

TERMS OF REFERENCE (TOR)

Sustainable Cashmere Platform Communications Manager

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| Project Title | Mongolia Sustainable Cashmere Multi-Stakeholder Platform |
| Type of Position | Sustainable Cashmere Platform Communications Manager |
| Type of Contract | Individual Contract – National |
| Duty Location | Ulaanbaatar, Mongolia with travels local travels when needed |
| Languages Required | English and Mongolian |
| Expected Start Date | 15 February 2020 |
| Duration of Contract | One year (with the possibility of extension based on performance) |

A. Project Description

Recognizing the development partners' continuous support for mainstreaming the sustainable management of pastureland and for increasing the herder organizations' capacity to manage pastureland in a sustainable manner, and recognising the rising interest of corporate buyers, particularly leading brands, in wanting to source cashmere and other fibres that are harvested and processed in an environmentally friendly, animal welfare friendly, and socially conscious manner, UNDP is trying to create a space for a structured dialogue across actors in the cashmere value chain to tackle issues that require collective actions. The issues that require collective actions include unclarity about what constitutes 'sustainable cashmere', benchmarking/harmonization of variety of standards and impact metrics that currently piloted in Mongolia, lack of traceability, lack of incentive systems and financing mechanisms for sustainably produced fibre, quality deficiency and so on.

Towards this end, UNDP Mongolia jointly with the Green Commodities Program¹, have rolled out the Roadmap on the establishment of Sustainable Cashmere Multi-Stakeholder Platform. The Roadmap aims to provide direction about how to move forward on coordinated action and investments on sustainable cashmere in Mongolia.

Through the platform its foreseen to create a global recognition about Mongolia's cashmere based on quality and sustainability, incentivize herders to reduce goats and how to address matters of Chinese traders who offer attractive commercial proposition and Mongolian buyers. The aspiration enshrined in the National Cashmere Program's demonstrates that Mongolian cashmere sector should be equally competitive in offering consistent demand for herders and connecting them to national and international buyers alike. The idea is to move from quantity to quality in goat numbers allowing herders to sustain livelihoods through differential price for sustainability and creating demand for sustainably sourced fibre in both European/Western markets and China.

The success of a national commodity platform hinges mostly on the team of people managing it. The team as a collective need to provide sector expertise with a strong commodity network (Cashmere Value Chain Specialist), management, process and relationship building 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.

The Sustainable Cashmere Communications Manager will play an important role in helping the Platform to reach its overall goals through effective and strategic communications. The Communications Manager will

¹ <https://www.greencommodities.org/>

work under the overall guidance of the Platform Manager and Platform Steering Committee in close collaboration with the UNDP Mongolia Country Office and UNDP Green Commodities Programme support team.

B. Objectives and descriptions of the assignment

The Sustainable Cashmere Platform Communications Manager will be responsible for the development, management and implementation of a Platform Communications Strategy that encompasses all implementing partners, includes inter-agency communications group, Platform ambassador's group as well as UNDP GCP global communications network. The consultancy is expected to play a catalytic role in successful operation of Mongolia Sustainable Cashmere Multi-Stakeholder Platform and in achieving its overall goal to position Mongolia as a global leader for sustainable cashmere.

Apart from media partners, the Communications Manager will collaborate with multiple range of actors, such as central and local government, development partners, industry associations, international buyers/brands, herder organizations and academia.

C. Scope of Work

Develop and Implement the Platform Communications Strategy

- Develop a two-year Platform Communications Strategy and yearly communications implementation plan for the platform dialogue stage (2020-2021) including the following elements: target audience, timelines, goals, key activities and products, indicators of success, etc.
- Implement the Platform Communications Strategy, monitoring and updating it as required, in particular the key messages, as the platform process evolves.
- Develop and implement specific communications campaigns and action plans to ensure the clear, consistent and effective communication of key Platform activities and concepts (e.g. Collective Action Plan development, background studies, stakeholder regional consultations) with a view to ensuring maximum stakeholder awareness, understanding and engagement in key platform processes.
- Develop and ensure the consistent use of the Platform brand (e.g. logo, branding guidelines), reviewing documents as required to ensure the correct usage of visual elements, but also tone of voice, clarity of content and visual presentation.
- Monitor and evaluate the impact of the Communications strategy, making adjustments as needed.

Communications Tools

- In close consultation with the inter-agency Platform Communications Working Group and external service providers, conceptualize, draft, develop and finalize various communications tools. These tools would include such as items as brochures, leaflets, videos, human-interest stories, case studies etc.
- In close consultation with the inter-agency Platform Communications Working Group and external service providers, conceptualize, develop and finalize a Platform website.

Establish and Maintain key Communications Management Systems and Assets

- Set-up and maintain an Editorial calendar to guide the regular and timely production and distribution of content through key Platform channels. This is to help ensure that key stakeholders stay aware and engaged in the Platform process.
- Facilitate the effective operation of the inter-agency Platform Communications Working Group to ensure key stakeholder feel ownership over communications products and activities. This would involve developing a Terms of Reference for the group as well as operating procedures and facilitating regular meetings.

- Set-up and facilitate the Platform Ambassador's Group by initially working in close collaboration with the Platform management to identify up to 10 influential leaders within the Mongolia Cashmere sector and then facilitating a messaging training session, followed by a series of speaking events, and other opportunities designed to raise awareness about the Platform and the value of sustainable cashmere production among key stakeholder groups.
- Maintain and continue to build key communications assets such as a photo library, audio-visual testimonies of support, case studies and stories as needed.
- Establish and continue to build an electronic database of contacts for the Platform which can be used to efficiently and effectively disseminate information to a range of different audiences as needed.

Media Engagement

- Liaise with the media, facilitating responses to media enquiries, drafting and disseminating media releases as needed and proactively advocating for sustainable cashmere production. Also, establish and build media contacts and networks within media outlets in Mongolia targeting the editors' level.
- Maintain a daily media monitoring on Cashmere related stories on daily newspapers and other media outlets and sharing internally and within Platform Core Communications Groups.
- Develop a social media strategy and content plan for the Platform and manage social media presence in line with these.

Support to Events

Ensure that the Platform is presented effectively at key national and international events by maintaining an events calendar, which prioritizes key events; also supporting key staff and partners in the preparation of speeches, presentations etc., as needed; also preparing and implementing event outreach plans to maximize the impact of the Platform

D. Institutional Arrangement

The Sustainable Cashmere Platform Manager will work under the overall guidance of the Platform Coordinator in close collaboration with UNDP GCP global team, as well UNDP CO and the inter-agency Platform Communications Working Group.

UNDP CO and UNDP GCP will have following responsibilities: (i) Provide relevant documents; (ii) Provide and facilitate contacts for key stakeholders of the Platform both international and national partners; (iii) Discuss and agree on the content of media campaigns and communications items produced by the consultancy and (iv) support the consultancy through training, coaching and involvement in the Green Commodities Community of Practice .

The presented TOR may be subject to modification, without changing the overall objective and the scope of work, on mutual consultations. UNDP will hold the copyright of the assignment of deliverables.

E. Durations of work: One year (with possibility of extension based on performance)

F. Qualification of the successful applicant

Education:

- University degree in communication, journalism, marketing, or related degree. Additional qualifications in writing, media production and/ or strategic communications management would be an advantage.

Experience:

- A minimum of 5 years' experience in communications and/or public relations, or media, especially on subjects related to development and environment in multi-stakeholder settings.
- Demonstrated experience in successfully developing and implementing strategic communications actions and campaigns.
- Demonstrated experience in producing high-quality communications content.
- A solid knowledge of and experience with working effectively with the media is essential.
- Experience with online communication would be an advantage.
- Experience with developing video content would be an advantage.
- Experience in the social development sector would be an advantage.
- Demonstrated knowledge of working in Mongolia is essential.

Language Requirements:

- Excellent knowledge of English, both spoken and written and national language of the duty station

Competencies:

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Management and Leadership

- Good managerial and leading skills;
- Demonstrate strong coordination and organizational skills;
- Ability to work as a part of a team, sharing information and coordinating efforts within the team;
- Consistently approaches to work with energy and a positive and constructive attitude;
- Excellent analytical and writing skills.

Communication

- Strong creative and writing skills, with the ability to translate complex concepts into easy-to-understand communications content.
- Excellent communication skill both in writing and oral including networking and interpersonal skills;
- Good listener
- Proven ability to persuade and influence others to cooperate.

Client Orientation

- Excellent relationship Builder
- Care about other peoples' needs and opinions and can listen deeply to their concerns and wishes;
- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines;

- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients;
- Proven ability to build strong relations with partners, clients for positive feedback;
- Ability to undertake and apply gender analysis to ensure gender equitable solutions

Partnership

- Build, coordinate and advise on strategic and programmatic partnership
- Facilitate the engagement of major stakeholders or groups in environment and sustainable development decision making, their access to and sharing of information for effective compliance.

Communication and Outreach

Advise on the development and management of the platform communication strategy, outreach campaigns and activities to raise the platform profile at the national and international levels.

Professionalism

- Demonstrate professional competence and mastery of subject matter
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Speaks and writes clearly and effectively and demonstrates openness in sharing information and keeping people informed.
- Willing to undertake other assignments as provided by the Head of the Facility

Leadership

- Operates with a collaborative/participative leadership style
- Proactive in developing strategies to accomplish objectives,
- Establishes and maintains relationships with a broad range of people to understand needs and gain support,
- Drives for change and improvements,
- Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Judgment/Decision-making

- Identifies the key issues in a complex situation,
- Gathers relevant information before making a decision,
- Considers positive and negative impacts of decisions prior to making them,
- Proposes a course of action based on all available information,
- Checks assumptions against facts

G. Criteria for Selection

Selection criteria is a combined scoring method – where the qualifications will be weighted a maximum of 70% and combined with the price offer which will be weighted a max of 30%. Scores the technical qualifications are:

- Educational background – 20 points
- Relevant experience – 50 points
- Technical proposal/ approach/workplan – 30 points

H. Annexes to the ToR

1. Roadmap for the establishment of Mongolia Sustainable Cashmere Multi-Stakeholder Platform

I. Documents to be submitted as part of the application:

- **Letter of Confirmation of Interest and Availability** using the template provided by UNDP
- **Personal CV or P11**, indicating all past experiences from similar projects, as well as the contact details (email and telephone number) of the applicant and at least three (3) professional references
- **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment
- **Sample/reference** of the previous written work of relevance (paper, strategy, report, analysis, etc.)
- **Financial Proposal** that indicates all-inclusive daily fee, supported by a breakdown of costs, as per template provided.

J. Approval

This TOR is approved by:



Khishigjargal Kharkhuu,
Programme Analyst, UNDP Mongolia