



UN-REDD MONGOLIA NATIONAL PROGRAMME

STAKEHOLDER ENGAGEMENT PLAN – MONGOLIA REDD+ PROGRAM

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UN-REDD
PROGRAMME



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ABBREVIATIONS

ADB	Asian Development Bank
CSO	Civil Society Organization
FRL	Forests Reference Level
IPCC	International Panel Climate Change
MET	Ministry of Environment and Tourism
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOJ	Ministry of Justice
MUST	Mongolian University Science and Techonology
NFMS	National Forest Monitoring System
NSO	National Statistics Office
NTFP	Non Timber Forest Product
NUM	National University of Mongolia
PAM	Policy and Measure
PEB	Project Executive Board
REDD+	Reducing Emissions from Deforestation and Forest Degradation; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
SIS	Safeguards Information System
TWG	Technical Working Group
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD Programme	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries

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EXECUTIVE SUMMARY

The Government of Mongolia has committed to a green development path, notably through the preparation and approval of the Green Development Policy and Sustainable Development Goals in Mongolia. REDD+ has the potential to contribute to green development by protecting global environmental resources (forest carbon stocks and biodiversity), helping to reverse land degradation, promoting the improvement of rural livelihoods and aiding adaptation to climate change. On the basis of the above international and national contexts, the country has quickly taken steps since 2011 to start implementing REDD+ readiness activities, including the preparation of its National REDD+ Readiness Roadmap, which was officially adopted by the MEGDT in June 2014. To support this effort, the UN-REDD Mongolia National Programme (NP) was established to provide technical assistance to the Government of Mongolia in implementing the National REDD+ Readiness Roadmap through which to prepare Mongolia's National REDD+ Strategy and establish other key elements and information streams required under the UNFCCC in order to make REDD+ operational in the country.

One of the key components of the REDD+ readiness process is to identify public policy approaches and positive incentives to effectively address drivers and causes of deforestation and forest degradation. Since the program started in 2016 forest cover assessment and analysis of drivers of deforestation and degradation have been undertaken which indicate that the amount of forest cover loss in Mongolia is not as big as expected with only 30,000 ha of forests lost between 1998 and 2013 (UN-REDD, unpublished) compared to previous estimates of xxx (UN-REDD, 2013). In addition, given that the main drivers are an indirect result of poor forest management, and that main drivers include forest fire and pests which are often caused as a result of anthropogenic measures or indirectly through poor ecosystem health which makes them more vulnerable to pest attack and forest fires. This makes Mongolia potentially at a competitive disadvantage for results-based payments under a REDD+ finance system, due to the comparably low forest change for large forest areas, and the lack of clear directly affected drivers, such as would be experienced through agricultural land use change or large-scale deforestation in many Asian tropical countries. As such REDD+ vision in Mongolia needs to be expanded beyond the results-based payments and climate change mitigation angle to focus on multiple values of forests management and policies and measures which address both climate change adaptation and mitigation leading towards supporting Mongolia's Sustainable Development Vision (2010-2020).

Important parts of the strategic process involve stakeholder engagement, institutional strengthening and capacity building for individuals and organizations. There are numerous stakeholder groups that would be involved in the REDD+ readiness phase which will primarily focus upon establishment of the systems for planning and design of REDD+ activities. As REDD+ implementation would require additional skills which are primarily related to the implementation of the Policies and Measures, this document will only consider those aspects of REDD+ important for readiness, and the establishing of capacity for implementing the four major elements of REDD+, namely REDD+ Strategy, Safeguard Information System, National Forest Monitoring System and the Forest Reference Level. Stakeholders have been categorized into a number of major groups, and the stakeholder mapping and capacity building plan will focus on these, within each group there are a number of levels which will be discussed in more detail in the future.

This report is consists of three linked reports, namely:

Stakeholder Consultation and Participation Plan - This identifies the major roles and responsibilities of different actors and organizations in REDD+ readiness in Mongolia and their key interests, building upon the previous studies and consultation processes (UN-REDD Mongolia, 2016a; 2017).

Competence-based Needs Assessment and Capacity Building Plan – The major skills and knowledge needed for design and implementation of REDD+ Readiness for the major stakeholder groups are presented, it covers main topics from Basic Understanding of Climate Change to Capacity Development for the Civil Society Forum to be able to engage in REDD+. Capacities which would be required for 'REDD+' implementation, such as greenhouse gas measurement and reporting to UNFCCC, are considered herewith. However, the specific measures needed for implementing the general PAMs, such as silviculture, livestock management, are not included here, they will be included in the Forest and Climate Change / REDD+ strategy itself. The competencies are based upon the major REDD+ Academy journals, and additional resources are presented which could be used for a training program. This presents a plan for capacity building for the major REDD+ implementation competencies. Specific detailed Competences for National Forest Monitoring System and Forest Reference Levels are not presented, and will form part of a separate report.

Institutional Scorecard & Tracker Tool – This presents an Institutional Baseline for current capacity as measured / estimated at the start of 2016 from which improvement in capacity building can be tracked to measure institutional strengthening change. The scores are meant to be undertaken for each institution, and not as a means of comparison between agencies and departments, and provide a simple baseline that can be undertaken. Measurement of individual training course effectiveness will be undertaken through a standard questionnaire.

1.0. INTRODUCTION

REDD+ refers to reducing emissions from deforestation and forest degradation in developing countries; the plus refers to the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in reducing emissions and/or enhancing carbon sequestration. The concept of reducing emissions from deforestation and forest degradation originates from the science of climate change, which has proven, to a very high degree of confidence, that conversion of forests to agriculture (land use change) creates greenhouse gas (GHG) emissions that disrupt the international climate regimes, causing what is popularly known as climate change. REDD+ is an effort to create a financial value for enhancing the carbon stored in forests, providing positive incentives for developing countries to reduce emissions from forested lands and invest in low carbon pathways to sustainable development with developed countries' adequate and predictable support. The Mongolian REDD+ Roadmap lays out the country's approach to REDD+ development. It also recognizes that to obtain result-based finance the country will need to develop its capacity to not only address drivers of forest cover change but also to provide information on how this is being achieved. Under the REDD+ program, the following definitions have been adopted as the main pathways through which countries can reduce emissions and access the financial incentives:

- **Reducing emissions from deforestation** – Deforestation is the human-induced conversion of forest to non-forested land. The deforestation process typically converts the carbon stored in forests into carbon dioxide through the burning and decomposition of forest organic matter (trees are 50% carbon).
- **Reducing emissions from forest degradation** - Forest Degradation is the human-induced loss of carbon stocks within forest land that remains forest land. These forest stocks typically degrade and/or lose their ability to absorb atmospheric carbon dioxide.
- **Conservation of forest carbon stocks** – Conservation refers to any effort to conserve forests. Conservation is generally considered as an emissions neutral activity as it preserves a status quo, and can hence be considered as actively maintaining a carbon stock.
- **Sustainable management of forests (SMF)**– when the rate of extraction from forests is in line with the rate of natural growth, the forest can be said to be sustainably managed.
- **Enhancement of forest carbon stocks** – can be achieved by converting non-forested land into forested land and reforestation of degraded forests.

The REDD+ Implementation phase will also require a REDD+ Focal Point / Organization to ensure effective communication with bodies under the convention, and if Mongolia were successful in obtaining funds for REDD+ implementation a Fund Management entity would need to be established or an existing financial structure strengthened to follow international fiduciary mechanisms. As Mongolia's REDD+ program readiness phase continues it is aimed to look at the major stakeholders in the country and to determine their roles and responsibilities.

1.1. STRATEGIC PROCESS

The key idea of REDD+ was for results-based payments (RBP) to be derived from verified carbon emission reductions or removals. Financing is expected to come from the developed country development assistance as well as the private sector from international and national arenas. However, the degree of deforestation and degradation, and fact that drivers are not clear anthropogenic ones means that Mongolia's REDD+ strategy should be broadened to include adaptation to build resilience,

green development and sustainable development goals. The idea of REDD+ in Mongolia will be extended to encompass Forests and Climate Change.

REDD+ in Mongolia will also take the direction of supporting climate change adaptation, through building resilience and ecosystem-based adaptation and contribution to the Sustainable Development Goals, these are also to be considered as key capacities within the REDD+ readiness phase. The same principles and procedures governing REDD+ implementation are negotiated through the United Nations Framework Convention on Climate Change (UNFCCC). The Warsaw Framework, lays out the core pillars for REDD+, these can also be seen as 'information streams' through which a county communicates its progress both domestically and internationally. These cores pillars are:

- A National REDD+ Strategy or Action Plan (NS/AP)
- An assessed Forest Reference Level (FRL)
- A national forests carbon monitoring system which provides the capacity to measure, report and verify results (NFMS)
- A system for providing information in the application of a safeguards or a Safeguard Information System (SIS)

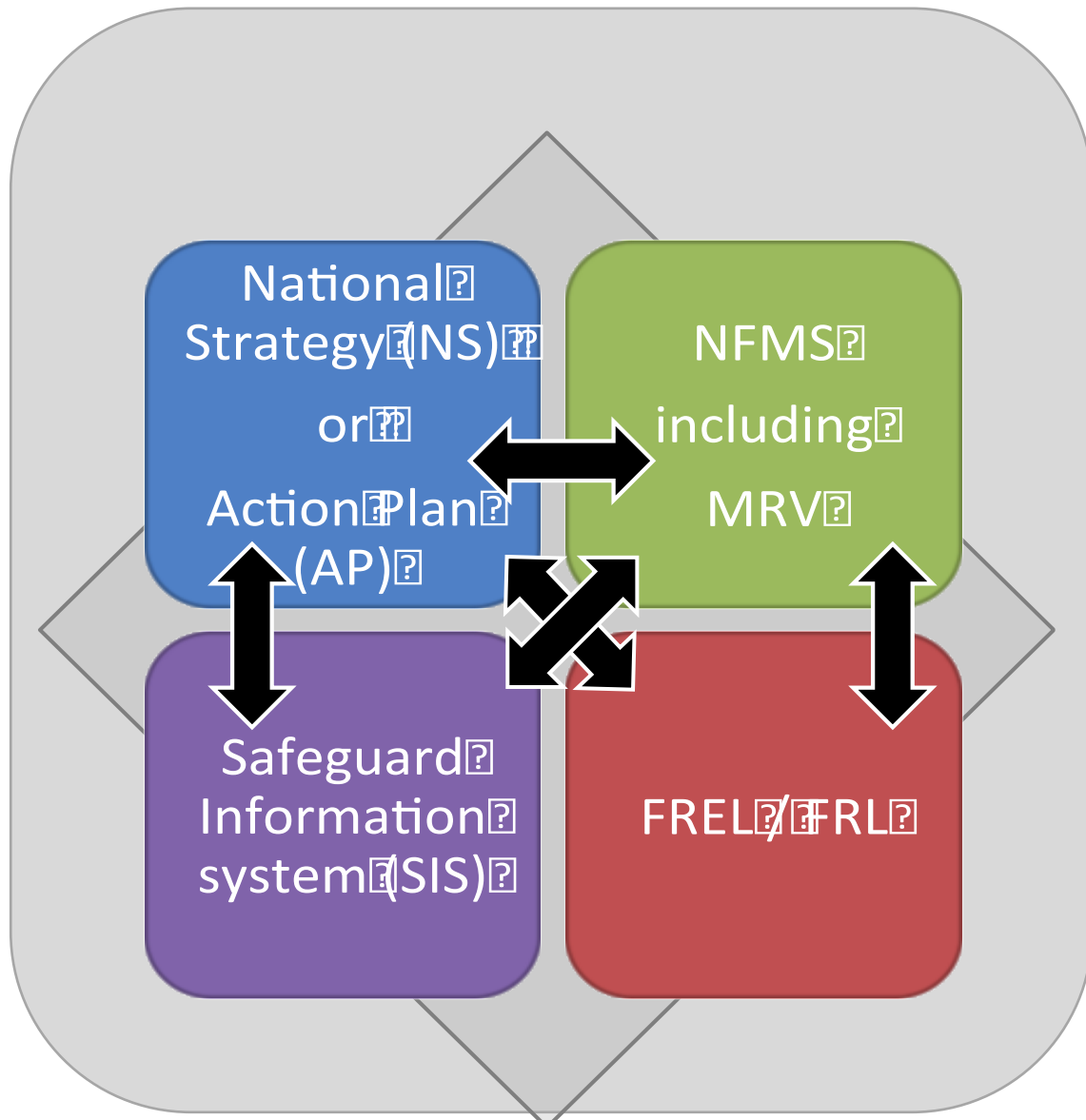


Figure 1.0 Components of a National REDD+ Strategy

1.2. NATIONAL REDD+ STRATEGY OR ACTION PLAN (NS/AP)

Under the text of the Cancun agreement developing country Parties who are aiming to carry out REDD+ activities are requested to develop and implement a national strategy or action plan (NS/AP) that ensures the full and effective participation of relevant stakeholders, including indigenous peoples and local communities, as well as respect for the knowledge and rights of indigenous peoples. The NS/AP should be formed by, and lay out a country's vision and objectives for REDD+ and how this links with national development objectives and policies, and how it will be achieved. There is no specific guidance on the nature or content of a country's NS/AP but when developing and implementing their NS/AP developing countries are requested to address core drivers of forest cover change as well as key governance considerations while ensuring that there is full and effective participation.

Developing approaches to these different elements requires countries to bring together a broad range of issues, skills and stakeholder groups. In particular, the development of Policies and Measures (PAMs) represents a critical process that will start in the identification of drivers of forest cover change and the assessment of what can be done to address key drivers of deforestation and degradation. This process requires both strong technical understanding of drivers and how to address them and the technical and political leadership to be able to undertake policy changes, or strengthen the implementation of key actions on the ground and to ensure that budgets are appropriately assigned to target areas.

Due to Mongolia's unique situation and lack of clear anthropogenic deforestation, compared to other more traditional REDD+ countries, the strategy will encompass a number of facets, including linkage to the countries Green Development Strategy, Climate Change Adaptation and meeting the Sustainable Development goals through work in forestry and buffer zone resilience.

1.3. FOREST REFERENCE EMISSIONS LEVEL (FREL)

To engage in a mechanism on REDD+ countries are required to develop a Forest Reference Emission Level (FREL) to indicate past levels and future trends of deforestation and forest degradation against which future performance will be gauged. This process requires an assessment of historic rates of deforestation and forest degradation and consideration of the variables that will affect future trends. FRELS will be assessed by an international panel to ensure that they are accurate and appropriate prior to being approved. The establishment of a reference level should be undertaken in conjunction with the countries existing greenhouse gas reporting systems, it requires technical capacity to be built to negotiate the different aspects of a countries reference level. The issue of whether emission reductions can be made through targeted policies and measures needs to be linked with the National Strategy development, though as mentioned above, the specific aims of the strategy will build upon climate change adaptation rather than a sole focus on mitigation.

1.4. NATIONAL FOREST MONITORING SYSTEM

Progress against an FREL will also be monitored through a National Forest Monitoring System (NFMS) which provides a dual function at the national level, 'monitoring' the performance of different policies,

laws and measures, and undertaking the 'Measurement, Reporting and Verification' (MRV) function required to provide information on levels of emissions from the forest sector under the UNFCCC. The development of these systems will necessarily be based on national capacities and will develop incrementally with the development of REDD+. This will be particularly true for the monitoring function which will be nationally specific, based on capacity levels and focused on monitoring key indicators of the REDD+ NS/AP that have been developed whether these are directly related to emission levels or proxies related to other important socio/economic or environmental factors. The measurement of greenhouse gases is already undertaken by Mongolia as part of its wider UNFCCC commitments, so those institutions involved will be key stakeholders. Information on the measurement of emissions is to be provided biannually through the technical annex of Biannual Update Reports with information required to be consistent with the guidance of the IPCC, for information to be transparent, consistent with the Forest Reference Level (FRL) and expressed in tones CO2 equivalent.

1.5. SAFEGUARDS INFORMATION SYSTEM

It was agreed at the UNFCCC Conference in Cancun in 2010 (COP16) that a set of seven safeguards should be *promoted and supported* when undertaking REDD+ activities. The Cancun Agreements, and the subsequent decisions adopted in Durban, also requested parties implementing REDD+ to provide information on how safeguards are being *addressed and respected* throughout the implementation of the REDD+ activities. This information should be provided within National Communications and the UNFCCC REDD+ Web Platform and can be collated at national level through a Safeguards Information System (SIS). The seven Cancun safeguards are, however, broad and require national interpretation to become fully functional at national level. As such each country will need to establish their own interpretation of the safeguards, how these link with existing domestic legislation and safeguard mechanisms (for example Environmental or Social Impact assessments) and how data on this can best be gathered. While interpreting the Cancun safeguards within the national context will require a programme of analysis and consultation, that will also be guided by the PAMs identified. It is possible to identify key agencies that will play a central role in this process as well as in bringing together new and existing information sources as part of a SIS. While it is possible that this system can be an integrated and interactive data management system that can be linked to the National Forest Monitoring System¹, the system can also represent a basic mapping of what information can indicate application of the safeguards, where this is collected and stored and how it will be provided to a central agency for periodic provision to the UNFCCC.

The establishment of a SIS will require close coordination across a number of agencies and stakeholder groups to identify key existing safeguard mechanisms, to develop nationally relevant indicators of safeguard application and to identify what data sources and how information from these can be brought together in a cost effective and efficient manner. Mongolia already has a structure of domestic safeguards in place (such as environmental impact assessments) and has also committed through international agreements to safeguard other environmental and social issues. The country also collects information and reports, both directly and indirectly on key environmental and social issues (e.g. reports

¹ Decision 11/CP.19 covers the modalities for NFMS. It acknowledges explicitly that a NFMS may provide, as appropriate, relevant information for national systems for the provision of information on how safeguards in decision 1/CP.16, appendix I, are addressed and respected

on EIA undertaken during a year, the state of environment report produced by MEGDT, or data collected by the NSO on economic and social factors) that can form the basis of an SIS.

1.6. NATIONAL REDD+ ENTITY

Under the Warsaw framework countries are invited to appoint a national REDD+ entity or focal point to serve as a liaison with the UNFCCC secretariat and the relevant bodies under the convention. A key purpose of the focal point / national entity, as identified under the Warsaw decision, will be to share information on financing and REDD+ implementation domestically and with other international partners and to help facilitate coordination of support to REDD+ activities. The entity will need to play a key role in bringing together information on REDD+ implementation, providing information to the bodies under the convention and disseminating information from the international level to domestic actors. As such they will need to have strong coordination capacities to engage with a range of different institutions and provide a link between international and domestic policy and assistance. A number of organizations could be responsible for being the national REDD+ entity, the REDD+ Program was also going to form a REDD+ Task Force which could have taken on board this responsibility, however, this has been postponed till the implementation phase of the program, a competence based capacity building plan will be developed in 2016 to ensure that capacities for REDD+ implementation will be existent, assuming Mongolia decides to proceed with implementing the REDD+ Strategy; it may be best assumed under an existing organization or inter-ministerial committee for some of the functions, with the NFMS and FREL being undertaken by a technical body / bodies.

1.7. NATIONAL REDD+ FUND & FINANCIAL PLANNING FOR PAMS

REDD+ focal entities are also invited to nominate entities to obtain and receive results-based finance, consistent with any specific operational modalities of the financing entity. The UNFCCC text also identifies financing as coming from a number of potential sources including: public and private, bilateral and multilateral, and alternative sources. As such domestic fund management entities will need to be prepared to not only be responsible for managing and distributing REDD+ related finance domestically but also to manage those funds in a manner that meets the requirements of a range of potential financing entities.

Part 1: Stakeholder Participation Plan

1.0. IMPORTANCE OF STAKEHOLDER ENGAGEMENT

Under the REDD+ process, stakeholders are defined as groups that have a stake or interest or right in the forest and those that will be affected either negatively or positively by REDD+ activities. These groups include: Relevant government agencies; academic institutions, media, formal & informal forest users (women & men); private sector; civil society; indigenous peoples (women & men); and development partners.

To ensure that national REDD+ systems and programmes are inclusive and resilient, specific attention must be paid to the specific roles, requirements and contributions at every stage of policy and programme development, from design through implementation and evaluation. In this respect, stakeholder engagement should not be merely a matter of integrating the views of the different actors that are concerned by REDD+ but a stronger process, crafting partnerships, obtaining consensus and formulating inclusive and gender sensitive policies that will make REDD+ transformational.

The UN-REDD Mongolia program emphasizes the importance of full stakeholder engagement giving three reasons why it is critical:

- UNFCCC decisions have consistently called for parties to ensure the full and effective participation of relevant stakeholders in the design and implementation of REDD+ National Strategy;
- Demand for meaningful stakeholder engagement from donors, Indigenous Peoples (IPs), civil society and REDD+ countries alike since the early days of conceptualizing REDD+;
- Recognition that the transformational reforms REDD+ often demands would not happen effectively without partnerships and buy-in across a large swath of government, society, business and institutions.

2.0. METHODS

Objective of the research is to collect information on stakeholders and for that purpose, selecting stakeholders with collection method, developing questionnaire, making analysis and integrating methods were used in combination. The survey aims for determining primary and other secondary level stakeholders.

REDD+ main stakeholders. They are the stakeholders who have direct interest and direct participation in REDD+ and who can directly influence REDD+ implementation, policies and actions. It also includes stakeholders who will be directly impacted by REDD+ implementation. For instance, it includes national and local administration offices, in charge of Mongolian forest policies, economic development, economic planning and financing; and public and social groups that are dependent on forest, private sector and forest partnerships that are related to forest and land usage in scope of REDD+ target actions.

REDD+ other levels stakeholders. Stakeholders who have indirect participation or relation in Mongolian REDD+ policies and actions and who have indirect dependency on REDD+ actions. For instance, it includes local private companies in agriculture, land usage and forest sectors; and national and local administration offices in tourism sector.

The methodology used consisted of workshops, meetings, guided interviews and literature review.

It comprised of several stages, namely:

- Stakeholder & Institutional Mapping
- Development of Consultation Plan
- Discussion with Partners

During the process of identification and analysis of REDD+ stakeholders, analysis of relevant documents and secondary resources were used in studying the experiences of other countries that allow engagement of governmental and civil society organizations. Depending on the purpose of the survey, consultation meetings and seminars, in order to learn about the position, opinion, belief, evaluation and approach towards certain points, focus group discussions were used to determine position, opinion and participation of socially different groups in REDD+; which may include income, age, and access to information

There are a number of stakeholders that need to be engaged in the program. The stakeholder groups have been categorized into a number of major groups, and the stakeholder mapping and capacity building plan will focus on these, within each groups there are a number of levels which will be discussed in more detail in the future. The stakeholder analysis for the REDD+ program in Mongolia showed that there are several important stakeholder groups who should be involved in the REDD+ process. Tables 1.0-10.0 show the main groups of stakeholders, their key motivation or remit and the major components of the REDD+ process that would be of interest.

Influence and Interest have also been evaluated from High to Low to ascertain any key stakeholders and their interest in the program. This is a subjective assessment based on group discussions meant to guide development of the consultation plan.

3.0. STAKEHOLDER GROUPS

3.1. REDD+ TASK FORCES & WORKING GROUPS

This includes the institutions that have been established for multi-stakeholder consultation, provision of technical advice and for long-term capacity building under the REDD+ program. The Working Groups include two technical ones which include responsible individuals from universities, ministries, institutes and Civil Society. The individuals need to provide technical advice, but also to provide a link between the 'REDD+' process and linkage to other sectors.

Table 1. REDD+ Working Groups and Councils

Type	Stakeholder	Motivation and Interests	Impact / Influence (H, M, L)	Interest (H, M, L)
REDD Working Group	Project Executive Board (PEB)	The PEB is responsible for the monitoring of the REDD program and ensuring it meets its targets and deliverables, it should also solve problems and recommend on high level policy issues.	High	Medium
REDD Working Group	Technical Working Group - NFMS	TWG is mainly interested in development of reference level and NFMS, members are representative of government, research agencies, Universities and is very scientific. Members have little actual policy approval role but will advise the other sectors of government..	High	High

Type	Stakeholder	Motivation and Interests	Impact / Influence (H, M, L)	Interest (H, M, L)
REDD Working Group	Forest and Sustainable Development Council (CSO Forum Members)	CSO and NGO members consist of 18 different groups, from private sector associations, local NGO's, Forests User Groups and locally based organizations. They are mainly focused on development of strategy from a local viewpoint, safeguards and ensuring policies do not affect local communities. Group needs capacity building and long-term sustainability of the group is uncertain.	Medium	Medium
REDD Working Group	REDD+ Task Force	The task force has not yet been approved or designed. It should be a high level policy level institution which is able to bring different agencies together, therefore, it needs to be higher policy level able to convene Ministers rather than technical or institutional level, possibilities are as a part of NDA, National Development Council or a separate multi-sectoral policy level taskforce.	High	Low
REDD Working Group	Technical Working Group - Policies	TWG is mainly interested in development of strategies, proposals and action plans. Members say need to be more inclusive of technical staff in their organizations. Members mainly senior staff from different agencies.	High	Medium

3.2. HIGH LEVEL INSTITUTIONS & COMMITTEES

This includes committees and organizations which are under the Prime Minister or Vice Prime Minister's office, and include the Sustainable Development Council (whose membership includes Minister Level) and the National Development Agency which is aimed at multi-sectoral coordination in Mongolia.

Table 2. shows the institutions which are under Parliament, or Prime Minister's Office. These include some important organizations such as National Development Agency (responsible for Sustainable Development Goals); National Statistics Office (important for collection of data and institutionalization of safeguard information system) and General Agency for Specialized Inspection (important partner for development of strategies on law enforcement and corruption).

Table 2. High Level Institutions

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Parliament	The National Statistics Office	Important partners of data collection and reporting on Sustainable Development Goals; could be key party in the development of SIS system especially feeding information and data as this is already endorsed by Parliament.	High	Medium
Parliament	MP Champions	Champions are being identified who have interest in sustainable development and forestry who can act as champions to convey messages to Parliament members. Individuals are currently being identified who have particular interests in the forest sector.	Medium	High
Prime Minister's Office	National Development Agency	Overall multi-agency body reasonable for implementation of Green Development, a key player in Sustainable Development, needs high level awareness raising as still may be focused non-traditional high carbon pathways. The value of multiple benefits, ecosystem valuation and the impacts of climate change on ecosystem services which support Mongolia's development should be mentioned. Particular interest should be international recognition, donor funding, safeguards, private sector support, particularly the role of wood processing in jobs, private sector and contribution to the countries' economy. Check Role.	High	Medium

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Deputy Prime Minister	Land Affairs, Geodesy and Cartography Agency (ALIGAC)	The ALIGAC is responsible for planning and land use data and monitoring, data have been used for national GHG communications; some differences in data with FRDC exists, but organization ultimately responsible for land use data, planning and boundaries.	Medium	Low
Deputy Prime Minister	General Agency for Specialized Inspection (GASI)	GASI are responsible for corruption and illegal activity monitoring and law enforcement. They are the key agency in law enforcement in collaboration with Department of Justice.	Medium	Medium
Deputy Prime Minister	National Emergency and Management Agency (NEMA)	Institution responsible for national disaster and emergency planning and reaction; of particular note are forests fires, flash floods and extreme cold weather disasters. NEMA also have a GIS and remote sensing department.	Medium	Medium

Table 3. shows councils and standing committees that have been formed to coordinate multiple sector or sector based interventions and policies. Key committees include the CCPIU unit which is responsible for supporting Mongolia to meet its international commitments under UNFCCC, NDCs and Green House Gas reporting. The Sustainable Development Council is a Ministerial level committee focusing on sustainable development pathways in Mongolia.

Table 3. Councils and Committees

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Ministry of Environment	Professional Committee of Forest and Resources	Important for approval of strategies, methods and policies, the council is under the Ministry of Environment and is a key stakeholder. Members require adequate capacity building regarding the principles of REDD+, and the wider vision in Mongolia. They are responsible for approval of technical definitions such as forest, forest area and will review items before submission to Parliament for approval.	High	High
Ministry of Environment	National Committee for Soil Protection and Desertification	Committee relevant for saxual forest protection and management; saxual forest has little mitigation potential but has ecosystem service values and protection against climate change, over use and firewood collection is important for preventing land degradation and desertification.	Low	Low
Parliament	Sustainable Development Council	High Level Committee at Minister Level, responsible for sustainable development and sustainable development goals in Mongolia. Possibility to have a sub group on REDD+. NDA reports to this committee; members include all key Ministers, Governors, PM, UN Rep, President of Mongolian Science Academy, National University of Mongolia, Mongolian University of Science and Technology Chamber of Commerce, Women NGO Network (CSO), National Environment Coil Council (CSO), President of Youth Federation (CSO), Labor Federation (NGO), Mongolian National TV and Radio, Secretary is SS of Min of Finance. The Council also includes UN Representative on the committee.	High	Low
National Committee	Standing Committee on Economy	Standing committee on Economy is responsible for decisions related to countries' economic development and state budget allocation.	High	Low

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Ministry of Environment	Ministerial Committee	No specific committee exists at the moment but the MET (as a Lead Ministry) may possibly organize a Ministerial committee to include other agencies comprising State Secretaries and Vice Ministers rather than Ministers.	NA	NA
Parliament	Standing Committee on Environment and Agriculture	To review, discuss and approve related national laws and policies prior to submission to parliament, consists of 10-12 MP receive laws which are then submitted to parliament. REDD+ Strategy likely to go through this committee if it is a decree. If Strategy is a National Programme it would go through Ministry of Environment. Ministry of Finance and Justice are important for any approval of laws. There is a working group with responsibility from MET.	High	Low
Ministry of Environment	National Council on Fire Protection (under NEMA)	Interested in fire protection, science, research and border controls; involved in multi country cooperation and sharing of information. The section also has technical department working on remote sensing and GIS data analysis.	Medium	Medium
National Committee	National Forest Committee	No longer in existence, but was formed for approval and development of Mongolia's State Policy on Forestry, such a National Committee could be formed again specifically to deal with ' REDD+ and Climate Change' issues.	NA	NA

3.3. GOVERNMENT MINISTRIES

Ministries are classified into two groups of general duties and direction according to Law on Government and Law on Legal Status of Ministries of Mongolia. Structure of new government has been approved by resolution No: 3 dated July 27th, 2016 by the Government of Mongolia, research work has been conducted as per this structure and identified roles of ministries to be executed in REDD+. Ministries are divided into Lead Ministries i.e. those with responsibility for operations independently and line who have less control on resources.

Table 4. Lead Ministries

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Lead Ministries	Ministry of Finance (MOF)	Finance; Support for Government Budgets; Private Sector Investment; Efficiency of Budget Spending. Maybe be difficult to share revenues directly on forest resources; many conflicting parties and interested bodies	High	Low
Lead Ministries	Ministry of Foreign Affairs (MOFA)	Interested in how Mongolia is represented overseas; donor liaison; liaison with foreign governments ad treaties.	Medium	Low
Lead Ministries	Ministry of Justice (MOJ)	Ministry responsible for police and legal issues; they support GASI for prosecution and fining of law enforcement violators.	Medium	Low
Lead Ministries	Ministry of Labour and Social Protection (MLSP)	Ministry of Labour and Social Protection is to implement comprehensive policy on social protection and human development and to create favorable environment to enhance social security for each citizen and to ensure human development MET co-works with the MLSP on creation of green jobs at local level and educating forest workers with funding from the State. As both ministries believe improved local livelihood and skills will help in ensuring proper and sustainable use of natural resources and reducing impact on environment, their interests intersect on livelihood and natural resources management.	Medium	Medium
Lead Ministries	Ministry of Environment and Tourism (MET)	The Ministry of Environment and Tourism is a Ministry responsible for forestry, green development, tourism and protected areas. This has a large number of Departments and Agencies under its mandate which makes them one of the key partner. MET is to develop policies to promote green development through maintaining ecological balance by ensuring socio-economic development is in line with the ecosystem capacity; sustainable use of natural resources; creating conditions for natural restoration and to ensure the human rights for secure and healthy living environment through facilitating engagement of government, citizens, entities and organizations in promoting sustainable development.	High	High

Table 3.2 Line Ministries

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Line Ministry	Ministry of Construction and Urbanization (MOC)	Ministry responsible for large development and infrastructure projects and investments. Main role is regards environmental impact. The main mission of the Ministry is to ensure favorable and safe living condition for urban residents through developing policies on construction, urban development, land management, residential apartment planning. Ministry of Environment has been cooperating with the Ministry on developing draft of Law on Urban Green Space since 2013. They should be interested in green procurement.	Low	Low
Line Ministry	Ministry of Road and Transport Development (MODL)	Responsible for major roads and communication links, but not for roads within the forest which are the responsibility of Ministry of Agriculture and Livestock. The Ministry is to develop policies on developing road transportation network that can ensure socio-economic growth.	Medium	Medium

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
		The MET and MT MRTD should co-work on area of combating desertification and protecting road networks and railways from desertification. Roads and railways are affected by sand movement caused by desertification by planting trees and forest strip with state budget. This idea is under discussion but no plans have been made yet.		
Line Ministry	Ministry of Energy (MOE)	Main interests are related to wood based fuel energy, gasifiers and rural electricity generators using wood; potential for enterprise development. SDG	Low	Medium
Line Ministry	Ministry of Mining (MOM)	Mining; May not be interested in environmental impact assessment; pressure to exploit mineral resources for revenue generation. Ministry of Mining and Heavy Industry's mission is to develop a Transparent and Responsible Mining, Heavy Industry through increasing the Mineral Resource Fund and establish a Balanced Economy with multi pillar structure. MET is in cooperation with MMHI on restoration and rehabilitation and collecting revenues from use of natural resources.	Medium	Low
Line Ministry	Ministry of Agriculture and Light Industry (MOAG)	Interested in private sector investments; wood processing industry; implementation; design of strategies and donors; also responsible for poverty reduction through job creation. Potential conflicts may arise if agriculture or water planning in conservation or wetland areas. Ministry of Environment should cooperate in developing responsible wood processing industry e.g reforestation and forest paved roads.	High	Medium
Line Ministry	Ministry of Defence (MOD)	The Ministry has an environmental department; its roles are unclear. The Ministry has an Agency general Authority for Border Protection which cooperates with MET in creation of cross border fire prevention strip made of cultivated soil. Forest fire is key factor that affect forest resources and cause forest degradation.	Low	Low
Line Ministry	Ministry of Education, Culture, Science and Sport (MOECSS)	Interested in University and School education; interested in curriculums, provision of technical expertise; vocational training. Could have role in green procurement in new schools and educational facilities.	Low	Low
Line Ministry	Ministry of Health (MOH)	No clear role in REDD+. Though forests are important for recreation and improved well-being and various research shows that urban forests improve lifestyle and wellbeing, and reduce air pollutants so potentially good motivation.	Low	Medium

3.4. KEY MINISTERIAL DEPARTMENTS

Key departments within ministries, particularly Ministry of Environment, Finance, Agriculture are identified in Table 5. These departments have clear mandates and objectives; they are described in more detail in UN-REDD (2017a). In the capacity building plan and scorecard only a few key institutions are considered as individual 'entities' and these were the determined as the highest priority and important departments.

Table 5. Departments, Agencies and Institutes of Key Ministries

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
	Fresh Water Resources and Nature Conservation Center	The center's role is in freshwater and environment research to provide environmental education for entities, organizations and citizens to promoting environmental laws, regulations and standards on reducing environmental pollution and proper use natural resource.	Low	Low
	Forest Research and Development Centre (FRDC)	National Forest Monitoring Systems and Strategy Development. FRDC currently has few full time staff so has limited capacity. However, their role is in the collection of forests inventory and taxation data; pest control and information collection.	High	High
	Nature Conservation Fund	<p>The Nature Conservation Fund mission is to support programs and services that values and conserves nature, and use funding allocated by the state budget that is sourced from revenues of use natural resources. Funding is mainly provided to State Budget to be allocated to fill gaps, not clear whether this is for forest related or other gaps.</p> <p>They have project units for the Joint Credit Mechanism,. Several projects are under implementation at the NCFund as follows:</p> <ol style="list-style-type: none"> 1. Preparation of the Third National Communication under the United Nations Framework Convention on Climate Change 2. Japan-Mongolia Joint credit mechanism project. The JCM was initiated in collaboration with seven partner countries, namely Bangladesh, Ethiopia, Kenya, Mongolia, Maldives, Viet Nam and the Lao People's Democratic Republic. 3. Preparation of the Initial Biennial Update Report (BUR) under United Nations Framework Convention on Climate Change (UNFCCC) for Mongolia 	High	Medium
	Science and Technological Council of Ministry	Technical Council which approve any scientific method or reference level; members need awareness raising and knowledge information if they are to advise on REDD+ reference levels and NFMS Policy Council which will review any REDD+ Strategies; members need awareness raising about REDD+	High	High
	Department of Green Development and Policy Planning	Support Mongolia's Green Development Strategy, including forests management, financing, ecosystem services, private sector and other interests.	Medium	Medium
	Department for Land Utilization and Water Policy and Regulation (Water resource and water basin administration sectors)	Responsible for watershed and water regulation, including extraction and river basin management, potential link to ecosystem based approaches which conserve water and watersheds. The main purpose is to provide integrated coordination on efficient use of water resources, and to develop policies on land management and water issues. Reforestation and restoration in water head areas.	Medium	Medium
	Department for Meteorology and Hydrology	Department responsible for data analysis on climate change, has several institutions under them including Environment Information Centre which analyses environmental information, has website.	Medium	High
	Depart for Monitoring, Evaluation and Audit	Role is to carry out monitoring, evaluation, audit and review on the implementation of policy documents and activities, and to provide recommendations and prevent from risk	Low	Low

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Ministry of Environment and Tourism (MET)	Department for Protected Area Administration	Department for Protected Area Management in Mongolia, involved with species and ecosystem conservation and protection. Clear role in development of PAM's for protected forest estate.	Low	Medium
	Department of Coordination and Regulation of Travel and Tourism;	Working to support tourism in Mongolia, given Mongolia's unique status tourism is primarily related to ecotourism and culture. 2017 is year of Sustainable Tourism so potential for activities to be developed in relation to highlighting economic of forests areas.	Low	Low
	Department of Forest Policy and Coordination	Main coordination department of UN-REDD, includes experts on seedling, pest, fire and forest management policy.	Very High	Very High
	Department of Environment and Natural Resource (Natural Assessment and Audit, Cadastral of Forest, Water and Special Protected Areas sector);	To reduce environmental pollution and degradation, ensure proper use natural resource, organize activities to implement policies, programs based on community participation and control and protect soil, prevent desertification	Low	Low
	Department of Public Administration (Climate change, Foreign Association, Legislation and Financial sector);	To provide public administrative leadership, human resources capacity building	Low	Low
	Department of Climate Change and International Cooperation	Responsible for UNFCCC Reporting; Green Climate Fund and National Focal Point for Climate Change. CCPIU is a temporary body, being funded by projects with less than ten staff. The Department was made a permanent Department in 2016, which means that it also now receives government finance / budget support.	High	High
Ministry of Finance (MOF)	Development Financing and debt management department (Official Development Assistance Policy and Debt Management Division);	Department responsible for overseeing foreign aid, debt and financing. This department determines external and internal loan policies, to identify possible funding sources, facilitate funding for loan and aid projects in cooperation with international donors, and to support projects with policy and coordination.	High	Low
	Fiscal Policy and planning Department (fiscal integration, fiscal income, disbursement sectors);	This department is to develop project medium term projection and drafts f annual state budget plan, and get draft plans and projections discussed and approved. The department provides guidance and justification estimation and guidelines related to state budget.	High	Low
Ministry of Food, Agriculture and Light Industry	Agricultural Policy Implementing and Coordinating Department	Department responsible for agricultural policy and coordination; preparing planting of agricultural crops and forests strips.	Low	Low
Ministry of Food, Agriculture and Light Industry	Light Industrial Policy Implementing and Coordinating Department (commerce, food and service regulating divisions	Responsible for developing wood processing sector and industry.	Low	Low

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
	Livestock Industrial Policy Implementing and Coordinating Department	Important stakeholder for determining policies and measures in non-forests sector particularly related to grazing which could be important measure on the buffer zones to forest areas.	Low	Low
	Medium scale Industrial and Partnerships Policy Implementing and Coordinating Department	Responsible for wood processing enterprises and development of the sector.	Low	Low
Ministry of Justice (MOJ)	MOJ - Authority for Border Protection	Border protection, important for implementation of PAM's related to fire control and illegal import and export of illegal timber and animals.	Low	Low
	MOJ - General Police Dept.	Illegal Activities and Law Enforcement.	Low	Low

3.5. UNIVERSITIES AND INSTITUTES

New Government of Mongolia has been approved with twenty-seven agencies including ten regulating and seventeen implementing agencies. Key agencies and institutes are shown in Table 6. Government and private sector experts that design and guide implementation of REDD+ activities, including forestry policy makers, governmental institutions and non-government organizations; Research institutes and University staff. A selected number of institutions are involved in the Technical Working Groups. Experts are important champions and may convey information to decision-makers and higher level groups; though some may have bias tendency to recommend the need for more research and data collection rather than make analysis of existing data.

Table 6. Key Agencies, Universities and Academia

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Universities and Academia	Mongolian Academy of Science (MAS)	Responsible for conducting scientific research and students and provision of technical professional staff in various fields	Low	High
Universities and Academia	Biological Institute of Academy of Science (MAS)	Responsible for conducting research and studies on forests, biotechnology and environment, provides technical professional staff.	Low	High
Universities and Academia	Institute of Geography and Geoecology (MAS)	Research and studies in forests, desertification, saxual forest and soil science.	Low	High
Universities and Academia	National University of Mongolia (NUM)	Training forests professionals for technical staff; research particularly in the fields of dendrochronology, forest fire management, genetics and forest management. Limited number of recent graduates to forest sciences.	Low	High
Universities and Academia	Mongolian State University of Life Science	Trainings forest professionals for technical staff; research particularly in the fields of nurseries, agroforestry and forests management. Limited number of recent graduates to forest sciences.	Low	High
Universities and Academia	Mongolian University of Science and Technology	A private university, prepares forests professionals and engineers, and conducts research on sustainable forest management and utilization. Small number of forestry students.	Low	Medium

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Universities and Academia	Ulaanbaatar University	Prepares forests professionals and engineers, and conducts research on horticulture and nurseries, small number of forestry students.	Low	Medium
Universities and Academia	Eco Asia University	A small private University, prepares forests professionals and engineers, and conducts research on nurseries. Small number of forestry students.	Low	Medium
Universities and Academia	Vocational Education Centers	There are six centers in Mongolia, that train forest workers and skilled staff, also in numerous technical skills including forest management. However, Recent enrollments have been low due to reduced attendance fees for students	Low	Medium

3.6. LOCAL ADMINISTRATION

Mongolia is divided into twenty-one provinces (Aimags), three hundred and thirty sums, and in Ulaanbaatar there are nine districts. Local administration is very important for implementation of activities and state budget, they have responsibility for receiving state budget and making budget decisions.

Table 7. Local Administration

Type	Stakeholder	Motivation and interest	Impact	Interest
Local Administration	Citizen representative Khural of Aimags and City	Approves the funding required for forest protection, sustainable use, restoration and afforestation	Medium	Medium
Local Administration	Governors of Aimags and Capital city	Develops an action plan and program on forest protection, sustainable use, restoration and afforestation	Medium	Medium
Local Administration	Environment Department of Aimags and Capital city	Organizes activities for forest protection, sustainable use, restoration	Medium	Medium
Local Administration	Forestry units within soums	Implements action plan for forest protection, sustainable use and organize public awareness activates	Medium	Medium
Local Administration	Citizen's Representative Khural of soum and district	Approves the budget for forest protection, sustainable use and afforestation	Medium	Medium
Local Administration	Governors of Soum and district	Implements action plans and programs for forest protection, sustainable use and reforestation	Medium	Medium

3.7. LOCAL COMMUNITY MEMBERS AND CIVIL SOCIETY, NGOS, MEDIA

This section consists of community based organizations, NGOs advocacy organizations and academic organizations that seek to influence the REDD+; local peoples whose livelihood is dependent on forest resources or may be affected by change in forest resource legislation, including forest user groups, local administrations. Detailed analysis of media as a tool for communicating program objectives is shown in the Media Strategy and Communication Strategy (UN-REDD, 2017)

Table 8. Local Communities and Forest User Groups

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Local	Civil Society and Community Groups	Groups are varied and cover many different aspects of civil society from mining transparency, gender, conservation and enterprises some local members are selected for the CSO Forum to support the REDD+ process.	Low	High
Local	Forests User Groups	There are over 1200 Forest User Groups who manage over 3.2 million hectares of forests, they are a key implementation and design partner for development of Policies and Measures as they are affected by policies and legal framework; some key FG members are on the Civil Society Forum (Sustainable Development and Forests Council) and others should be consulted via NGO / CSO members and the FAO GEF project.	High	High

Table 9. NGOs

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
NGO / CSO	International NGOs	International NGOs focus on rural development and conservation. For conservation GO only WWF appears	Medium	Medium
NGO / CSO	Local NGOs	Groups are varied and cover many different aspects of civil society from mining transparency, gender, conservation and enterprises some local members are selected for the CSO Forum to support the REDD+ process.	Low	High
NGO / CSO	Association of Wood Processing Companies	Important Association which represents the wood sector industry, is included as CSO and TWG member	Low	High
NGO / CSO	Association of FUGs	Important Association that represents FUG and community groups, is included as CSO and PEB member	Low	High

Table 10. Media

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Media	Mongolian Association of Photographers	Important Association that represents photographers from media organizations and private institutions.	Low	Medium
Media	Mongolian Association of Journalists	The Confederation of Mongolian Journalists will represent media organizations and journalists from those organizations and also they should be one of the main partner for the programme to raise public awareness.	Low	Medium
Media	TV Stations	One of the very important stakeholders to the programme to reach different types of stakeholders.	Low	High
Media	Radio Stations	One of the very important stakeholders to the programme to reach different types of stakeholders such as local communities and herds people.	Low	High

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Media	Newspapers	One of the very important stakeholders to the programme to reach the most active stakeholders such as decision makers, public servants and business people	Low	High
Media	Association of Websites	An association of websites and poses potential channel in which to communicate about the program.	Low	High

3.8. PRIVATE SECTOR ENTERPRISES

This refers to groups which are profit-making forests management boards, or wood processing enterprises. The group may also refer to those enterprises which may have negative impact on forests resources through indirect means, such as mining or agriculture, or those sectors which may add value to wood and non-wood products, either through enterprise development, value chains or commodity development, such as NTFP enterprise development. Some of the sectors are represented in the civil society grouping for instance the wood based private sector enterprises are represented by a NGO focusing on their needs, including members of over 100 private sectors agencies; and mining is representing through the NGO Mining Transparency Initiative, both have been included within the Civil Society and NGO category.

Table 11. Private Sector

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Private Sector	Private Sector	Wood Processing sector has potential to be a key partner, as sustainable forest management will lead to higher volumes of useable timber. The private sector is represented through the Association of Private Sector bodies; it is also recommended to find some selected champion entrepreneurs.	High	Medium
Private Sector	Forest Professional Organizations & Companies	Responsible for implementing forest activities at grassroots level. They have influence to promote status quo in various activities such as tree planting and pest control activities, which take up an enormous amount of the state budget yet receive little monitoring in their effectiveness.	High	Medium

3.9. DEVELOPMENT PROJECTS & PARTNERS

This group also includes other donor related projects which have a stake in REDD+, Forest Management and Climate Change, this may be either as contributors to the REDD+ program through funding or technical support, such as the FAO GEF or GIZ NFI projects, or as potential partners, or through also supporting directly REDD+ related activities, such as programs implemented by ADB, KFW, Czech Development.

Table 12. Development Partners and Projects

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Development Partners	ADB Forest Project	Project focusing on enterprise development and Forests User Group management.	Low	Low

Type	Stakeholder	Motivation and Interests	Impact (H, M, L)	Interest (H, M, L)
Development Partners	FAO GEF Project	Project focusing on supporting Forest User Groups; close linkages with REDD as project has a carbon component and will demonstrate potential PAMs. A co-funding for the REDD+ program.	Medium	Medium
Development Partners	GIZ Forest Project	GIZ support several programs on conservation, sustainable forest management and National Forests Inventory. A co-funding for the REDD+ program.	High	Medium
Development Partners	Czech Seed Project	Czech government support nurseries, seed collection and silviculture.	Low	Medium
Development Partners	FAO Livestock and Agriculture Projects	Projects aimed at improving livestock health and marketing of goods, most useful for climate change adaptation interventions in the buffer zone of degraded forests.	Low	Low
Development Partners	UNDP Environment Projects	Key projects: BIOFIN (finance); MPRA (Protected Area); DRR (Disaster); EBA (Climate Change and EBA); PAGE (Green Growth)	Medium	Medium
Development Partners	UNEP Climate Change Projects?	Proposals ongoing for Climate Adaptation Plan.	Low	Medium
Development Partners	Green Growth Institute	Working on Green Growth and Private Sector Finance.	Low	Low
Development Partners	Asian Development Bank (ADB)	A new project on "Conservation of Forest Seeds" will start in 2017	Low	Medium
Development Partners	ASEAN Forests Cooperation (AFoCO)	Parliament will approve the Agreement on becoming member of AFoCo in 2017. It will help in developing and expanding foreign cooperation in the forest sector in Asia.	Low	Medium

4.0. STAKEHOLDER MAPPING

Stakeholder management is one form of stakeholder engagement. Stakeholders vary in their impact, significance, interest, longevity and relevance in relation to the REDD+ objectives. The consultation plan needs to identify the groups that have a stake/interest in the forest and those that will be affected by REDD+ activities. It is important to ensure that the process of selecting stakeholders is transparent so that all interested parties may participate and that all stakeholders are provided with equal opportunity to engage and contribute to outcomes. Particular attention needs to be given to the inclusion of indigenous peoples and other forest-dependent communities, women and other marginalized groups; though this will be investigated more detailed in the Social Inclusion Assessment (UN-REDD, 2017, in progress).

This section rates institutions based on their specific interest in components of the REDD+ process as mentioned.

- REDD+ / Forest & Climate Strategy
- National Forest Monitoring System
- Forest Reference Level
- Safeguards
- Finance

Figure 1. shows an interest – impact diagram on the establishment and design of the National Strategy held by various stakeholder groups.

Figure 1. Matrix of Interest: REDD+ National Strategy and Action Plan Development

<p>Mongolian Academy of Science (MAS); Mongolian State University of Life Science; National University of Mongolia (NUM)</p> <ul style="list-style-type: none"> • Civil Society and Community Groups • Local NGOs • Biological Institute of Academy of Science (MAS) • Institute of Geography and Geo-ecology (MAS) • Forests User Groups • Association of Wood Processing Companies • Mongolian Association of Photographers • Mongolian Association of Journalists • TV Stations • Radio Stations 	<ul style="list-style-type: none"> • Department for Meteorology and Hydrology • MP Champions • Local Administration– Soum • Local Administration – Aimag • Local Administration – Soum & Aimag Governors 	<ul style="list-style-type: none"> • Forest Research and Development Centre (FRDC) • Ministry of Environment and Tourism (MET) • Climate Change Policy Implementation Unit
<ul style="list-style-type: none"> • UNEP Climate Change Projects? • Department for Protected Area Administration • Ministry of Energy (MOE) • Czech Seed Project • Ministry of Health 	<ul style="list-style-type: none"> • General Agency for Specialized Inspection (GASI) • Standing Committee on Fire Protection (under NEMA) • International NGO's • UNDP Environment Projects • National Forest Committee • ADB Forest Project • Global Green Growth Institute (GGGI) • Ministry of Road and Transport Development • Ministry of Labour and Social Protection • Dept of Green Development and Planning & Dept of Land Utilisation and Water Policy (MET) 	<ul style="list-style-type: none"> • Project Executive Board • GIZ Forest Project • Technical Working Group –NFMS • The National Statistics Office • Private Sector & Professional Entities • Forest and Sustainable Development Council (CSO Forum Members) • National Development Agency • Ministry of Agriculture and Light Industry (MOAG) • REDD+ Task Force • Technical Working Group – Policies • FAO GEF Project • Standing Committee on Economy
<ul style="list-style-type: none"> • Various 	<ul style="list-style-type: none"> • Forest and Resource Council and Affairs, Geodesy and Cartography Agency (ALIGAC) • Ministry of Foreign Affairs (MOFA) • Ministry of Justice (MOJ) • Ministry of Mining (MOM) • National Emergency and Management Agency (NEMA) 	<ul style="list-style-type: none"> • Sustainable Development Council • Nature Conservation Fund • Ministry of Finance (MOF) • Science and Technological Council of Ministry • Development Financing and Debt Management Department

Interest

Impact

5.0. CONSULTATION PLAN

Effective stakeholder engagement underpins the UN-REDD Programme. The engagement process should include a broad range of relevant stakeholders at the national and local levels. The diversity of stakeholders needs to be recognized. In particular, the voices of forest-dependent and vulnerable groups must be heard, whether they are indigenous or not. Different stakeholders have different stakes and/or interests in REDD+. Some may be positively impacted, others negatively. As such, engagement should start prior to the design phase of the project/program, and be applied at every stage of the REDD+ process including planning, implementation, monitoring and reporting and with adequate lead time since decision-making among some local communities may take time and be iterative.

Mongolia has developed a stakeholder consultation and participation plan for its REDD+ Strategy development process. This includes an analysis of proposed REDD+ readiness activities to identify when and what types of engagement are required, at what level these should be conducted, and who they should include. The plan is prepared and will be implemented by the National REDD+ Committee or the agency(ies) or committee(s) responsible for REDD+ policy design. While there are a number of key recognized stakeholder groups, with such diverse organizations and stakeholder groups, there may be many roles for individuals within an institution. The plan below attempted to address this by highlighting major and minor roles where there may be multiple roles for an institution.

In developing the plan, Mongolia considered different types of engagement with increasing level of participation as described below.

Inform -To provide impartial, balanced, objective and accurate information to assist stakeholders to understand the issue, problems, alternatives and solutions

Consult – To obtain feedback from stakeholders that, depending on subject of consultation, could consider feasibility of proposed activities and the anticipated impacts

Collaborate - To work directly with stakeholders throughout the process to ensure that their concerns and suggestions are taken into consideration

Joint decision making – To partner with the stakeholders in the development of decisions and solutions

Empower – To place final decision making in the hands of the stakeholder


Working Group – this implies that a member of the institution is represented in one of the REDD+ working groups or councils. This would fall under the Collaboration aspect of engagement (though to a certain extent Empowerment as Technical Working Groups also make decisions and recommendations, though as defined, herewith, however, it has been highlighted and separated here since it is important highlight which agencies are represented in the working groups of REDD+ process.

Stakeholder engagement should be premised on transparency and timely access to information. In the context of REDD+, timely information dissemination at all levels and in a culturally appropriate manner is a pre-requisite to meaningful consultations. Stakeholders should have prior access to information on the proposed consultation activities. Sufficient time is needed to fully understand and incorporate concerns and recommendations of local communities in the design of consultation processes. Public awareness and information, education and communication campaigns are important vehicles for ensuring that stakeholders understand the objectives of REDD+, the related risks and opportunities and

their potential role in the process, and can – if they decide to do so – make informed and substantive contributions to the formulation of REDD+ strategies and policies.

Records of consultations and reports on the outcome of the consultations should be prepared and publicly disclosed in a culturally appropriate form, including in local languages. Consultation processes should clearly document how views gathered through the consultation process have been taken into account and, where they have not, explanations provided as to why.

Table 13. Participation and Consultation

	Inform	Consult	Collaboration	Joint decision making	Empower
Engagement					
Goal	To provide balanced, objective and accurate information to assist stakeholders to understand the issue, problems, alternatives and solutions	To obtain feedback from stakeholders on analysis	To work directly with stakeholders throughout the process to ensure that their concerns and suggestions are taken into consideration	To partner with the stakeholders in the development of decisions and solutions	To place final decision making in the hands of the stakeholder
Promise to group	We will keep you informed	We will keep you informed, listen and acknowledge concerns	We will work with you to ensure your concerns and suggestions are reflected and provide feedback	We will work with you to devise recommendations and solutions to maximum extent possible.	We will implement what you decide. We will support and complement your actions.
Methods	Fact Sheets Newsletters Websites Media Articles	Focus Groups Surveys / Opinion Polls Meetings Workshops Interviews	Advisory Workshops Advisory Committees	Working Groups Facilitated Groups Facilitated Forums Co-Design	Dialogue Provision of Data / Reports Joint Planning Capacity Building Provision of Reports / Advice from Working Groups

Key:

● = Major Engagement Method; ○ = Minor Engagement Method; ✓ = Represented on Working Groups

Table 14. Consultation and Engagement Plan for Key Stakeholder Groups

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
REDD Working Group	Project Executive Board	High	Low	Low	Low	Low		○				●
REDD Working Group	Technical Working Group – NFMS	Low	Very High	Very High	None	None		○			●	
REDD Working Group	Forest and Sustainable Development Council (CSO Forum Members)	Medium	Low	None	Very High	Low		○			●	
REDD Working Group	REDD+ Task Force	Very High	Low	Low	Low	High		○				●
REDD Working Group	Technical Working Group - Policies	Very High	Low	Low	Medium	Medium		○			●	
Deputy Prime Minister	Land Affairs, Geodesy and Cartography Agency (ALIGAC)	Low	Very High	Low	Medium	None	✓	○	●			
Deputy Prime Minister	General Agency for Specialized Inspection (GASI)	High	Medium	None	None	Low	✓	○	●			

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Deputy Prime Minister	National Emergency and Management Agency (NEMA)	Medium	Medium	None	None	Low	✓	○	●			
National Committee	National Committee for Soil Protection and Fighting with Desertification	High	Low	Low	Low	Low		○	●			
National Committee	Sustainable Development Council	High	Low	Low	Low	Very High	✓	○		●		
National Committee	Standing Committee on Economy	Low	Low	Low	Low	Very High		○		●		
National Committee	Standing Committee on Fire Protection (under NEMA)	High	High	High	Low	Low	✓	○		●		
National Committee	National Forest Committee	Very High	Low	Low	Low	High		○		●	●	
Parliament	The National Statistics Office	Low	High	Low	Very High	Low	✓	○		●		
Parliament	Standing Committee on Environ and Agriculture	High	None	None	None	None		○		●		
Parliament	MP Champions	Medium	None	None	None	None		○		●		
Prime Minister's Office	National Development Agency	Medium	None	None	Medium	High	✓	○			●	

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Council	Climate Change Policy Implementation Unit	Low	Low	Very High	Very High	Very High	✓	○			●	
Council	Forest and Resource Council	High	High	High	Low	Low	✓	○				●
Lead Ministries	Ministry of Finance (MOF)	Low	None	None	None	High	✓	○			●	
Lead Ministries	Ministry of Foreign Affairs (MOFA)	Low	None	None	None	Medium		○	●			
Lead Ministries	Ministry of Justice (MOJ)	Low	Low	None	None	None		○	●			
Lead Ministries	Ministry of Population Development and Social Protection (MOP)	None	None	None	None	None		●				
Lead Ministries	Ministry of Environment and Tourism (MET)	Very High	Very High	High	Low	High	✓	○				●
Line Ministry	Ministry of Construction and Urbanization (MOC)	Low	None	None	Low	Low		○	●			
Line Ministry	Ministry of Development of Transport (MODL)	Low	None	None	Low	Low		○	●			
Line Ministry	Ministry of Energy (MOE)	Medium	None	Low	None	None		○	●			

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Line Ministry	Ministry of Labor and Social Welfare (MOL)	Low	None	None	None	None		●				
Line Ministry	Ministry of Mining (MOM)	Low	Low	None	High	Low	✓	○	●			
Line Ministry	Ministry of Agriculture and Light Industry (MOAG)	Medium	None	None	Low	High	✓	○	●			
Line Ministry	Ministry of Defence (MOD)	Low	None	None	None	None		●				
Line Ministry	Ministry of Education and Science (MOES)	None	None	None	None	None		●				
Line Ministry	Ministry of Health (MOH)	Low	None	None	None	None		●				
Ministry of Environment and Tourism (MET)	Forest Research and Development Centre (FRDC)	Very High	Very High	High	High	Low	✓	○			●	
Ministry of Environment and Tourism (MET)	Nature Conservation Fund	High	Low	Low	Low	Very High		○			●	
Ministry of Environment and Tourism (MET)	Science and Technological Council of Ministry	Low	Very High	Very High	Low	Low		○				●
Ministry of Environment and Tourism (MET)	Department of Green Development and Policy Planning	Medium	Low	Low	Low	High	✓	○		●		

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Ministry of Environment and Tourism (MET)	Department for Meteorology and Hydrology	Low	Medium	Medium	Low	Low	✓	○		●		
Ministry of Environment and Tourism (MET)	Department of Coordination and Regulation of Travel and Tourism;	Low	None	None	None	None		○				
Ministry of Environment and Tourism (MET)	Department of Forest Policy and Coordination	Very High	Very High	High	High	High	✓	○			●	
Universities and Academia	Mongolian Academy of Science (MAS)	Low	Low	Low	None	None	✓	●				
Universities and Academia	Biological Institute of Academy of Science (MAS)	Low	Low	Low	None	None	✓	○				
Universities and Academia	Institute of Geography and Geo-ecology (MAS)	Low	Low	Low	None	None	✓	●				
Universities and Academia	National University of Mongolia (NUM)	Low	Low	Low	None	None	✓	●				
Universities and Academia	Mongolian State University of Life Science	Low	Low	Low	None	None	✓	●				
Universities and Academia	Mongolian University of Science and Technology	Low	Low	Low	None	None		●				
Universities and Academia	Ulaanbaatar University	Low	Low	Low	None	None		●				

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		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Universities and Academia	Eco Asia University	Low	Low	Low	None	None		●				
Universities and Academia												
Universities and Academia	Vocational Education Centers	Low	Low	Low	None	None		●				
Local Administration	Citizen representative Khural of Aimags and City	Low	Low	None	Low	Medium		○	●			
Local Administration	Governors of Aimags and Capital city	Low	Low	None	Low	Medium		○	●			
Local Administration	Environment Department of Aimags and Capital city	Low	Low	None	Low	Medium		○	●			
Local Administration	Forestry units within soums	Low	High	None	Low	Medium		○	●			
Local Administration	Khural of soum and district	Low	High	None	Low	Medium		○	●			

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Local Administration	Governors of Soum and district	Low	High	None	Low	Medium		○	●			
Local	Civil Society and Community Groups	Medium	Low	None	Very High	None	✓	○		●		
Local	Forests User Groups	Medium	Low	None	Very High	None	✓	○		●		
Local	International NGO's	Medium	Low	Low	Medium	Low		○		●		
Local	Local NGO's	Low	Low	None	High	None	✓	○		●		
Local	Association of Wood Processing Companies	Medium	None	None	None	Low	✓	○		●		
Local	Association of FUG's	Medium	None	None	None	Low	✓	○		●		
Media	Mongolian Association of Photographers	Low	None	None	None	None		●				
Media	Mongolian Association of Journalists	Low	None	None	None	None		●				
Media	TV Stations	Low	None	None	None	None		●				

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Media	Radio Stations	Low	None	None	None	None		●				
Media	Association of Websites	Low	None	None	None	None		●				
Private Sector	Private Sector	Low	None	None	None	High	✓	○	●			
Private Sector	Forest Professional Organisations	Medium	Medium	Low	Low	Medium		○	●			
Development Partners	ADB Forest Project	High	Low	Low	Low	None		○		●		
Development Partners	FAO GEF Project	High	High	None	High	Low	✓ ²	○		●		
Development Partners	GIZ Forest Project	High	Very High	Very High	Low	Low	✓	○		●		
Development Partners	Czech Seed Project	Low	None	None	None	None		○	●			
Development Partners	FAO Livestock and Agriculture Projects	Low	None	None	Low	Low		○		●		

² Represented indirectly.

Type	Key Stakeholder	Relevance for REDD+ Component					Working Group Member	Engagement Method				
		REDD+ / Forest & Climate Strategy	National Forest Monitoring System	Forest Reference Level	Safeguards	Finance		Inform	Consult	Involve	Collaborate	Empower
Development Partners	UNDP Environment Projects	Medium	Low	Low	Low	Medium	√ ³	○	●			
Development Partners	UNEP Climate Change Projects?	Medium	Low	Low	Medium	Low		○	●			
Development Partners	Green Growth Institute	None	None	None	None	Medium		○	●			
Development Partners	ADB Seed Project	Low	None	None	Low	Low		○	●			
Development Partners	ACOFO	Low	Low	Low	Low	Low		○	●			

³ Represented indirectly.

