 8. Two new Public-private Partnerships established as a result of platform dialogue.

2. BACKGROUND

Initial consultations on the potential to establish a structured national dialogue for collective action on sustainable cashmere in Mongolia started in January 2019 as part of advocacy work associated with the UNDP pilot project on “Sustainable Cashmere Value Chain” funded by UNDP’s Country Investment Facility¹.

A number of formal and informal meetings were conducted by UNDP with key stakeholders in Mongolia and internationally together with two specific studies:

- A ‘supplier-side analysis’ comparing existing initiatives related to “sustainable cashmere” in the country (Green Gold Animal Health Project, SFA, ADB, WCS, AVSF and UNDP);
- A ‘demand-side analysis’ interviewing key buyers and users of cashmere from across the spectrum of brands and companies to consolidate what their requirements and needs are from the demand side for sustainably sourced cashmere.

Both studies clearly called for stronger multi-stakeholder collaboration mechanisms to be established in order to address in a more systemic manner some of the key challenges currently facing the sector.

UNDP then organized a one-day conference on “Multi-stakeholder Collaboration for Systemic Change” on 12 June 2019 in Ulaanbaatar in partnerships with AVSF, MOFALI and other key organisations. About 100 participants representing the government, development partners, industry associations, domestic and international supply chain actors, as well as herders’ representatives participated.

The objectives of the conference were:

- To advance positioning Mongolia as a leading producer of sustainable cashmere by accelerating current efforts;
- To support the Government of Mongolia in the implementation of its cashmere programme from a sustainability perspective;
- To jointly identify best mechanisms available for national dialogue and collective action for sustainable cashmere in Mongolia.

¹ UNDP’s Country Investment Facility 2018 – 2019 is a catalytic facility for growth and business development of UNDP Country Offices to diversify partnerships. The facility targets areas of visionary interest and innovation looking at novel approaches to digitalization technology and modernisation that underpin UNDP’s work. In June 2018, UNDP Country Office in Mongolia was awarded with the facility to implement a project to address pastureland degradation while encouraging inclusive business through greater engagement with the private sector.

Participants agreed during the day on a list of priority themes for aligning interest in the future as well as for UNDP to start developing a road map for a multi-stakeholder platform on sustainable cashmere. Annex 1 presents in more detail the agreement reached during the June conference.

A first draft of the road map was prepared in July 2019, and open for consultation and further elaboration with conference participants and other interested parties during the summer. In September 2019, a follow-up consultation meeting has been organized by UNDP in Ulaanbaatar with around 50 participants in order to discuss face to face the first draft of the road map and make recommendations for its finalisation.

On the basis of these various consultations, this report presents UNDP's final proposal for the establishment of Mongolia's Sustainable Cashmere Platform by looking at platform objectives, principles of engagement, decision-making mechanisms, consensus building mechanisms, platform team, budget and immediate next steps.

This proposal aims to provide direction to the group about how to move forward on coordinated action and investments on sustainable cashmere in Mongolia. It is based under the assumption of adaptive planning, meaning developing plans based on the present situation and adjusting them as the situation changes. Essentially it is "responsive" rather than "prescriptive". Therefore, some of the methodology proposed here will evolve with the platform on the basis of the principle of collaborative leadership and recommendations of the platform participants².

² Planning for the future platform involves engaging stakeholders to work out what change is needed and exploring how to bring that change about. This is not always easy, as stakeholders may disagree on both what and how. Adaptive planning aims to avoid cumbersome discussions about "the plan to be agreed on" and uses the planning process itself to help participants agree step-by-step on what is needed. Instead of a detailed master plan in the early stages, a roadmap is being developed with stakeholders that shows the end goal (i.e. coordinated action plan and investments) and proposes several pathways that can help the group move towards that goal. Decision on which pathway to use will be made later based on feedback and testing (see [MSP guide: how to design and facilitate Multistakeholder partnership. 2016. Wageningen University](#) for further information on adaptive planning)

3. PROPOSAL

3.1 Platform Objectives

1. To formulate and implement a collective action plan that addresses the root causes limiting the sustainability of cashmere in Mongolia;
2. To work alongside government to ensure a strong and coherent legal and institutional framework for the sustainability of cashmere production in Mongolia;
3. To establish partnerships and coordinated investments and actions that accelerate current efforts to advance the sustainability of cashmere production and processing in Mongolia;
4. To position Mongolia as a global leader for sustainable cashmere production.

3.2 Principles of Engagement

- Action and results oriented
- Transparency
- Inclusive engagement
- Shared learning
- Mutual respect
- Honest commitments
- Collaborative leadership
- Adaptive planning

It is important to note that the platform should not be seen as another “project” but as a national-level umbrella mechanism with collaborative leadership.

3.3 Decision-Making Mechanisms

Platform Steering Committee

Role	<p>To take both practical and final decisions, to maintain momentum and keep the work moving forward. Responsibilities include:</p> <ol style="list-style-type: none"> 1. Approve platform vision/mission and objectives; 2. Approve platform processes and work plans; 3. Approve platform communication strategy and communication materials; 4. Review and approve draft versions of the collective action plan; 5. Approve the final collective action plan; 6. Act as ambassadors for the platform; 7. Attend and present at plenary meetings; 8. Support securing the involvement of important stakeholders; 9. Support the Platform Management Unit. 		
Frequency	<p>Meet regularly throughout the process - ideally on a quarterly basis</p> <p>Two meetings per year minimum</p> <p>Operates on the basis of consensus-based decision making, which means all efforts are taken to reach agreement.</p>		
Proposal		Primary Representative	Secondary Representative
	Office of the President of Mongolia	Economic and Industrial Policy Advisor to the President	To be decided
	Mongolian Wool and Cashmere Association (MWCA)	Executive Director	Director
	Mongolian National Federation of Pasture User Groups of Herders (NFPUG)	Executive Director	Director
	Ministry of Food, Agriculture and Light Industry (MOFALI)	Minister/Vice Minister	Director
	Ministry of Environment and Tourism (MET)	Minister/Vice Minister	Director

	UNDP	UNDP Resident Representative	Deputy UNDP Resident Representative
	FAO	FAO country representative	FAO deputy representative
	Advisory Committee representative (on a rotating basis)	Country Director	Head of Programmes/ equivalent
Rationale	<p>It is proposed here to limit the membership to eight organisations in order to ensure a manageable decision-making body. While it could be argued that other key organisations could also be part of the Steering Committee we feel that it could make decision-making overly complex. These organisations should, nonetheless, play a leading role in Technical Working Groups and/or be part of the Advisory Committee as appropriate. In particular, the following were taken into consideration for the Steering Committee:</p> <ul style="list-style-type: none"> - No individual representation from domestic cashmere companies as they will be represented through the Mongolian Wool and Cashmere Association. Individual domestic cashmere companies will also be fully represented in plenary meetings and various Technical Working Groups. - No individual representation from international buyers, as the SC meet at domestic level and it can prove logistically challenging to include international actors based outside of Mongolia. The proposed International Buyers Group will ensure that the voice of international buyers is constantly taken into account in the process. Regular communications will also be established before and after SC meetings with the International Buyers Group. Finally, individual companies will also be represented in plenary meetings and different Technical Working Groups. - It is important to ensure that existing sustainable cashmere projects are also closely involved in decision-making. Accordingly, a representative of the Advisory Committee is included on a rotating basis in order not to give a specific advantage in terms of decision-making to one organisation over the other. <p>An example of ToR for the Platform Steering Committee is presented in Annex 2.</p>		

3.4 Consensus Building

Plenary Meetings

Role	Consensus building multi-stakeholder forum Provide inputs on a draft Collective Action Plan	
Frequency	Two plenary meetings per year Plenary meetings are in-person meetings in Mongolia	
Proposal	Government <ul style="list-style-type: none"> • Office of the President • Ministry of Agriculture and Light Industry (MOFALI) • Ministry of Environment and Tourism • Ministry of Foreign Affairs (e.g. TRAM project) • Mongolian Agency for Standardisation and Metrology (MASM) • National Agency for Meteorology and Environmental Monitoring (NAMEM) • Agency for Land, Management, Geodesy and Cartography (ALMGAC) • Veterinary Agencies • National Statistic Office • Aimag/Soum representatives • Any other relevant/interested institutions 	Private Sector <ul style="list-style-type: none"> • Mongolian Wool and Cashmere Association • Mongolian National Federation of Pasture Users Group (and aimag/soum representatives as appropriate) • Domestic companies • International brands and retailers • Middlemen representatives • Mongolian National Chamber of Commerce and Industry • Mongolian Bankers Association (MBA) • Mongolian Sustainable Finance Association (MSFA/ToC) • Domestic banks for access to finance (e.g. Khaan Bank, Khas Bank, etc.) • Any other relevant/interested organisations

	<p>Development Partners</p> <ul style="list-style-type: none"> • SDC • EU and its member states • FAO • ADB • UNDP • EBRD • Government of Japan • Any other relevant/interested organisations 	<p>Civil Society Organisations</p> <ul style="list-style-type: none"> • AVSF • WCS • WWF • Textile Exchange • Nature Conservancy • SFA • Centre for Policy Research (CPR) • Zoological Society of London • Technology organisations (development institute of light industry, Blockscalesolutions, Digital medic, etc.) • Universities and research organisations • Any other relevant/interested organisations
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Technical Working Groups

Role	to provide expertise, learning, research and recommended solutions/actions for the national action plan within their specific technical area, after agreeing on root causes of unsustainable production – all within their specific technical area.
Frequency	<p>Can be virtual (e.g. webinar) or face to face meetings</p> <p>Meet throughout the process of action plan formulation</p> <p>Meet four times per year minimum</p>
Proposal	<p>Subset of plenary - also multi-stakeholder composition</p> <p>Ideally around 15 people - with minimum 10 to maximum 30 people per working group - voluntary (rely on willingness of organisations to participate)</p> <p>Each Technical Working Group is led by Chair/Vice-Chair (or Co-Chair) to be defined and agreed during the first meeting based on voluntary interest.</p> <p>May set up sub task forces if needed</p>

	Results of Technical Working Groups are presented and aggregated during plenary meetings		
	Group	Example of topics to be addressed	Potential Chair (example only)
	Consensus on Sustainability	<p>Common definition for existing code of practice, standard.</p> <p>Benchmarking of standards</p> <p>Definition of common set of outcome-based indicators/ metrics</p> <p>Explore opportunities for landscape/jurisdiction outcome-based verification model</p> <p>Explore full value chain – not only production but processing as well</p> <p>Other topics as appropriate</p>	UNDP (Chair – neutral)
	Capacity Building	<p>Development of national (harmonised) training programme for herders</p> <p>Capacity building for PUGs, Soum Association of PUGs and herders marketing cooperatives</p> <p>How to ensure herders have more voice/engagement/inclusion/empowerment</p> <p>Research and development</p> <p>Capacity building/awareness raising programme for MWCA & domestic companies on sustainability requirements</p> <p>Capacity Building/awareness raising programme for government on sustainability requirements</p> <p>Programme for future university students</p> <p>Other topics as appropriate</p>	<p>MNFPUG (Chair for capacity building for herders)</p> <p>MWCA (Co-Chair for capacity building programme for domestic companies)</p>
	Market Access	<p>Quality (across value chain – not only production)</p> <p>Traceability models</p> <p>Value addition</p> <p>Competition from China</p>	MWCA/MNPUGs

		<p>Preferential sourcing for sustainability</p> <p>Country branding/integration of sustainability at production level into Mongolian Noble Fibre</p>	
	Incentives and Financing	<p>Two specific sub-groups:</p> <ul style="list-style-type: none"> - Access to finance framework with close involvement and organisations who are already providing finance to herders (Khas SDC GG AHP and MNPUGs experience, Khaan bank, SFA's experience) and domestic processor (ADB, EBRD, government) - Development of broader investment vehicle (on the basis of public/private matchfunding) looking at funds to support capacity building, community infrastructure, price premium, etc. <p>Other topics as appropriate</p>	<p>Expert organisations</p> <p>Mongolian Sustainable Finance Association - MSFA/ToC (for access to finance sub-group)</p>
	Enabling Environment	<p>Legislation, regulatory framework, enforcement mechanisms</p> <p>Review policies that incentivize overgrazing, policies associated with domestic protection, subsidy schemes, Local Development Fund, price setting, etc.</p> <p>Government financial incentives to reward good performance (local development fund, etc.)</p> <p>Stronger integration of sustainability in National Cashmere Programme and adoption of rangeland law</p> <p>Other topics as appropriate</p>	<p>MOFALI</p> <p>ALMGAC (co-chair for reviewing policies on rangeland protection, local development fund, etc.)</p>
	Technology	<p>Development of collaborative, innovative and integrated tools as catalyst for change³ for:</p> <ul style="list-style-type: none"> - Traceability (see Green Gold AHP and MNPUGs development of Responsible Nomads with MoFALI and Digital Medic, 	<p>Expert Organisation</p>

³ For example, it is proposed to put emphasis on devising an ecosystem of interoperability and open data standards for key information that will feed into any kind of national measurement, verification and reporting scheme.

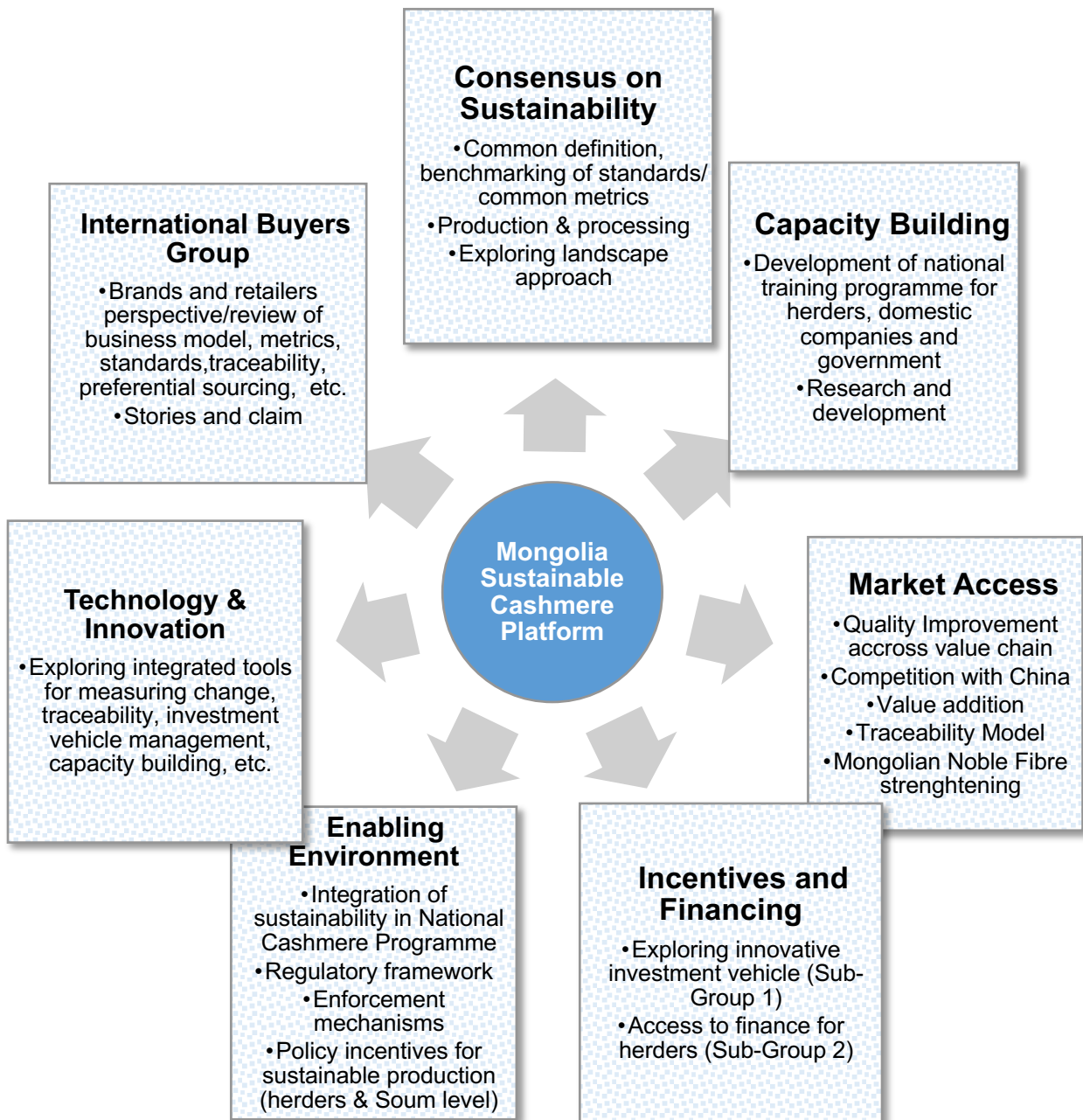
		UNDP with Blockscales Solutions, etc.). Traceability to be looked in priority <ul style="list-style-type: none"> - Future investment vehicle - Impact measurement and reporting - Capacity building for herders Other topics as appropriate	
	International Buyers Group	Ensure linkages between national dialogue and international market requirements Stories and Claim Review of collective business model proposal Negotiation for future investment vehicle, etc. Other topics as appropriate	Textile Exchange ⁴

As there will be many overlaps between working groups, it will be key to establish the appropriate communication channels and feedback mechanisms between the different TWGs and the International Buyers Group (e.g. how information is shared, consistency of approaches ensured, alignment of goals, etc.). This will be defined in a more detailed TOR for Technical Working Group before the first plenary meeting of the platform in 2020 where the official formation of the Technical Working Groups is planned.

Based on feedback received, there is also general agreement among stakeholders that the platform should prioritise the topic of “Consensus on Sustainability” at the beginning of the dialogue stage in order to then address the other topics. There is also wide support to explore a landscape approach in the future (see Annex 4 for an example).

⁴ The Sustainable Fibre Alliance is also convening international buyers on the topic of sustainable cashmere (working with existing SFA’s code of practices). In order to establish the necessary connection and build on existing work, it will be important to ensure that the Platform International Buyers Group include a number of SFA industry members and ideally representatives from SFA’s Board of Trustees (Burberry PLC or Johnston’s of Elgin)

Figure 1: Proposal for Technical Working Groups (face to face/virtual meetings on needs basis)



Advisory Committee

In addition to the Platform Steering Committee, Plenary Meetings and Technical Working Groups, a specific group of advisors is also proposed to ensure the platform builds adequately on all of the excellent work currently conducted by existing Sustainable Cashmere initiatives. The existence and composition of this group is transparent (on the platform website) and the members have direct access to the Steering Committee (through a rotating representation) and Platform Management Unit. The Advisory Committee makes recommendations to the Steering Committee. The Advisory Committee also plays an active role in the different Technical Working Groups.

Proposal includes the following organisations/individuals:

- Sustainable Fibre Alliance (Country Director and key expert)
- Wildlife Conservation Society (Country Director and key expert)
- Green Gold Animal Health Project (Project Manager and key expert)
- Agronomes et Vétérinaires sans Frontières (Country Director and key expert)

Background Studies

To support the work of the different Technical Working Groups and the development of the collective action plan, a number of specific studies would be needed. An initial proposal is presented in the table below according to priority topics. ToR for the background studies are prepared by the Platform Management Unit, discussed at respective Technical Working Groups and thoroughly reviewed by the Advisory Committee members. The Platform Management Unit will provide all necessary support to experts providing background information and data and ensuring coordination with the required partner organisations.

All studies will require extensive stakeholder consultations in Mongolia.

2020	Study	Topics	Who?
	Benchmarking of existing standards	Detailed comparison of existing sustainability standard and code of practice for cashmere using ISEAL sustainability benchmarking good practice guide (2019) Comparison with ISEAL best practices codes (e.g. standard setting code,	Expert and neutral organisation

		<p>assurance code, impacts code)</p> <p>Provide clarity on the concept of sustainable cashmere production</p> <p>Recommendations for alignment/ benchmarking to be presented to Advisory Committee/Technical Working Group working on consensus on sustainability/International Buyers Group</p>	
	Common Indicators	<p>Detailed comparison of existing outcomes-based indicators being used</p> <p>Recommendations for four to five national indicators to be used collectively in the future to be presented to Advisory Committee/ Technical Working Group working on consensus on sustainability/International Buyers Group</p>	Expert Organisation (to be combined with first study)
	Integration of sustainable production into Mongolian Noble Fibre	<p>Assess how best to integrate the concept of sustainable production into existing country branding strategy (Mongolian Noble Fibre currently focused on processing level) – building on study conducted in 2020 regarding benchmarking of standards and definition of common indicators</p>	Expert Organisation
2021	Investment Vehicle	<p>Assessment of global best practices regarding establishment of investment vehicle, emerging incentive mechanisms developed in Mongolia for sustainable cashmere, and associated incentive schemes for other sustainable commodities and recommendations for Technical Working Group on investment vehicle/International Buyers Group</p>	Expert Organisation
	Technology	<p>Development of integrated tools for collective action</p> <p>Once business model is defined – development of integrated tool for investment vehicle, impact measurement and reporting, traceability, capacity building, etc.</p> <p>Recommendations for TWG on technology/International Buyers Group</p>	Expert Organisation

An example of what a potential “business model for collective action” could look like – as a result of Technical Working Group discussion and information provided by background studies is presented in Annex 4.

Please note that this is just an example to inform readers of where areas of collaboration could be specifically developed (e.g. benchmarking standards, capacity building, developing a common set of impact indicators, joint incentives mechanisms, etc.). The future business model for collective action will have to be developed directly by the members of the platform.

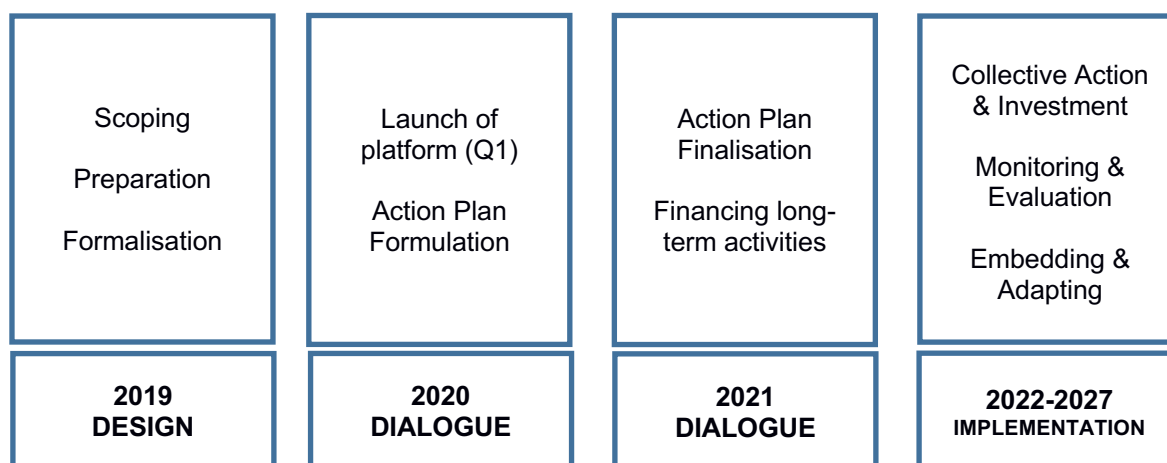
3.5 Platform Team

Platform Team	The success of a national commodity platform hinges mostly on the team of people managing it. The team as a collective needs to provide sector expertise with a strong commodity network (Cashmere Value Chain Specialist), management, process and relationship building skills with a professional non-bias and fully objective background (Platform Manager), strategic and hands-on communications skills and experience with multiple audiences (Communications Manager). This team is supported by an Admin/Logistics support officer. Detailed ToR for the platform team will be made available in Q4 2019 (see next steps)
Location	Ideally, the platform team should be located within an existing institutional structure to ensure long-term ownership. Proposal is for the platform team to sit within the National Federation of Pasture User Groups (NFPUG)
Training	Good growth conference – UNDP Green Commodity Community UNDP Green Commodities Programme induction Ongoing training/support mechanisms by senior advisor from UNDP GCP
Reporting	Platform team report to the Platform Steering Committee/UNDP Country Office

3.6 Platform Lifecycle/Timelines

The different stages and key milestones for the Mongolian Sustainable Cashmere Platform are presented in figure 2 below (with more detailed timelines provided in the next steps section)

Figure 2: Mongolian Cashmere Platform Stages and Key Milestones



3.7 Estimated Budget 2020-2021

The proposed budget for the platform is presented in Annex 2 (excel document). This is based on a generic budget developed by the Green Commodities Programme adapted to local realities cost and timing of the different activities in 2020 and 2021.

Year 1 – 2020	\$256,450
Year 2 – 2021	\$274,850
Total	\$531,300

Funding Sources

UNDP can already confirm the availability of funding for Year 1 from the UNDP ENSURE program (Ensuring Sustainability and Resilience of Green Landscapes in Mongolia) funded by GEF. In addition to the support from ENSURE, UNDP is currently exploring co-financing options for Year 2 with the following organisations: EU, ADB, EBRD, FAO, SFA, Government of Mongolia and the private sector.

3.8 Platform Key Targets

Year 1 – 2020	<ol style="list-style-type: none"> 1. Platform Team recruited and fully operational; 2. Mongolia's Sustainable Cashmere Platform launched; 3. Steering Committee for the platform is operational; 4. Communications and media strategy/plan approved and platform website is operational; 5. Independent studies on (i) standards benchmarking and common indicators (ii) integrating sustainable production into Mongolian Noble Fibre completed; 6. Collective vision for sustainable cashmere agreed (signed statement of intent by key partners publicly advocated); 7. Technical Working Groups are established and functional; 8. Funding secured for platform operations in 2021.
Year 2 – 2021	<ol style="list-style-type: none"> 1. Two multistakeholder plenary meeting conducted; 2. Additional studies prioritised by platform stakeholders completed (e.g. investment vehicle/business model, integrated tools for collective action); 3. Revised policy documents and concerned regulations to link sustainable cashmere production into Mongolian Noble Fibre; 4. Draft Collective Action Plan and budget prepared and consulted upon; 5. Agreement on new incentives and financing mechanisms to support herders and implement the collective action plan (2022-2027); 6. Collective Action Plan and budget is finalized and approved; 7. Multi-Stakeholder monitoring committee set-up to monitor implementation; 8. Two new Public-private Partnerships established as a result of platform dialogue.

4. IMMEDIATE NEXT STEPS

A number of activities are required before being able to officially launch the platform during the first quarter of 2020. The table below presents these immediate next steps together with timelines, lead organizations and associated comments.

2019

STEPS	TIMELINES	LEAD	COMMENTS
Road Map Final Recommendations (English and Mongolian)	31 Oct	UNDP GCP + UNDP Mongolia	Disseminate the road map with the full list of stakeholders
Development of statement of support for platform from international buyers	15 Oct	UNDP GCP + Textile Exchange	To be signed during annual TE conference
Prepare the Draft of the Platform Work Plan 2020-2021	By end of November	UNDP GCP + UNDP Mongolia	Integrate the Platform Work Plan 2020 with the UNDP ENSURE work plan 2020
Securing funding for Platform dialogue phase (2020-2021)	By 15 Dec	UNDP Mongolia	Exploring co-financing options with government, private sector, donors
121 consultation with key partner organisations	Oct to Dec	UNDP Mongolia (National stakeholders) UNDP GCP (International stakeholders)	Continue building the business case for the platform - Resolve uncertainties – Agree on role to be played in the platform by each organisation, opportunities for co-financing, etc.
ToR for governance structure, Platform Manager and Communications Manager	By 30 Oct	UNDP GCP	TOR For Steering Committee, Platform Manager
Recruitment process for Platform Manager and Communications Manager	19 Nov to 20 Jan	UNDP Mongolia	Start recruitment process in time to ensure Platform Manager can be under contract in January 2020
Head hunting for future platform team	Oct to Dec	UNDP Mongolia with support from key partners	Support needed from all partners to find the best candidates for the team

2020 - 2021

Platform Manager and Communications Manager on Contract	Jan	UNDP Mongolia	
Training of Platform Manager and Communications Manager	Jan	UNDP GCP + UNDP Mongolia	Induction Program for new platform team on multi-stakeholder partnerships methodology
Preparation of the detailed 2020 Platform Work Plan	Jan	UNDP Mongolia/Platform Manager	
ToR for Cashmere Value Chain Specialist	Jan	Platform Manager + UNDP GCP	
ToR for Standard Benchmarking & Common Indicators Study	Jan	Platform Manager + UNDP GCP	
Head hunting for benchmarking expert	Jan	Platform Manager + UNDP GCP with support from key partners	
Recruitment of Cashmere Value Chain Specialist	Jan to Mar	UNDP Mongolia	
Clarify and agree with each organization on appointing both primary and alternate members of the SC	Jan	Platform Manager	How to formalize the SC? Who will approve the SC?
First Steering Committee Meeting (other regular meetings throughout the process in 2020-2021 to be organized)	Feb	UNDP Mongolia	Review of key documents 2020 Platform Work Plan Election of chair-vice chair Preparation for launch of the platform
Development of ToR for Technical Working Groups	Feb/Mar	Cashmere Value Chain Specialist	
Development of ToR for other background studies to be conducted in 2020	Mar	Cashmere Value Chain specialist	Detailed study on outcome/impact indicators, etc.
Development of Communication	Mar	Communication Manager with	

Strategy and website		support from GCP Comms advisor	
Preparation for the launch of the platform (agenda, invitation, communication materials, facilitator, etc.)	Jan-Mar	Platform Team with support from GCP	
Launch of Platform website	Mar	Comms Manager	
Contract signed with consultant for benchmarking study	Q1	Value Chain Specialist	
Launching of the Multi-Stakeholder Platform/First plenary meeting	End of Q1		
Draft background study shared with stakeholders	Q1	Value Chain Specialist	
Formal establishment of Technical Working Groups (TWGs)	Q2	Platform team	
Collective Action Plan Formulation	Q2 2020 to Q1 2021	Platform team with TWGs	
Second Plenary Meeting	Q4 2020		
Draft Action Plan and third plenary meeting	Q1 2021	Platform team with TWGs	
Final Action Plan and fourth plenary meeting	Q4 2021	Platform team with TWGs	

Below are also presented potential topics to be discussed for the first Platform plenary meeting planned for Q1 2020:

- Introduction by Steering Committee members;
- Common visioning exercise and agreement on platform vision;
- Agreement on what success looks like for the platform, what outcomes and targets we are aiming for in the dialogue stage (2020 – 2021) and beyond for the implementation stage;
- Formation of Technical Working Groups – agreement on memberships and chair/co-chair for each group;
- Review of draft benchmarking study;
- Agreement on detailed methodology/channel of communication between TWG (both domestic and international).

Annex 1 - Results from 12 June Conference in UB (Scales of Agreement Exercise)

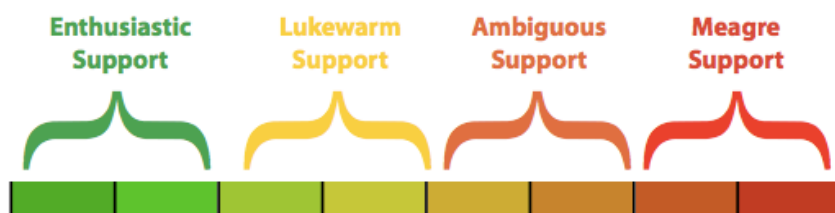
Methodology

Scales of agreement is a useful tool for quickly testing decisions and understanding responses to ideas or proposals ensuring all views are heard. It's a participatory process and is helpful for building ownership of ideas as well as interrogating them. Used 'without an agenda' for key decisions it can also help seek out views from the vital dissenting minority. It can also be used more crudely as a 'voting-with-comments' tool.

The 8 scales of agreement

Full agreement	<i>"I like it"</i>
Agreement, with minor point of contention	<i>"Basically, I like it - but..."</i>
Agreement with reservations	<i>"OK, however a question / concern is"</i>
Abstain	<i>"I'm indifferent"</i>
Stand aside	<i>"I don't like this, but I won't hold up the group"</i>
Disagreement but willing to go with majority	<i>"I want my disagreement noted, but I'll support the decision"</i>
Disagreement with request to be absolved of responsibility for implementation	<i>"I won't stop it, but want no part of it"</i>
Block	<i>"I veto this proposal"</i>

A cluster around here means...



EXERCISE 1: Priority Themes for Collective Action

Question for participants:

Do you agree with the four priority themes for future dialogue/collective action identified during group discussion this morning?

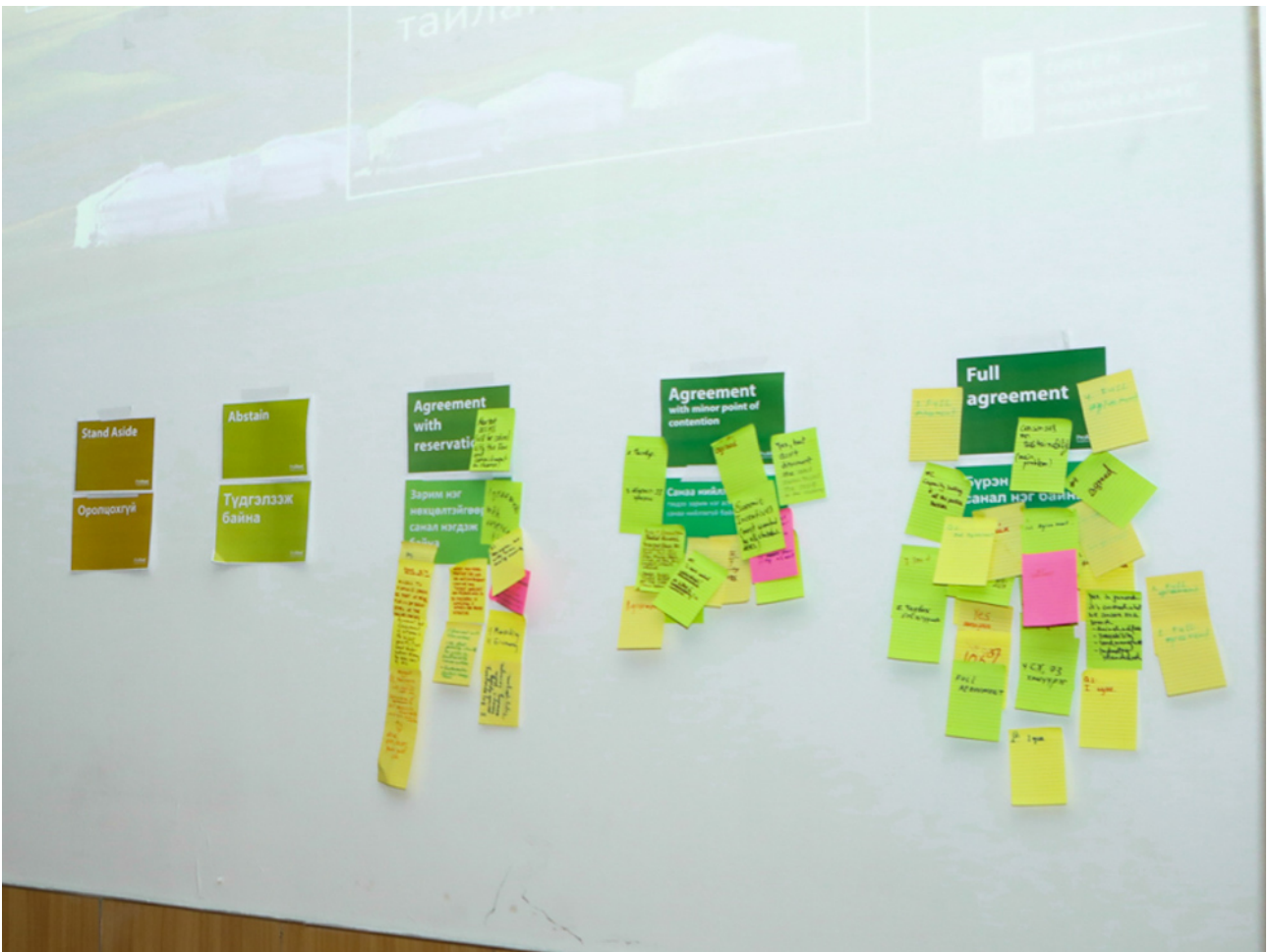
- Consensus on Sustainability
- Capacity Building
- Market Access
- Economic Incentives

(+ Cross cutting issues: Technology, Enabling Environment)

Results: Cluster around "Enthusiastic Support"

OVERALL RESULT	Cluster around "Enthusiastic Support" – see photo below
Full Agreement	<ol style="list-style-type: none"> 1. Full agreement. (12) 2. I like it. 3. Ready to collaborate on four identified priority themes. Fully support. 4. Yes, in general. It's covered what we concern as a brand: animal welfare, traceability, land management, industry standard. 5. Capacity building (most needed).
Agreement with minor point of contention	<ol style="list-style-type: none"> 1. Market access. <ol style="list-style-type: none"> a. Do not focus on traceability up front; this will slow things down. Look at the BCI/impact credit model. b. Market access should drive some of the incentives (from brands). c. Do not focus on traceability technology until the bigger issues are addressed. 2. Yes, but don't discount the listed themes beyond the top four in the roadmap (e.g. enabling environment or technology). 3. Breeding and selection are more of a priority as well. 4. Tax, market access, equal participation.
Agreement with	<ol style="list-style-type: none"> 1. Yes, agree but with some level of reservation. 2. Market access (will be solved with the flow and commitment to change).

reservations	<p>3. Impact monitoring strategy for land use and environment could use some thought. Baselines and progress need to be monitored to determine if efforts are being effective.</p> <p>4. Agreement with reservations: the first priority should be given to biodiversity conservation; sustainable pasture management.</p> <p>5. Agreement with reservations: quality is not a criterion anymore and according to me it should be!</p> <p>6. Agree with reservation: access to finance should be part of priority topics (at every level of the value chain).</p> <p>7. Agreement, but measurement of outcome is the highest priority if we want buyers to continue being involved.</p> <p>8. Agreement with reservation</p> <p>9. 1. Marketing; 2. Economy.</p> <p>10. Be aware of international market competitiveness and price increase.</p> <p>11. Customer, market access.</p>
Abstain	None
Stand aside	None
Disagreement but willing to go with majority	None
Disagreement with request to be absolved of responsibility for implementation	None
Block	None



Visual Results for Exercise 1

EXERCISE 2: Options for Engagement

Question for participants:

Do you agree for UNDP to develop a proposal/road map for a structured National Dialogue/Collective Action in Mongolia based on National Commodity Platform expertise and tailored to Mongolia's particular context? (To be shared with participants for further elaboration after the workshop.)

OVERALL RESULTS	Cluster in between "enthusiastic" and "lukewarm" support – See photo below
Full Agreement	<p>Full agreement.</p> <p>Yes.</p> <p>Fully agree. Roadmap with details simple. Institutional structure to be functional.</p> <p>Need for tight collaboration to build a Platform for collective action and develop a Roadmap.</p> <p>Yes! UNDP rocks!</p> <p>Agree. One organization's action can build a platform for all stakeholders to work together on a common goal road map. Alignment for sustainable cashmere</p>
Agreement with minor point of contention	<p>Agreement with minor point of contention. It is important to ensure commitment from participating parties.</p> <p>UN should lead, involving SFA, Green Gold, a technical entity and brands rather than the donor doing it alone.</p> <p>Basically, I like it, but it should equally involve all related government/organizations and projects that are related to sustainable cashmere.</p> <p>I agree that mechanisms should be developed. I imagine the type of mechanism will highly influence people's satisfaction moving forward.</p> <p>I agreed, however more detailed information needs to be given in terms of responsibilities and rights of the technician group and steering committee. In addition, every process needs to be transparent and trust worthy. The platform 100 percent designed to be a benefit of the main stakeholders and should be independent from some parties other than herders and manufactures.</p> <p>I think it is important for the platform to be neutral (not linked or hosted by one particular project).</p> <p>Agree to build a Platform. Involvement of stakeholders from all relevant sectors</p>

	<p>is crucial to ensure appropriate oversight and monitoring.</p> <p>Agreement with minor point of contention. (three people)</p>
Agreement with reservations	<p>There should be any kind of agreement between all stakeholders to collaborate closely.</p> <p>Need to consider whole opinions or suggestions. Some people left in the afternoon.</p> <p>Mongolian NGOs need to have capacity building to run this platform. However, MWCA and NFPUG are two leaders to run the platform long term.</p> <p>I agreed with that, but the Roadmap that will be created needs to be discussed with all stakeholders without missing anyone.</p> <p>Why are other relevant UN agencies not part of this consultation (FAO, UNIDO, etc.)?</p> <p>How to create synergies between existing initiatives aiming at setting up a platform? Need for stronger involvement of MWCA.</p> <p>Clear funding should be ensured.</p> <p>Agreement with caution. Because of a lack of introduction and definition of the key parts of the mechanism.</p> <p>Transparent, inclusive stakeholder engagement and clear structure in place.</p> <p>Involve the National Statistical Office of Mongolia. The project needs to be led by an organization independent from the Government. Need to increase teams at the Platform and ensure regular information sharing.</p> <p>Clear roles and responsibilities; Ensure transparency and equity.</p> <p>Key stakeholders of the Platform: MOFALI, associations and academic institutions. Meet on a quarter-basis; safe funding.</p> <p>The owner cannot be government or UNDP only. Recommendation: "Steering Committee".</p> <p>Four economic factors identified need to be supported to ensure sustainable cashmere production throughout the value chain. Agreement to be established among all stakeholders.</p> <p>Mechanism for collective action: Road map development could be facilitated by UNDP, but role/participation of key stakeholders needs to be thorough and transparent.</p> <p>Structure of the Platform: Working groups, MFUG, MWCA, Textile Institute, Animal Husbandry Institute. Steering Committee: MOFALI, The Development Bank, UNDP, etc.</p> <p>I agreed with that, but the Roadmap needs to be discussed with all stakeholders without missing anyone.</p> <p>Yes!! Agree.</p>
Abstain	<p>Creative ideas come from cross functional teams. Actions designed in isolation by them usually don't integrate well. Structure team by objective instead of</p>

	theme?
Stand aside	None
Disagreement but willing to go with majority	None
Disagreement with request to be absolved of responsibility for implementation	None
Block	None



Visual Results for Exercise 2

Annex 2 – Draft Budget for Mongolia Sustainable Cashmere Platform

(See excel document)

Annex 3 – Draft Terms of Reference for Platform Steering Committee

The Mongolia Sustainable Cashmere Platform is established to create nationwide multi-stakeholder commitment to the long-term sustainability of the cashmere sector. Participants are expected to formulate and monitor actions that address the root causes limiting the sustainability of the sector in Mongolia. The process is delivered to establish partnerships and coordinated investment and actions.

When managing a participatory dialogue process that drives towards concrete outcomes (National Action Plan) it is important to have a group that is tasked with taking both practical and final decisions, to maintain momentum and keep the work moving forward. This is the role of the Platform Steering Committee.

Requirements

- The Steering Committee must be multi-stakeholder and include representatives from the government, private sector, herders and development partners interested in the cashmere sector.
- Each organisation on the Steering Committee needs to have a primary and secondary representative. This set up means that in the absence or change in the primary representative, the secondary representative is well enough informed to take over or stand in for the primary representative.
- The Steering Committee should not exceed a size of seven organisations

Proposed Steering Committee Members – Mongolia Sustainable Cashmere Platform

Organisations	Primary representative	Secondary representative
1. Office of the President of Mongolia	Economic and Industrial Policy Advisor to the President	To be decided
2. Mongolian Wool and Cashmere Association (MWCA)	Executive Director	Director
3. Mongolian National Federation of Pasture User Groups of Herders (NFPUG)	Executive Director	Director
4. Ministry of Food, Agriculture and Light Industry (MOFALI)	Minister/Vice Minister	Director

5. Ministry of Environment and Tourism (MET)	Minister/Vice Minister	Director
6. UNDP	UNDP Resident Representative	Deputy UNDP Resident Representative
7. FAO	FAO country representative	FAO deputy representative
8. Advisory Committee representative (on a rotating basis)	Country Director	Head of Programmes/ equivalent

It is important to consider gender balance within the Steering Committee. When advising on who the primary and secondary representatives are, make your best efforts to have women in 50 percent of the Steering Committee positions.

Remit

The Steering Committee oversees drives the platform work forward. They take practical decisions about the process and take formal decisions based on the input of platform/committee participants. E.g. approve the first draft of the National Action Plan.

Chair and Vice-Chair

The Steering Committee needs to appoint a Chair and a Vice-Chair by unanimous agreement. The role of the Chair is to convene and manage Steering Committee meetings, ensure effective participation of Steering Committee members, and maintain high level representation from multiple organisations.

The role of the Vice-Chair is to fulfil the role of the Chair in their absence. The Vice-Chair may also take on additional responsibilities at the request of the Chair.

Responsibilities

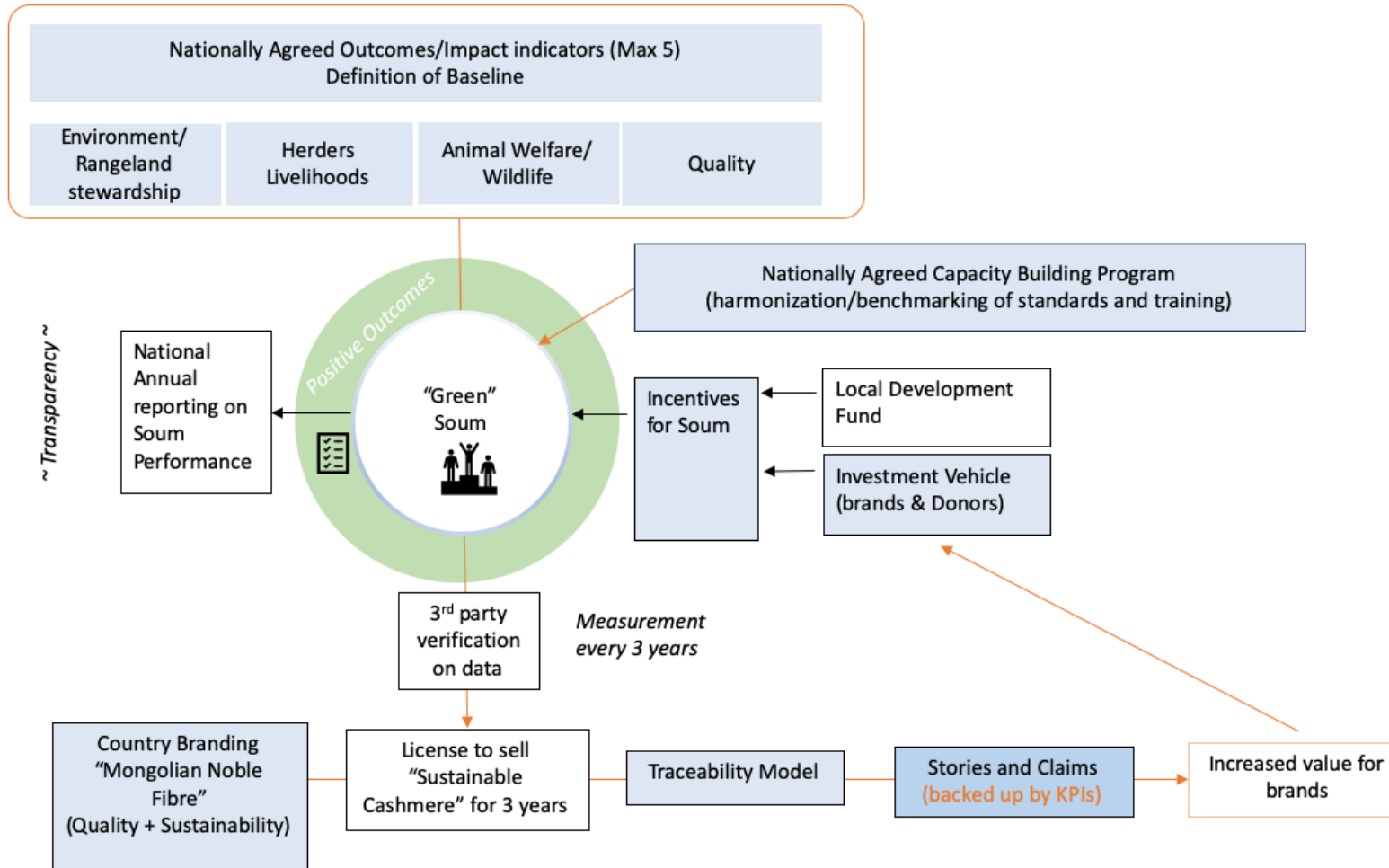
1. Approve platform mission, vision and objectives
2. Approve platform process and work plans
3. Review and approve draft versions of the National Action Plan
4. Approve the final National Action Plan for officialisation (in some cases the Steering Committee can officialise the Action Plan, it depends on the appropriate governance mechanism in the country)
5. Act as ambassadors for the platform
6. Attend and present at plenary meetings
7. Support securing the involvement of important stakeholders
8. Support the Platform Management Unit

Best practice operations

- Operates on the basis of consensus-based decision-making, which means all efforts are taken to overcome any opposition. In the case where agreement cannot be reached within the Steering Committee, a decision can be made by majority vote.
- If majority voting is not a cultural fit, an alternative process is to give the Chair the possibility to make decisions on behalf of the Steering Committee in the case that unanimous agreement is not reachable.
- The Steering Committee should meet frequently, on a quarterly basis throughout the platform life cycle.
- Minutes of agreements and action points of every Steering Committee meeting are approved by email by all Steering Committee members within 1 week of the meeting. Ideally these minutes will be made transparent by uploading them on to the platform website.

Annex 4 – Example of business model for collective action

JURISDICTION LEVEL (SOUM) – OUTCOME-BASED VERIFICATION SYSTEM



HERDERS/PUG/COOPERATIVE LEVEL - CAPACITY BUILDING PROGRAM

