



SUSTAINABLE FIBRE ALLIANCE

Strategic Plan 2017-2022

*Adding Value to Cashmere Sector through Sustainable practices*









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# INTRODUCTION

The Sustainable Fibre Alliance is a non-profit international organisation that champions environmentally sustainable methods for the production of Cashmere fibres. It does this by:

- Developing and monitoring Codes of Practice used by SFA members with the aim of restoring vulnerable grasslands that support cashmere fibre production
- Training herding families in techniques that lead to sustainable grassland management
- Bringing together fashion brands and retailers to form partnerships that support and promote global sustainability of cashmere products using the SFA Sustainability Standard
- Forging supply chain partnerships that take in consideration of the impact of good animal welfare and environmentally friendly processes as part of a holistic approach to sustainable cashmere products.



## The SFA Sustainability Standard

- (1) Grassland management
- (2) Animal welfare
- (3) Fibre processing
- (4) Traceability
- (5) Economic and livelihood resilience

Our primary goal is to ensure that measures taken to address the desertification of grassland work are sustainable in the long term. Improving economic, social and environmental viability for those who work in the cashmere supply chain is a by-product of what SFA hopes to achieve by engaging in collaborative relationships with our stakeholders. The transformation of rangeland-based livestock production from the current risk-prone, extensive systems to more productive, market-oriented systems can only be sustainable if action is taken to prevent desertification. From an economic point of view it is important to secure the future income of herders whilst being able to respond to the market demands throughout the cashmere value chain. With proper support herders and others in the raw fibre supply chain can enjoy a secure environmental and economic future through sustainably managed grassland; its biodiversity supporting the health of the planet, mitigating climate change.





## SUSTAINABLE FIBRE ALLIANCE: *Structured to preserve grassland habitats and livelihoods*

Collaboration by the corporate community sector is the key to achieving sustainable cashmere fibre production. For this reason the Sustainable Fibre Alliance builds a strong business case for corporate community investment through building the capacities of the cashmere fibre production community to deal the challenges of environmental change.

To support this business case the organisation has been structured in the following ways:

### ***The Board of Trustees***

The board determines the strategic direction of the Sustainable Fibre Alliance. Board members also fulfil an ambassadorial role for championing sustainable practices that support the production of cashmere throughout the supply chain increasing the understanding of the role of the Sustainable Fibre Alliance through their network of contacts.

Each board member brings specialist skills to support the work of the alliance to ensure that the organisation develops in line with the expectations of its members and supporters.

### ***Our Delivery Mechanisms***

Our delivery mechanisms are locally based and operate on the ground in Mongolia. Personnel have recent and relevant knowledge of the cashmere supply chain working with herding families, processing plants and fibre agents to provide a holistic service that has sustainability at its heart.

Using our Codes of Practice to anchor our training programmes we encourage collective action by herding families to cascade good practice as peripatetic trainers.

### ***Providing feedback***

Our Chief Executive and Board provide the main mechanism for providing feedback on our activities to our members and supporters.

Our website provides information on our activities and access to case studies that demonstrate the effectiveness of our work.

### ***Partnership Working***

Whilst a structure to facilitate the delivery of programmes that address environmental challenges is important, it is not the whole story and the Sustainable Fibre Alliance recognises that it is imper-

ative to integrate its activities within cashmere fibre value chain. Relationships and partnerships have been formed with diverse organisations that will help our response to the sustainability agenda.

Care is being taken to ensure that our activities compliment or support existing activities in this field, taking due cognisance of political and administrative factors.

# STRATEGIC PLAN

The Sustainable Fibre Alliance has three clear goals:

- Environmental resilience in cashmere producing regions
- Improved long-term prospects for cashmere markets for producers and other supply chain actors
- Socio-economic resilience of producers in response to increased environmental and socio-economic risks

Using these goals the Sustainable Fibre Alliance has defined its vision, mission and aims.

## The Vision

Cashmere fibres will be produced in an environmentally friendly way that safeguards the livelihoods of producers whilst continuing to supply a high added value product to international markets.

## The Mission

To improve the sustainable production of cashmere fibre by developing the skills and strategies required by the cashmere supply chain to increase the availability of sustainably produced cashmere to world markets.

## Outcomes

Consideration of the mission statement in conjunction with our goals produces a number of strategic Outcomes for the Sustainable Fibre Alliance. These outcomes are:

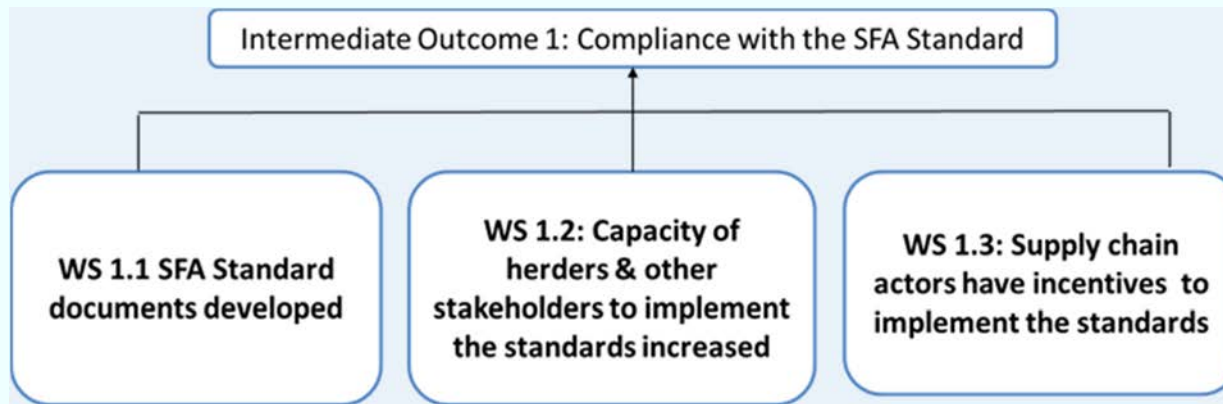
- Compliance with the SFA Standard
- Credible Communication on Benefits
- Increased Herders Capacity to Manage Livelihood Risks

During 2016, the Sustainable Fibre Alliance piloted its sustainability programmes with 8 herder cooperatives, reaching out to 2,700 herders in 346 herder households. This represented action on a collective area of rangeland management equal to 2.7million ha in 7 regions of Mongolia.

Our aspiration is that by 2022, there is 22million ha of sustainably managed rangeland resources, working with 20,000 herders, implementing SFA Code of Practices in participating regions.

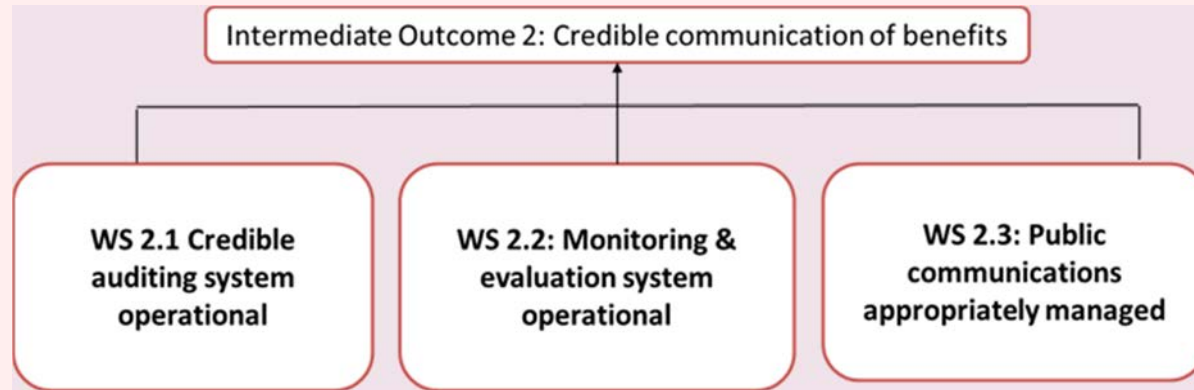


## 1. Compliance with the SFA Standard



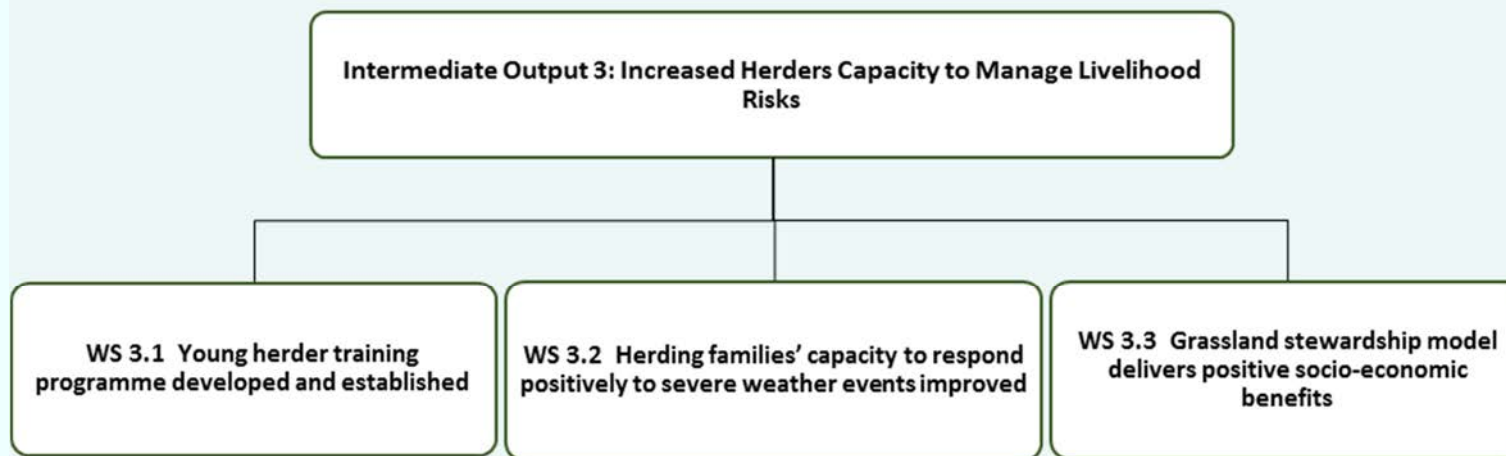
Outputs	Outcomes
WS 1.1 SFA organisational capacity development -Standard documents developed	Code of Practice documents Standard operation documents Standard reviews and improvements over time
WS 1.2: Capacity of herders & other stakeholders to implement the standards increased	Capacity building for herders, herder cooperative Capacity building for other supporting service providers (e.g. vets...) Capacity building for our delivery partners
WS 1.3: Supply chain actors have incentives to implement the standards	A supply chain model that brings net value to all involved Raw material quality improvement initiatives (breeds, sorting...)

## 2. Credible Communication on Benefits



Outputs	Outcomes
WS 2.1 Credible auditing system operational	<ul style="list-style-type: none"> <li>Practical compliance auditing procedures</li> <li>Clear roles and responsibilities</li> <li>Capacities of auditors</li> </ul>
WS 2.2: Monitoring & evaluation system operational	<ul style="list-style-type: none"> <li>Practical M&amp;E procedures</li> <li>Clear roles and responsibilities</li> <li>Capacities for M&amp;E</li> </ul>
WS 2.3: Public communications appropriately managed	<ul style="list-style-type: none"> <li>Communications policy, strategy &amp; other supporting documents</li> <li>Roles and responsibilities agreed with members</li> <li>Capacities for communications in SFA</li> </ul>

### 3. Increased Herders Capacity to Manage Livelihood Risks



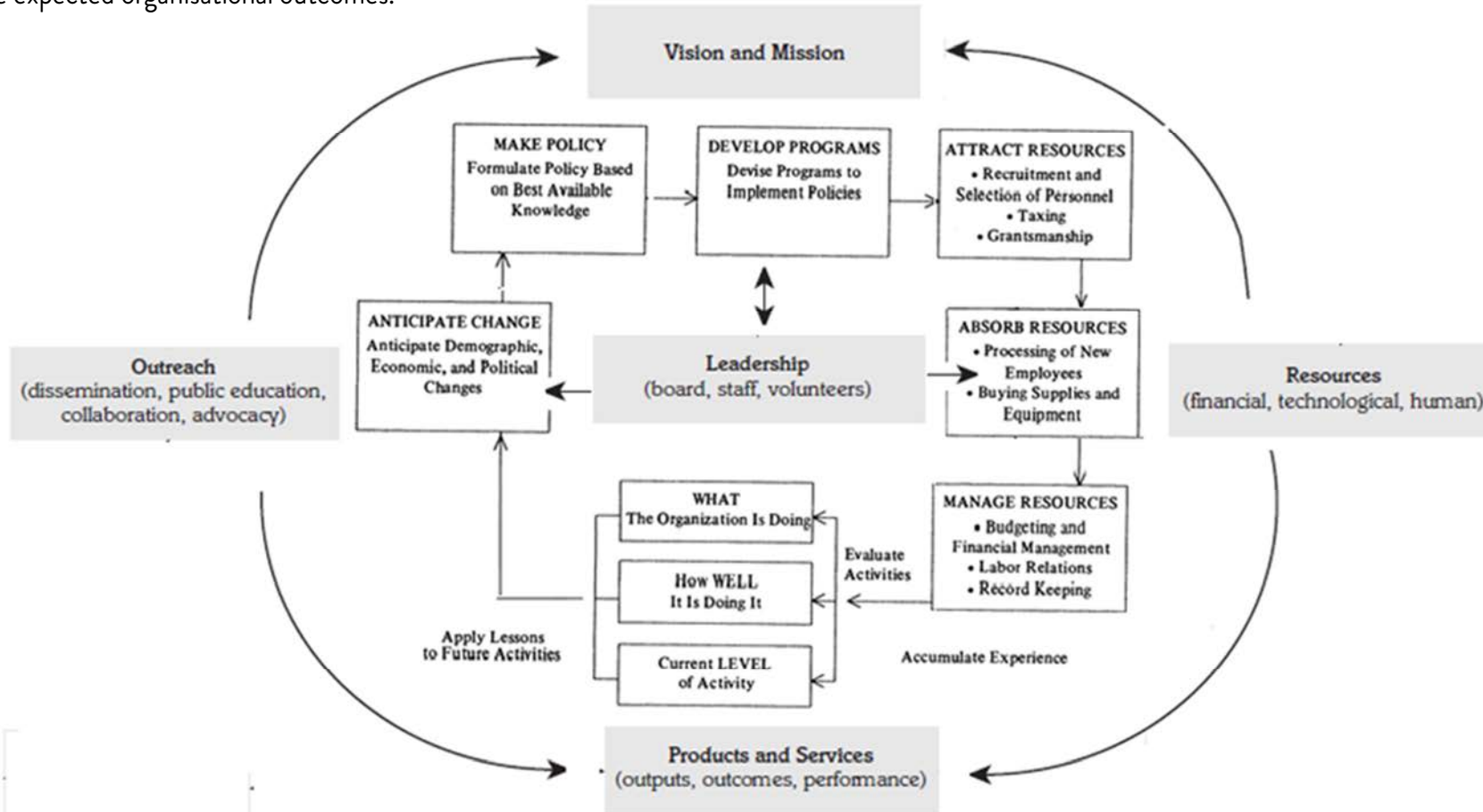
Outputs	Outcomes
WS 3.1 Young herder training programme developed and established	SFA Training handbooks and courses Peripatetic Training by herder co-operative leaders Promotional events
WS 3.2 Herding families' capacity to respond positively to severe weather events improved	Practical advice for responding to severe weather events Collaborative arrangements for purchasing fodder Improved animal husbandry
WS 3.3 Grassland stewardship model delivers positive socio-economic benefits	Models for safeguarding grassland Grassland management planning templates Improved grassland capacity trials



# MECHANISM TO TRACK PROGRESS

Our model for monitoring and evaluating how well we are doing is based on “A Capacity-Building Framework” adopted from Honadle, 1981 (see below).

Using this approach we are able to examine capacities in a context of systems, strategic management and local expertise to ensure that we are able to deliver the expected organisational outcomes.



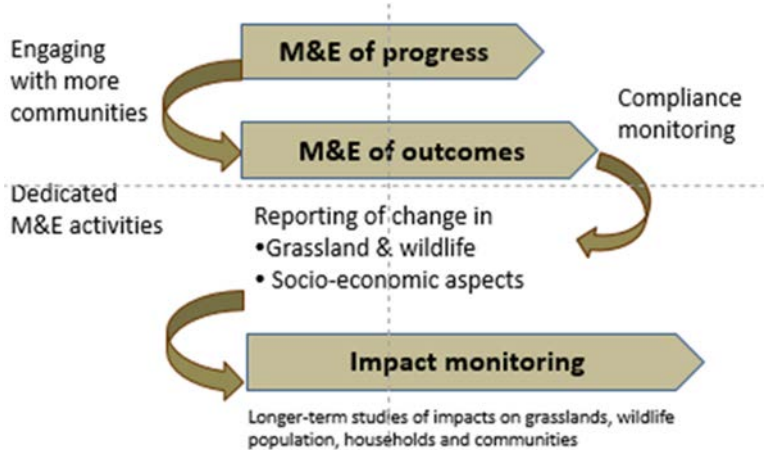
Some data will also come from the implementation of the Codes of Practice where, for example, the Grassland Management code of practice requires communities to prepare an Monitoring and evaluation plan that covers the implementation of grassland measures and outcomes, monitors wildlife species and numbers, records wildlife conflicts and sees plans updated on the basis of at least annual evaluation.

# MECHANISM TO TRACK PROGRESS cont

## Monitoring strategy in summary

The Sustainable Fibre Alliance collects data in order to monitor progress against its goals and objectives based on the proactive use of its Codes of Practice and Sustainability Standard.

### How are we doing 1?



### How are we doing 2?

Progress (activities & outputs)	Are we doing what we set out to do?	⇒ Regular reporting to the board ⇒ Membership communications
	Are we on track towards up-scaled adoption of the SFA Standard?	⇒ Annual reporting on numbers of community partners, people, herds
Outcomes	Is the sustainability of supply chain practices improving?	⇒ Annual reporting on SFA Codes of Practice compliance
Impacts	What changes does working with SFA bring for people, animals and the environment?	• Data from Codes of Practice reporting • Targeted evaluations ⇒ Impact evaluation in longer-term

## DELIVERING THE STRATEGIC PLAN

Implementing the activities included in this plan will require active participation and support from wide range of stakeholders involved in the cashmere sector, including companies, business associations, NGO's, international donors, project implementers, and government ministries and departments.

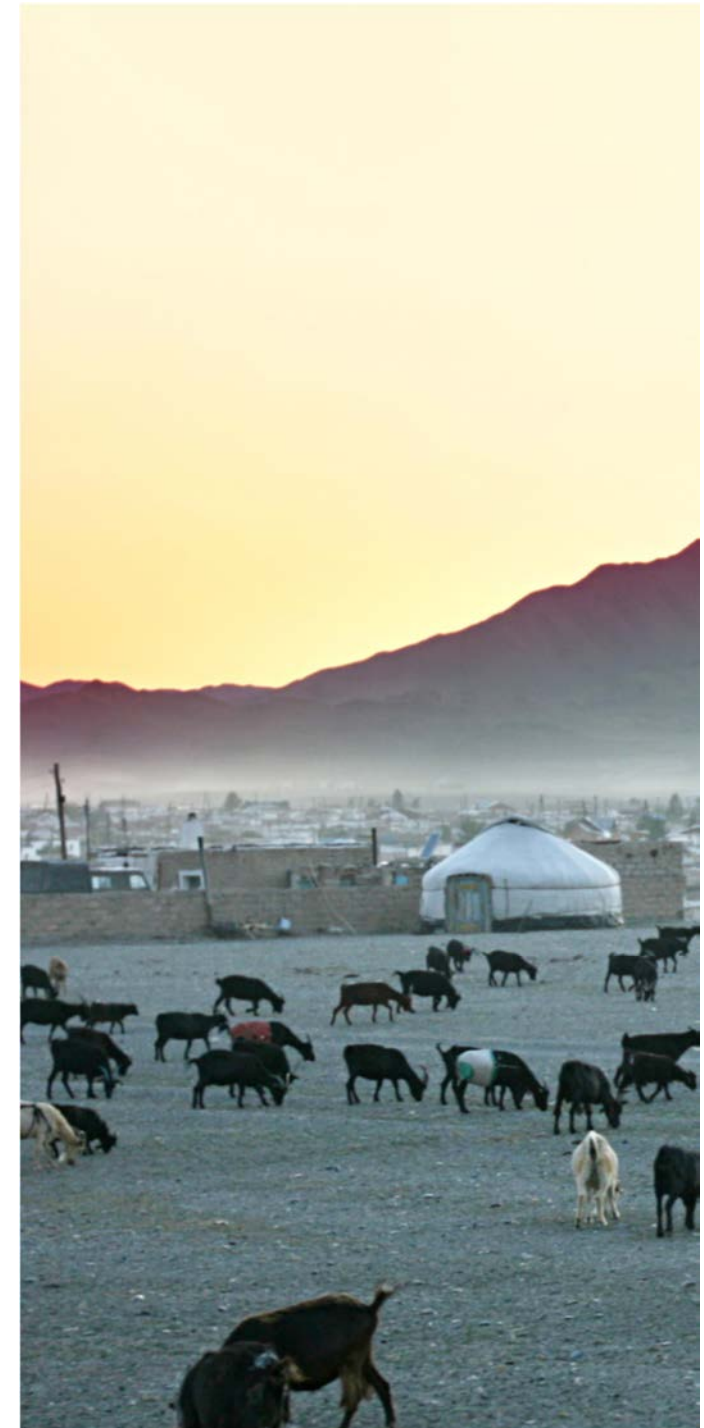
Different groups of stakeholders will need to collaborate on initiatives to fulfil the goals identified as underpinning this strategic plan. This will entail:

- Sharing information – developing systems and procedures to share information about the status of implementation efforts, sources of support, new developments, and other types of intelligence needed to support different development activities.
- Actively collaborating to develop specific implementation plans, systems, and schedules to deal with the constraints and problems outlined in this action plan.
- Monitoring progress in achieving performance targets and creating deadlines.
- Providing incentives and rewards for effective performance.

Our delivery model takes a multi-stranded approach to addressing the degradation of grassland in Mongolia; affecting biodiversity, wildlife protection/conservation, livelihoods and governance through set of Code of Practices that form the main part of the Sustainable Cashmere Standard. Our training programmes provide support with the aim of improving long-term biodiversity safeguards and sustainable livelihoods; contributing measurable economic added value when put into practice.

However and notwithstanding the geographical distances relating to herder communities in Mongolia, there are significant challenges in achieving this transition. Improved rangeland management, supported by improvement in livestock productivity, fibre quality improvement and herders' economic enterprise all require collective action among herders. The development of strong collective herder cooperatives with effective participation of herders underpins our delivery mechanism demonstrating a willingness of herding families to raise to the challenges they face to maintain a sustainable way of life.

In summary, the Sustainable Fibre Alliance sees the successful implementation of this plan as adding value throughout the value chains as well as net positive environmental, social and economic benefits to the communities it supports.









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