



CASHMERE COVID RECOVERY WORKSHOP

COACHES



KAL



SI HAO

FACILITATORS



SHINEE



PAGMAA



TSOLMON



AMARZAYA



BAASANJARG
AL



ERDENESUV
D



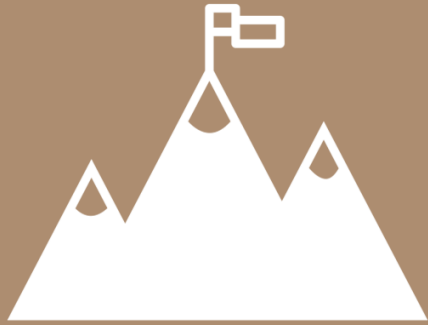
NANDIN-
ERDENE



BAYARMAA

LET'S GET
TO KNOW
EACH
OTHER





KEY GOALS

1. Build a picture of how we would like the cashmere industry to recover over the next 5 years, following COVID
2. Create a set of recommendations for the National Action Plan (NAP) to enable this recovery

4

THINGS TO KEEP
IN MIND BEFORE
WE BEGIN



1

THIS IS AN
EXPERIMENT



2

SPEAK UP & MAKE
ROOM FOR
EVERYONE TO BE
HEARD



3

GIVE EACH OTHER
YOUR FULL
ATTENTION

4

ADD STRUCTURE TO DISCUSSION



CREATE
OPTIONS



DISCUSS



MAKE
CHOICES

DECIDE

HAVE QUESTIONS?

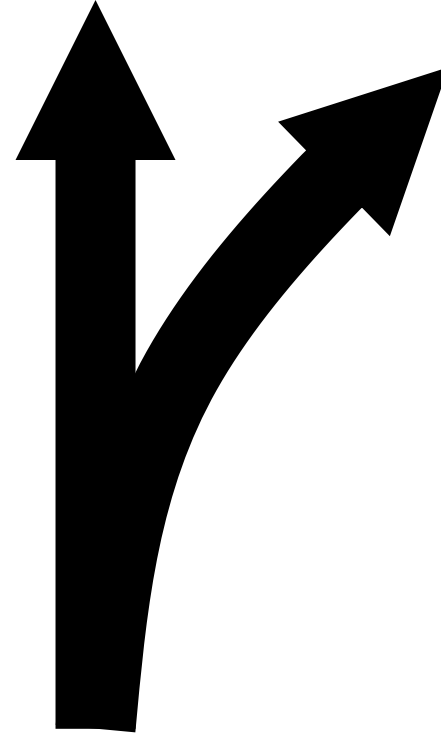
WHY SYSTEMIC CHANGE?



TWO KINDS OF CHANGE



Isolated

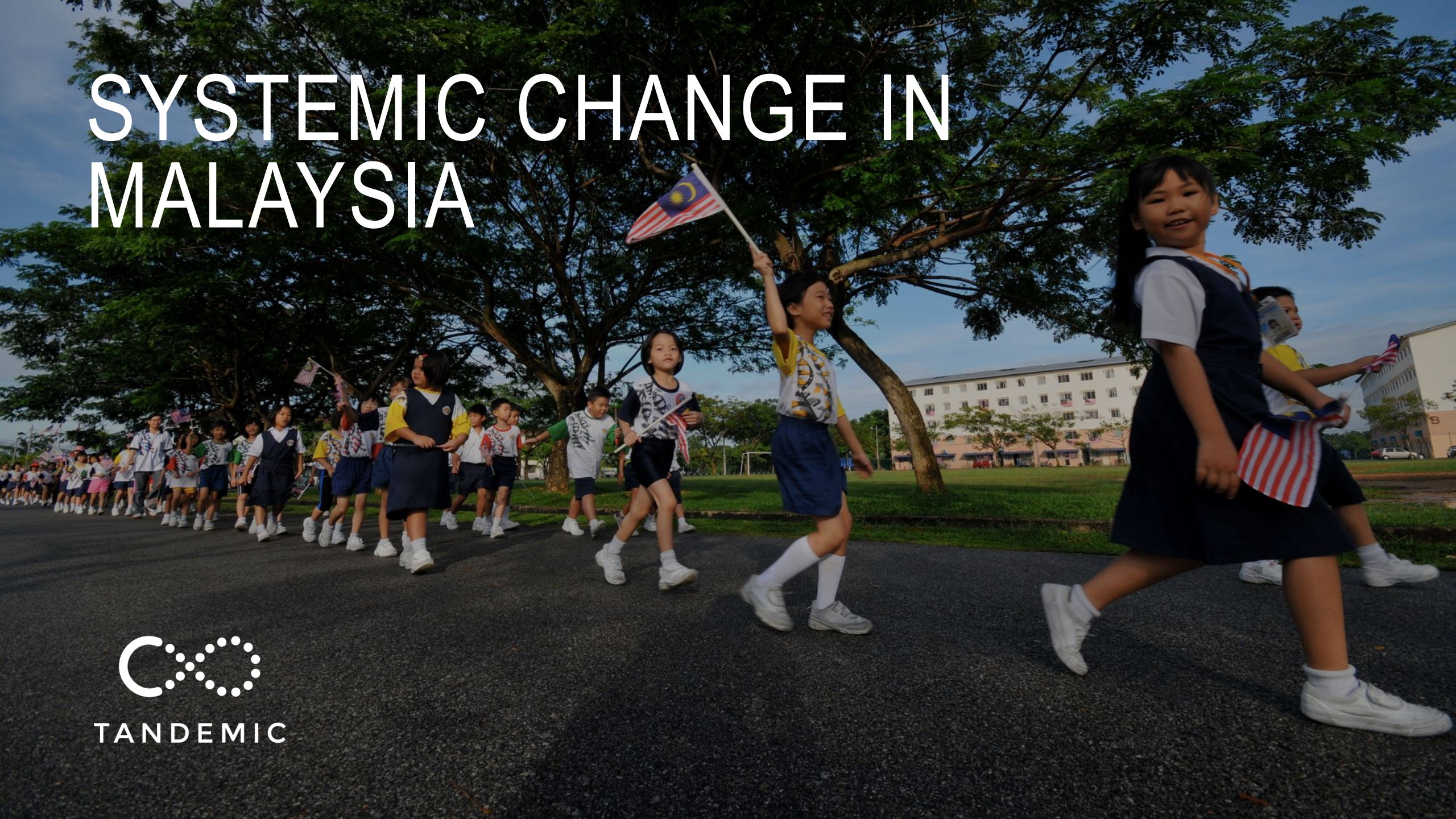


Systemic

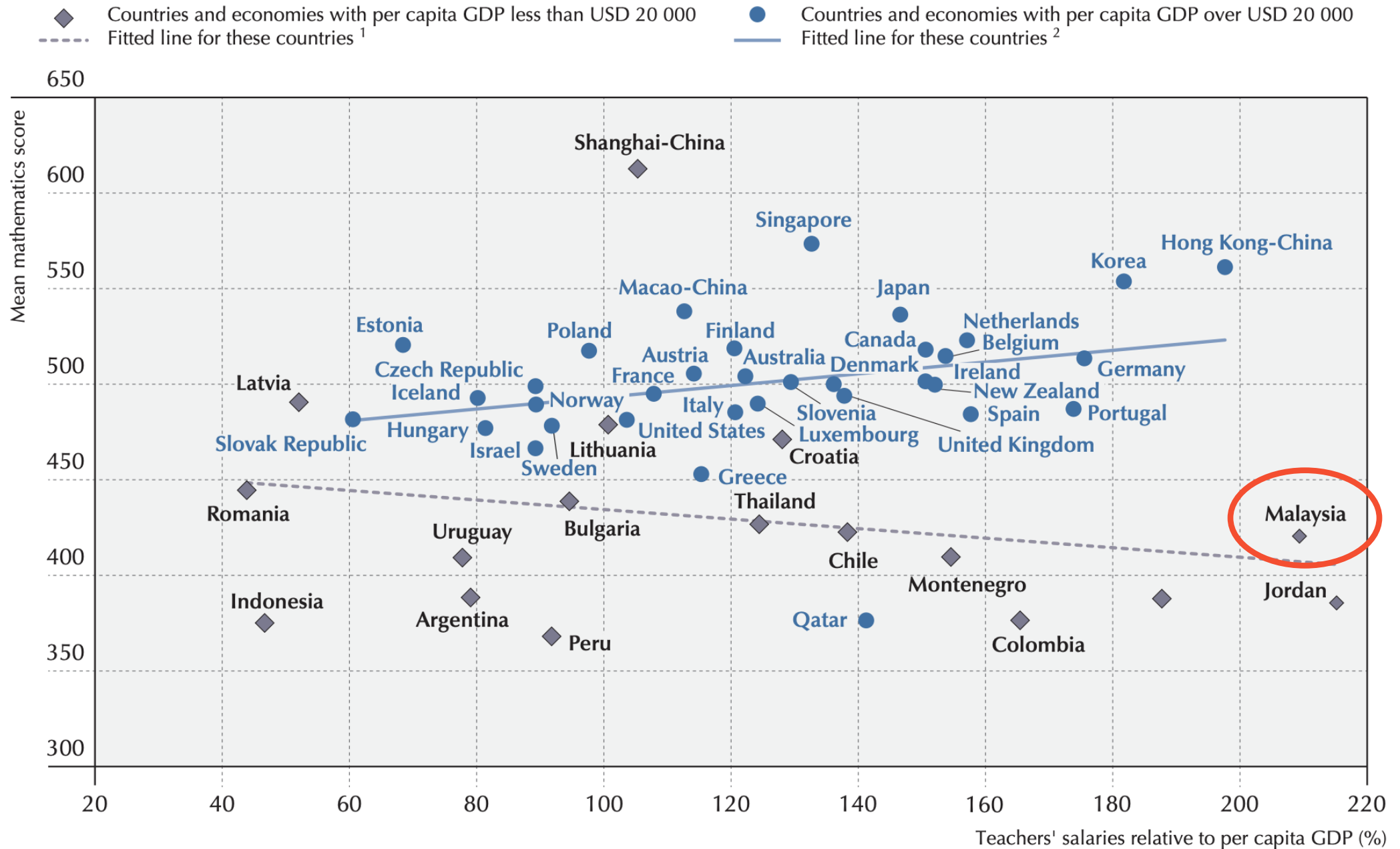
USEFUL FOR CHALLENGES THAT...

- Have been stuck for a long time
- Can only be solved through collaboration with multiple stakeholders
- Where many different solutions need to be implemented to achieve a solution

SYSTEMIC CHANGE IN MALAYSIA



Teachers' salaries and mathematics performance



WHY, DESPITE OUR BEST EFFORTS, ARE
WE NOT MAKING PROGRESS ON THIS
ISSUE?

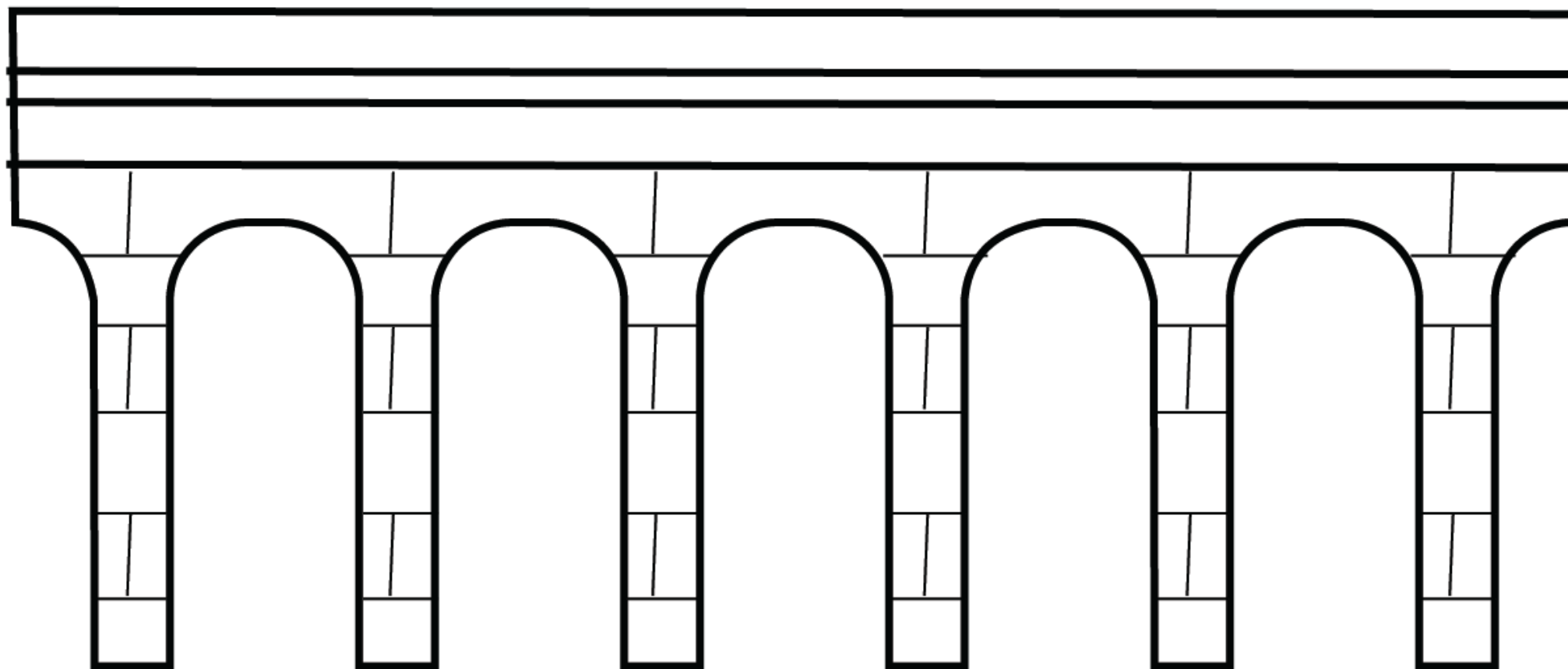


Sector Development

NGO Development	Social Enterprise	Arts & Culture	Research
Hong Leong	Yayasan Hasanah	Yayasan Hasanah	Sime Darby
Yayasan Hasanah	Credit Suisse	Sime Darby (10%)	

Human Development

Education	Youth Development	Scholarships	Children
Yayasan Sapura	Yayasan Sapura	Hong Leong	Hong Leong
Credit Suisse	Astro	Yayasan Sapura	Yayasan Sapura
Hong Leong (50%)		Astro	



Nutrition

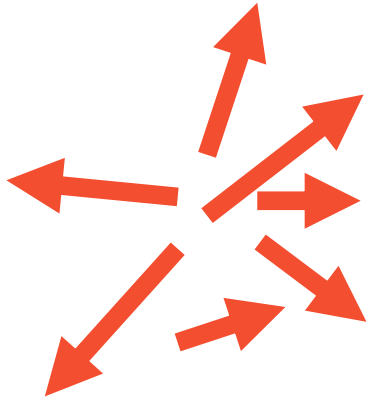
**Supportive
Family**

Literacy

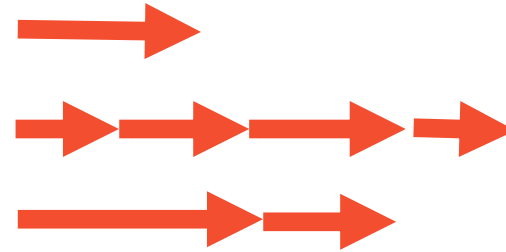
**Industry
Alignment**

**Family
Planning**

**Career
Advisory**

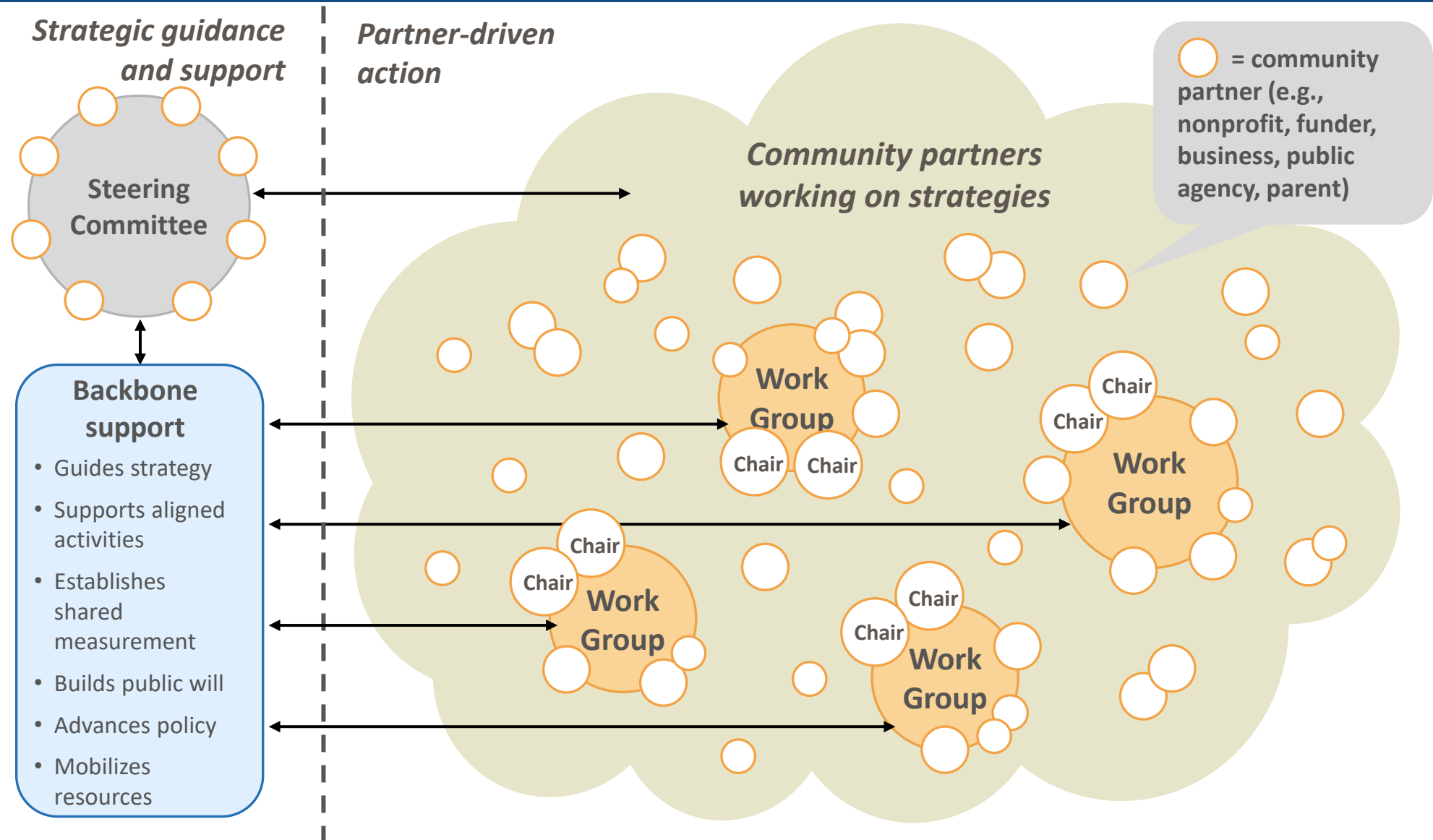


From isolated impact



To collective impact

Common Agenda and Shared Metrics



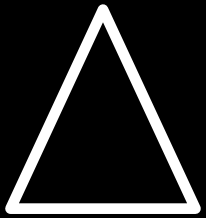
CORRUPTION & BRIBERY IN ARGENTINA'S SHIPPING INDUSTRY

- Inspections were at the discretion of the inspectors and not objective
- There was no reliable appeal or reporting mechanism
- Achieved a 90% reduction in corruption incidents in 2014-2018

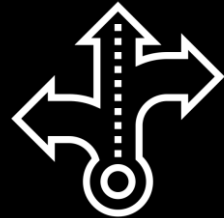


THREE IDEAS BEHIND SYSTEMIC CHANGE

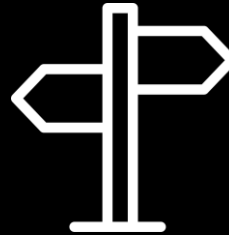
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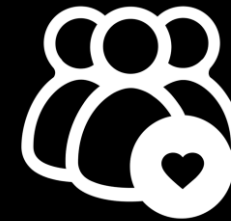
What is changing
with COVID?



Where might our
industry go?
Where do we want
it to go?



How do we influence
the direction of the
industry?



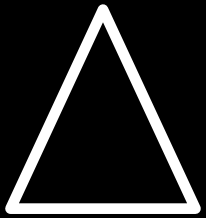
What are our
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for the NAP?



How do we
collaborate to
move forward?

BUILDING CONVINCING RECOMMENDATIONS

Challenges in our current industry direction	How we want to change the direction of the industry	Opportunities COVID has created for change	How are we influencing the system	Suggested initiatives



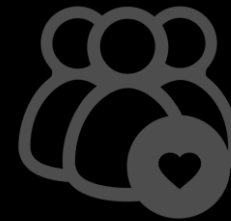
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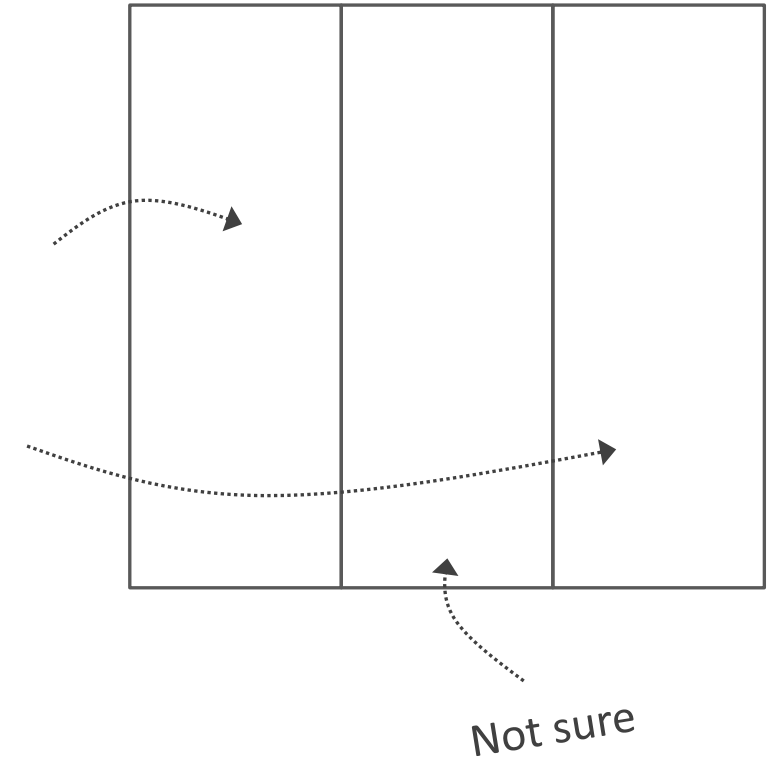
WHAT IS CHANGING WITH COVID?

Questions:

1. How is the COVID pandemic impacting the industry?
2. Which changes do you think are **temporary**?
3. Which changes do you think will be **longer lasting**?

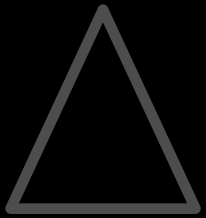
Activity:

In small groups, write down your answers on post-its, add them to the flip chart, and discuss.

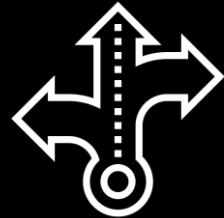




BREAK



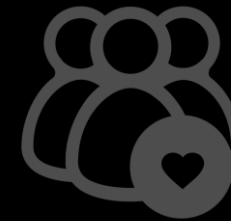
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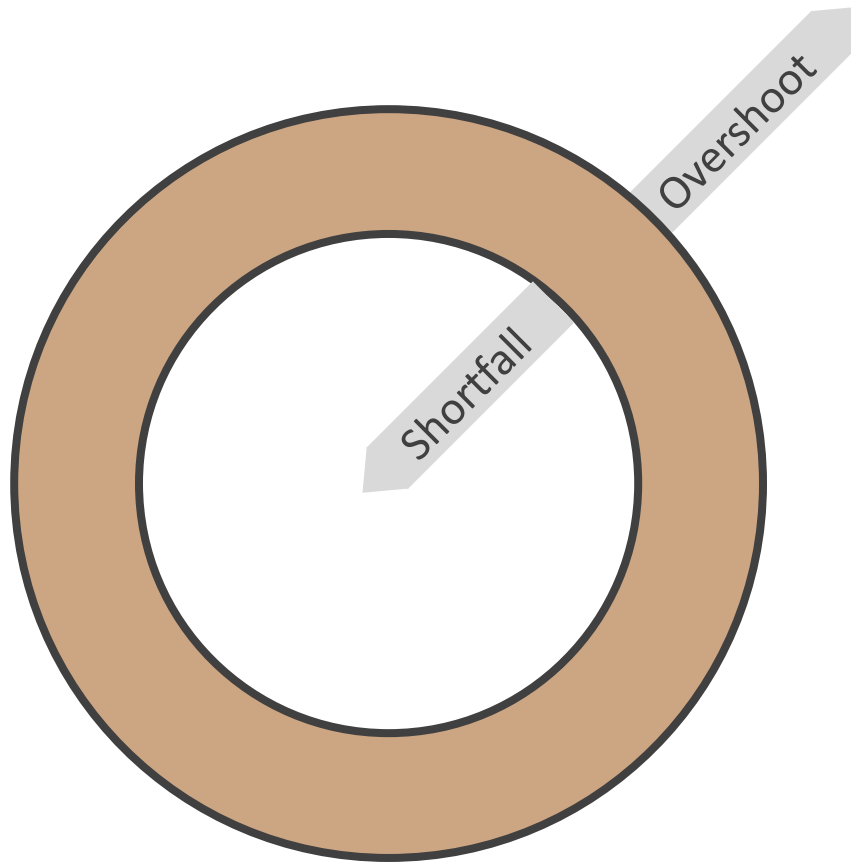


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WHAT WAS THE DIRECTION OF THE INDUSTRY BEFORE COVID?

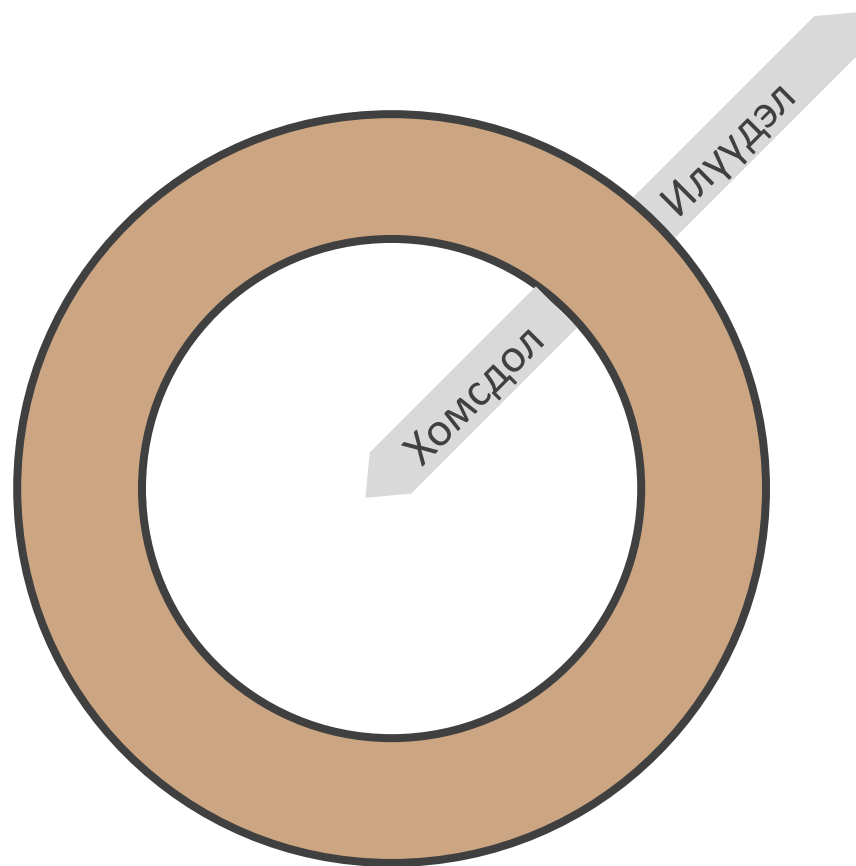


Outside the donut. The industry overshoots. It is unsustainable because of overproduction and overconsumption of grasslands.

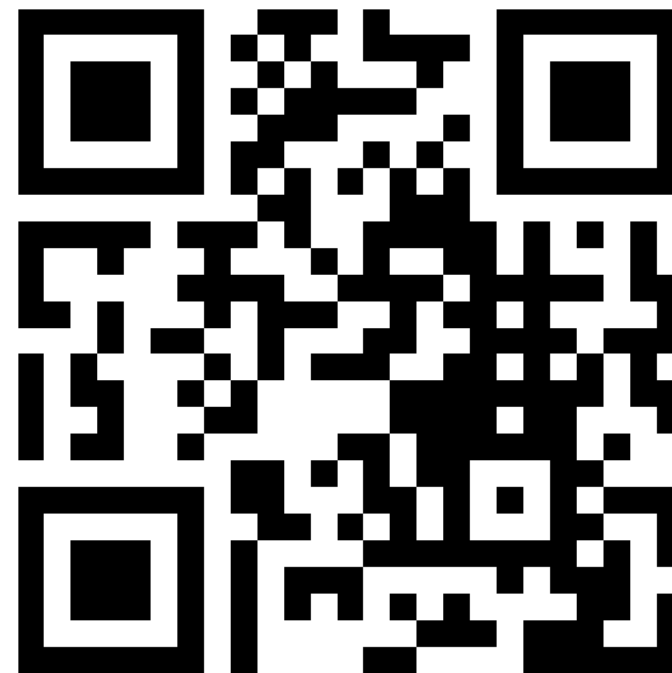
On the donut. The industry is just right. It is sustainable both ecologically and financially over a long period of time.

Inside the donut. The industry faces a shortfall. It is not sustainable because it is too small to survive and compete.

WHAT WAS THE DIRECTION OF THE INDUSTRY BEFORE COVID?



<https://bit.ly/cashmere1>





INDUSTRY CHALLENGES BEFORE COVID

Question:

What were some of the problems with the direction of our industry before covid?

Activity:

In small groups, list out some of the key challenges.

Focus on challenges that are faced across the industry, rather than your specific organization.



INDUSTRY CHALLENGES BEFORE COVID

1. Negative spiral of price & quality



2. Destruction of the grasslands



3. Dependence and competition with China



4. Trapped by unskilled labour



Three small, light-colored ceramic bowls are arranged vertically on the left side of the image. Each bowl is filled with small, light-colored pebbles and contains a cluster of moss. The top bowl has green moss, the middle bowl has red moss, and the bottom bowl has yellow moss. The background is a rustic wooden surface with vertical planks and visible grain and knots.

4 SCENARIOS FOR RECOVERY



BOUNCE BACK

Pent-up spending is unleashed. Consumption bounces back to previous levels as concerns about COVID subside. Having held back from purchases for nearly a year, new spending is unleashed.

Digital acceleration. COVID has accelerated the industry's adoption of digital. On the consumer side, this has meant significantly more purchasing is done online. Down the supply chain, suppliers are forced to adopt more digital approaches because the slow-down in global travel means that it is harder for buyers to verify the goods before shipping them.

Supply chain disruptions. The disruption to the supply of raw materials takes longer to recover because new investments are needed in farming or herding. Buyers shift towards more synthetic materials to meet the shortfall, at least temporarily.

Low cost pressures. The pursuit of low cost continues to be a dominant force in the fashion industry, with the buyers continually looking to move production to lower costs centres and to source cheaper materials.



SLOW FASHION

More time at home. Following the initial crisis of the pandemic, people return to their offices but overall spend much more time overall working from home. New socialising habits mean that people spend less time going out than they previously did.

Fast fashion slows down. Preferences shift towards simpler, more plain, comfortable, and longer-lasting clothing that can easily be worn around the house. With people spending more time at home and behind video cameras, the drive for having the most up-to-date fashions slows down.

Greater focus on quality. As consumers make fewer purchases and seek quality, they become willing to spend more to get good quality and lasting pants or shirt.

More customisation. People are still looking for clothing to say something about them. As purchasing goes online, consumers take up online options to make small customisations to their clothing, from monograms to adding favourite phrases.

Proliferation of small brands. The shift online means fewer fashion "gatekeepers" in the form of retail stores and a proliferation of small brands selling directly to consumers through social media.



SOCIALLY CONSCIOUS

Social justice and environmentalism to the fore. Global social justice and environmental movements in response to the racial injustices and large-scale environmental destruction followed by scandals in fashion supply chains have made mid and upper-range consumers much more sensitive to where clothing comes from and how it's made.

Sustainability differentiator. With luxury brands no longer able to rely on the retail experience as a differentiator because of a steep decline in retail sizes, they seize on sustainability and contributing to causes as a differentiator. The ability to assure customers that the clothing they are buying is sustainable and fairly made becomes a differentiator for companies that can do it.

Digital and sustainable premium. Buyers make significant investments across the supply chain to ensure traceability and to streamline the number of producers. Validating supplier claims under restricted travel is difficult. Suppliers that have gone digital, allowing buyers to make purchases online and using digital means to validate claims about sustainability, capture more business.

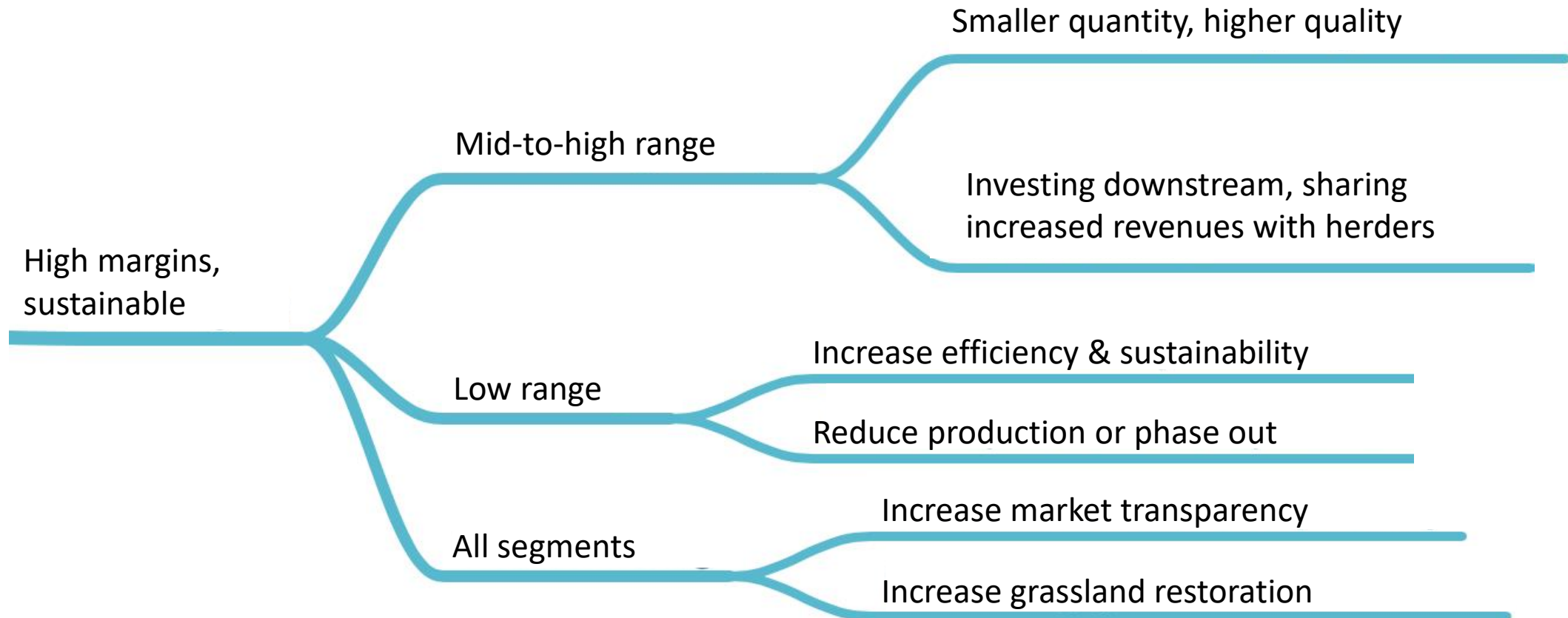
4 SCENARIOS FOR RECOVERY

- ✓ **1. Bounce back & continue**
- ✓⁺ **2. Bounce back & change direction**
- ↻ **3. Slow fashion & change direction**
- 🍃 **4. Socially conscious & change direction**

WHAT ARE
THE
OPTIONS
FOR MOVING
FORWARD?



STRATEGIES FOR MOVING FORWARD



6 STRATEGIES FOR MOVING FORWARD

1. Increase quality and sustainability, reduce quantity to sell to **more premium buyers**
2. **Improve market fairness** so everyone who produces high quality product gets high quality prices
3. Produce **more finished product** and share more revenue with herders
4. **Increase the efficiency** of production so it is no longer destructive to grasslands
5. Match the scale of **grassland restoration** to the scale of grassland destruction
6. **Shrink or phase out** parts of the industry that will always be unsustainable

WHAT COULD MONGOLIA'S RECOVERY LOOK LIKE?

- ✓ 1. Bounce back & continue
- ✓⁺ 2. Bounce back & respond
- ↻ 3. Slow fashion
- 🍃 4. Social consciousness

Activity:

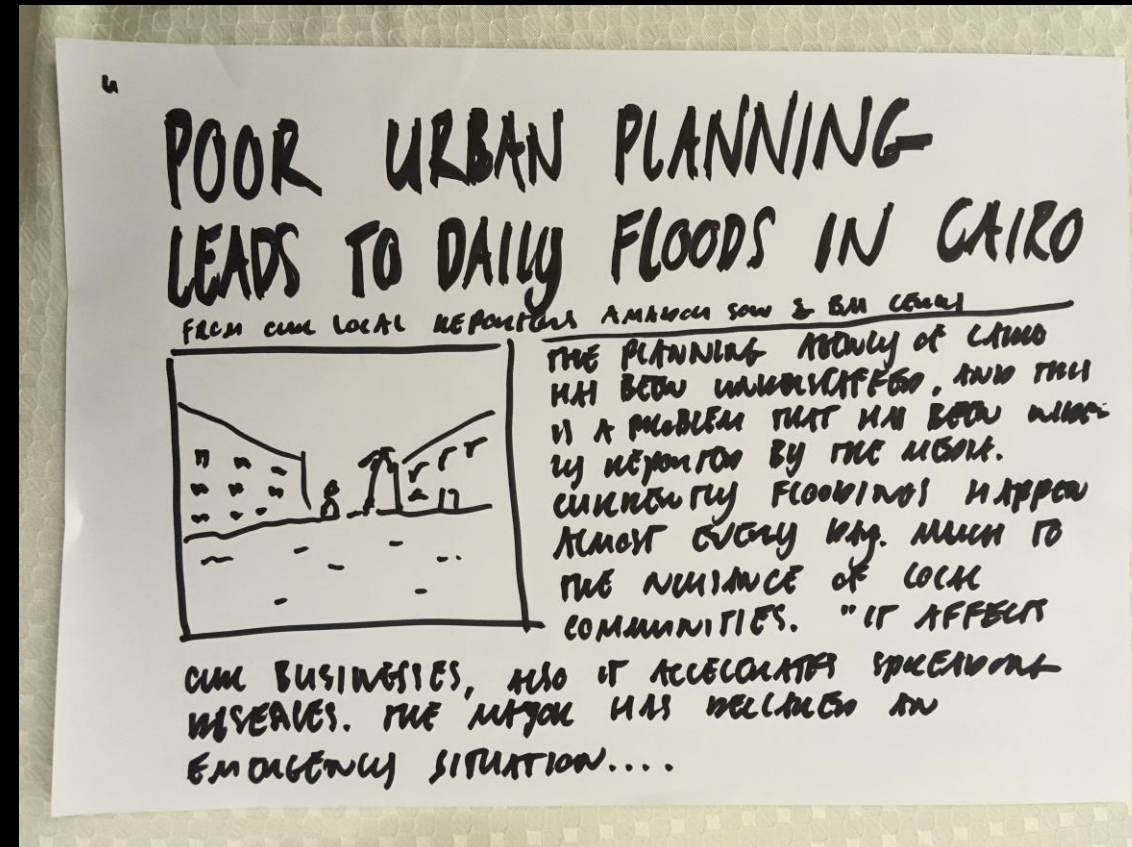
In small groups:

- **Choose strategies** that apply in your scenario (except scenario 1)
- Describe what the future would look like in 5 years through a **newspaper from the future**

1. As a group, choose the strategies you think should be applied in your scenario. Circle them and post the paper up.
2. Each person writes an article describing one aspect of the future in your scenario.
3. Must have:
 - **Headline.** Something memorable.
 - **Body.** Describing what is happening, usually an event.
 - **How it happened.** How did we get to this point since COVID? How did COVID contribute to a better situation or a change in direction?
 - **Visual illustration**

MONGOLIA GAZETTE

AUG 13TH 2025



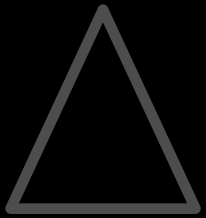


REVIEW THE FRONT PAGES



LUNCH

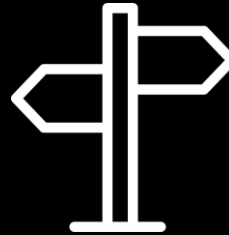




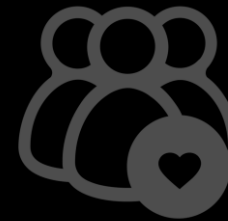
What is changing
with COVID?



Where might our
industry go?
Where do we want
it to go?



How do we influence
the direction of the
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What are our
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How do we
collaborate to
move forward?

PICK THE AREA YOU ARE MOST INTERESTED IN
WORKING ON

Group 1

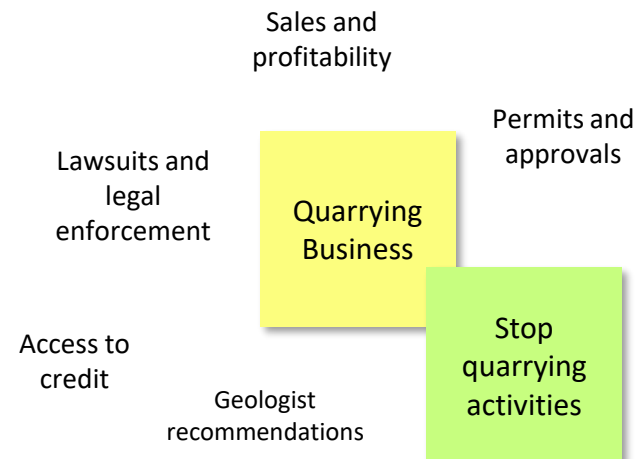
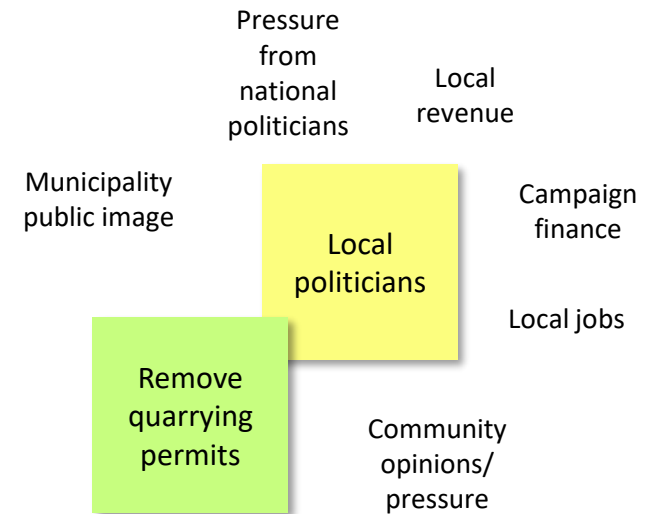
Group 2

Group 3

Group 4

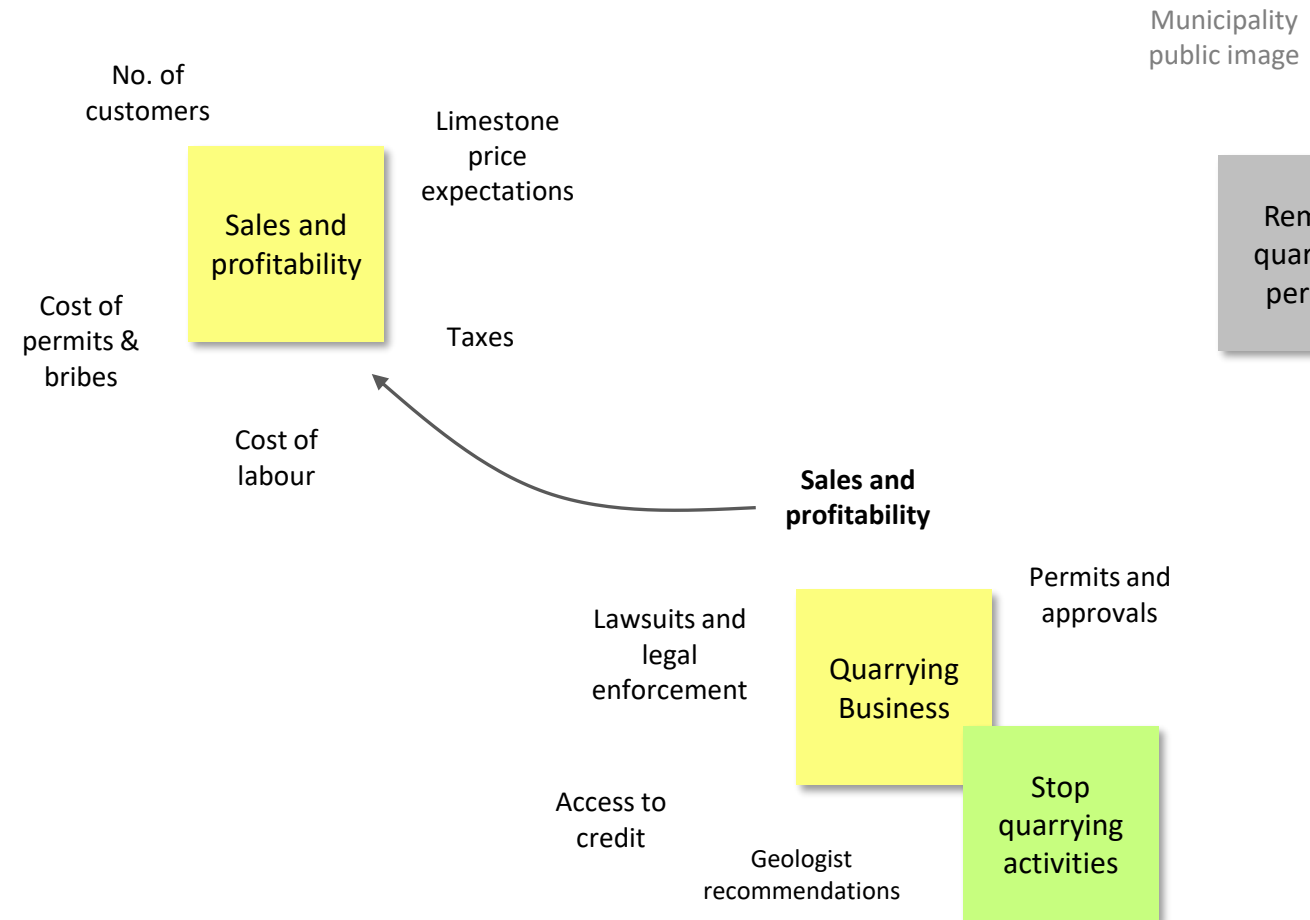
BUILDING YOUR INFLUENCE MAP

1. Identify the **people or organisations (yellow)** whose actions you want to change and what is the **new action(s) (green)** you want them to take.
2. Write down around each yellow post-it what factors influence their decisions.



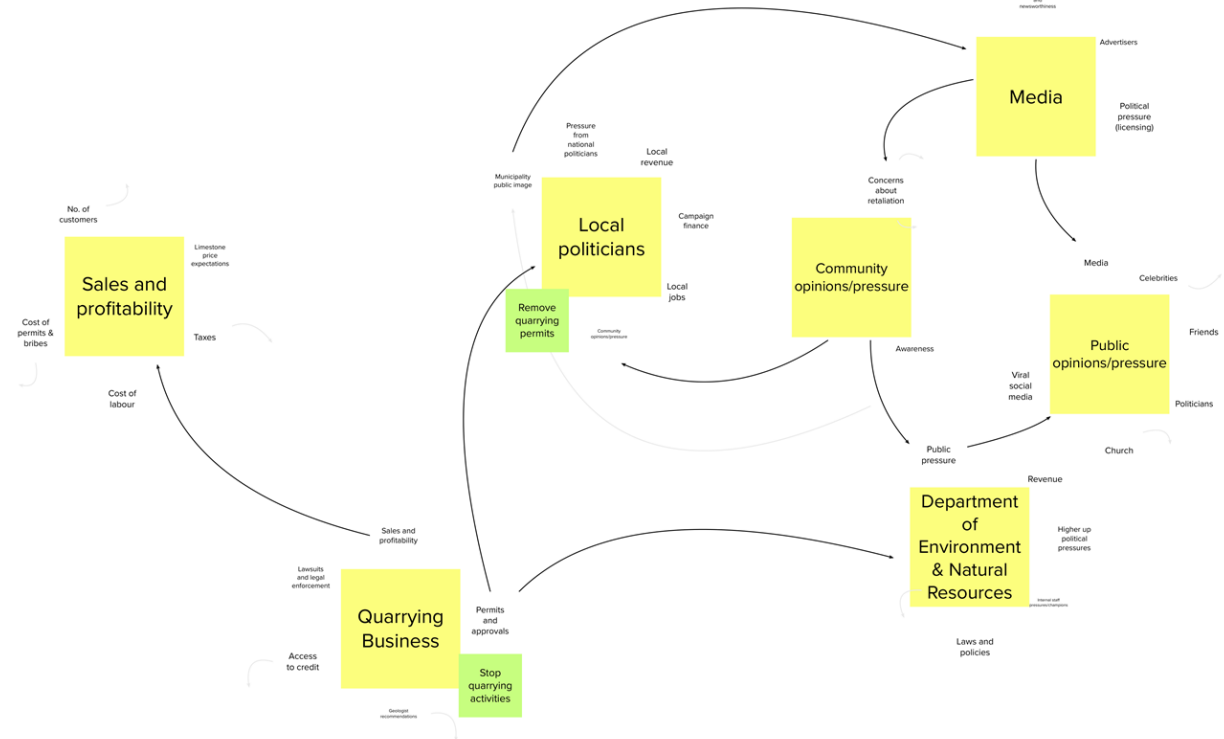
BUILDING YOUR INFLUENCE MAP

3. Pick influences that you think might be interesting and “zoom into them” by making a yellow-post-it about that influence.
4. Write around the new yellow post-it the influences.



BUILDING YOUR INFLUENCE MAP

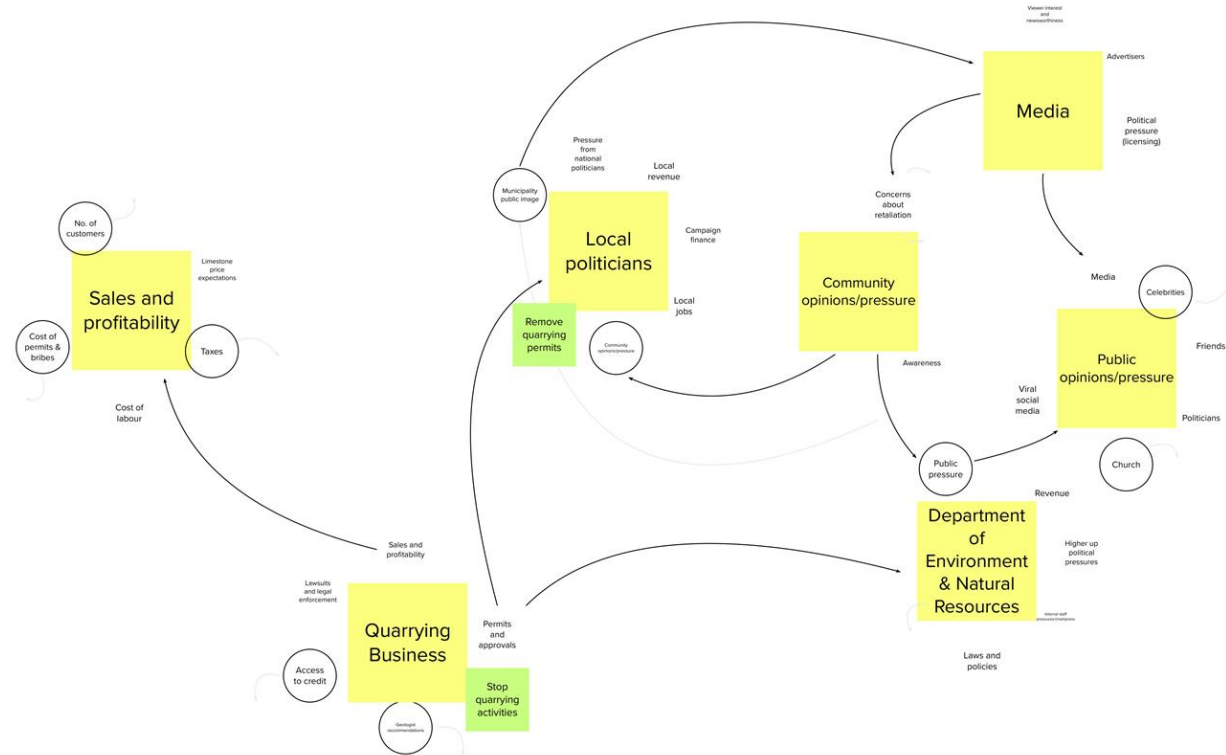
3. Pick influences that you think might be interesting and “zoom into them” by making a yellow-post-it about that influence.
4. Write around the new yellow post-it the influences.
5. You can pick more influences that you think might be useful to “zoom into” until you have found **enough influences to change the behaviour**.



BUILDING YOUR INFLUENCE MAP

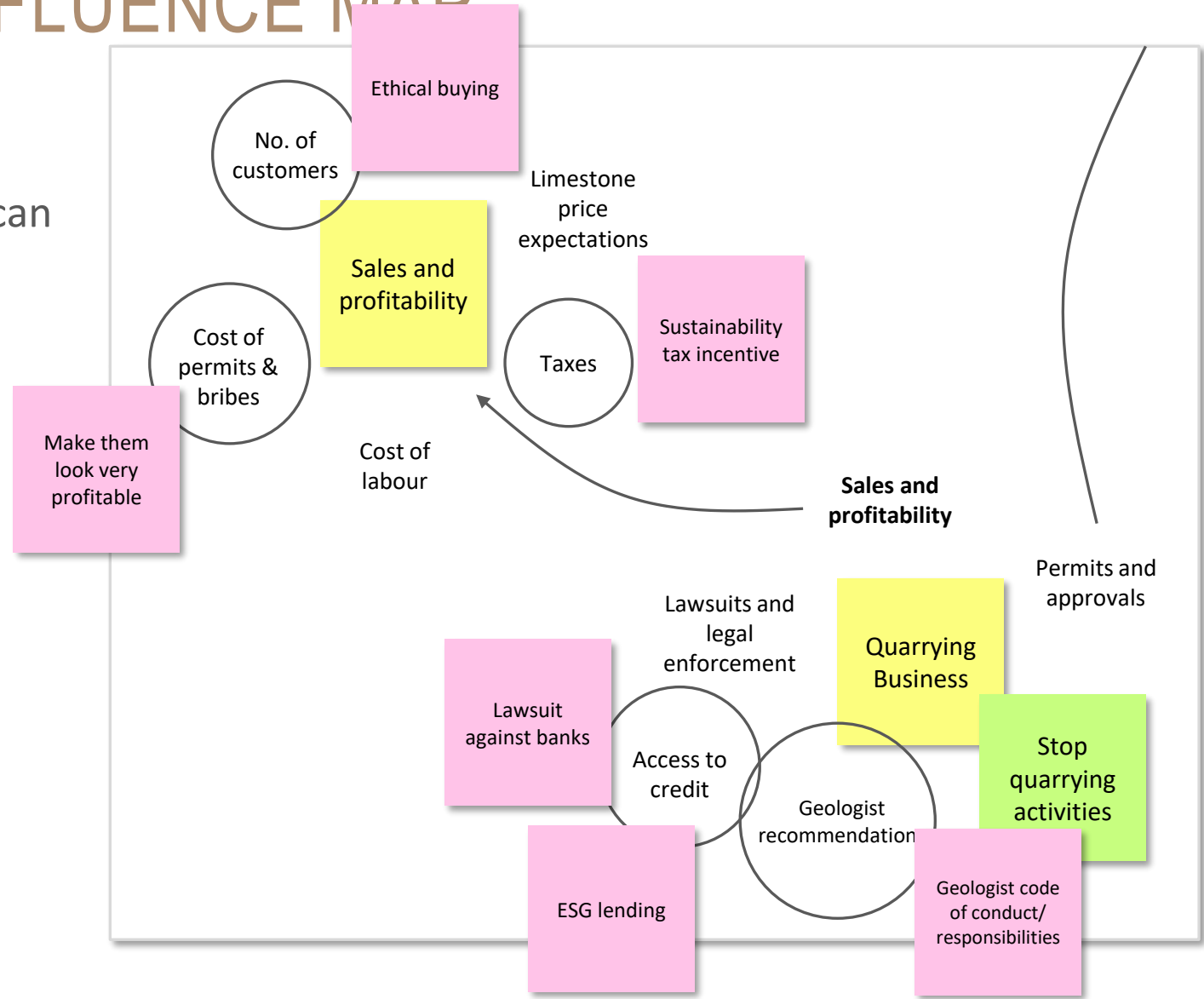
6. Circle the **most promising areas** where you think you can influence the action (green).

Which areas have become easier to influence because of COVID?



BUILDING YOUR INFLUENCE MAP

7. Develop **ideas** about how you can act on those most promising areas.



NAP RECOMMENDATIONS

Challenges in our current industry direction	How we want to change the direction of the industry	Opportunities COVID has created for change	How are we influencing the system	Suggested initiatives
			○	■
			○	■ ■
			○	■ ■ ■
			○	■ ■

Why have these areas become easier to influence because of COVID?

Areas of influence

Ideas

HOW DO WE INFLUENCE THE DIRECTION OF THE INDUSTRY?

Build your influence map

1. Identify the **people or organizations (yellow)** whose actions you want to change and what is the **new action(s) (green)** you want them to take.
2. Write down around each yellow post-it what factors influence their decisions.
3. Pick influences that you think might be interesting and “zoom into them” by making a yellow-post-it about that influence.
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6. Circle the **most promising areas** where you think you can influence the action (green). Which areas have become easier to influence because of COVID?
7. Develop **ideas** about how you can act on those most promising areas.

Make your recommendations

1. As a group, pick **4 areas of influence** you would like to recommend to change the stakeholder’s actions.
2. Complete the NAP recommendations slide.



BREAK

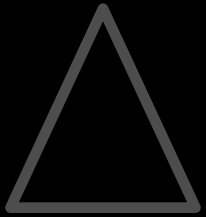
SHARE





PRIORITISE RECOMMENDATIONS

- Prioritise 6-8 recommendations for the NAP.
- Vote on the areas for changes that are most feasible and will have the greatest impact in the COVID recovery.
- Use the URL below to vote.



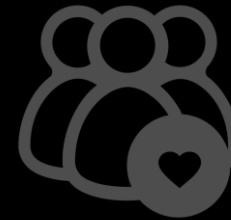
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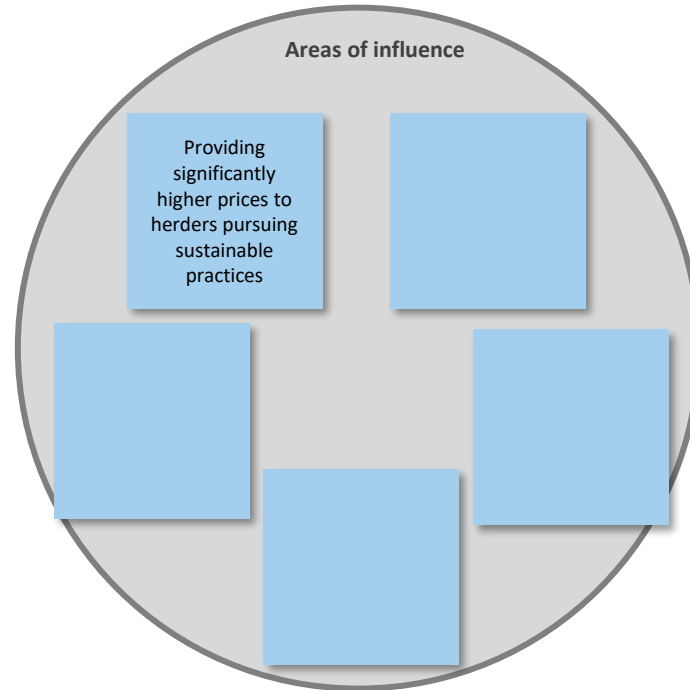


What are our
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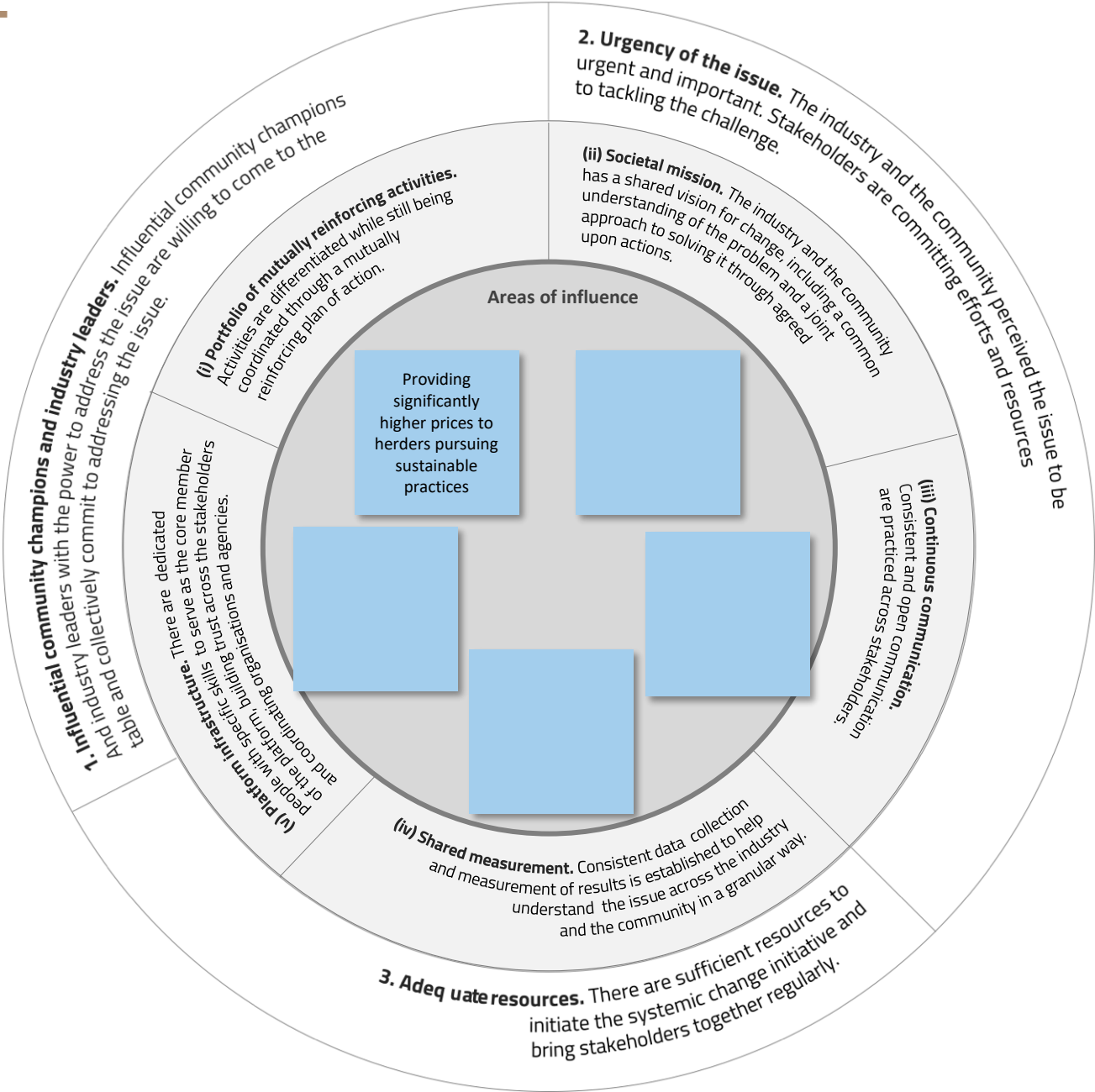
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THESE ARE THE AREAS
WE WANT TO INFLUENCE
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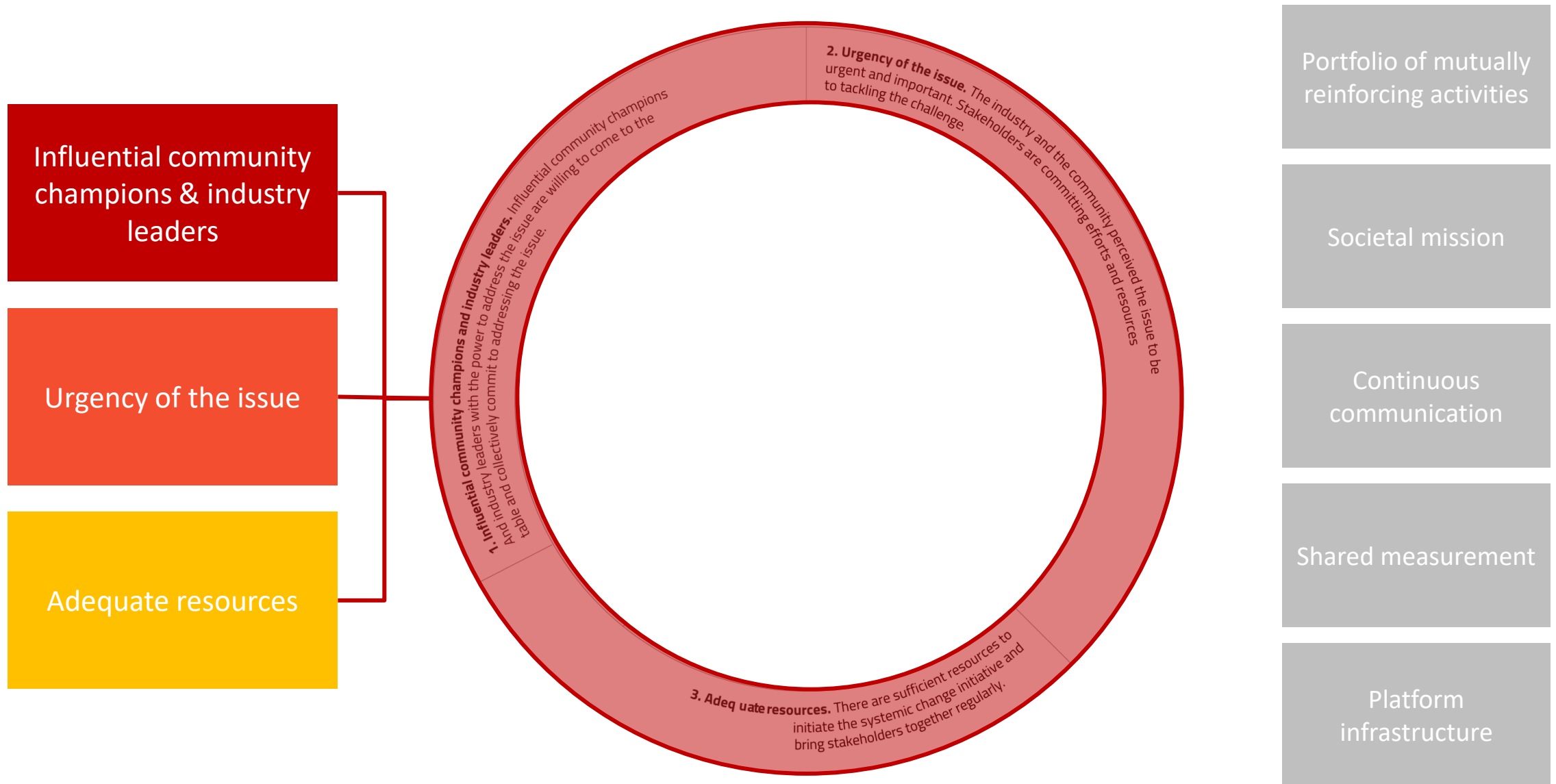


BUT HOW DO WE
WORK TOGETHER TO
ACHIEVE SYSTEMIC
CHANGE?

ELEMENTS OF SYSTEMIC CHANGE EFFORT



THREE PRE-CONDITIONS



FIVE INGREDIENTS

Influential community
champions & industry
leaders

Urgency to the issue

Adequate resources



Portfolio of mutually
reinforcing activities

Societal mission

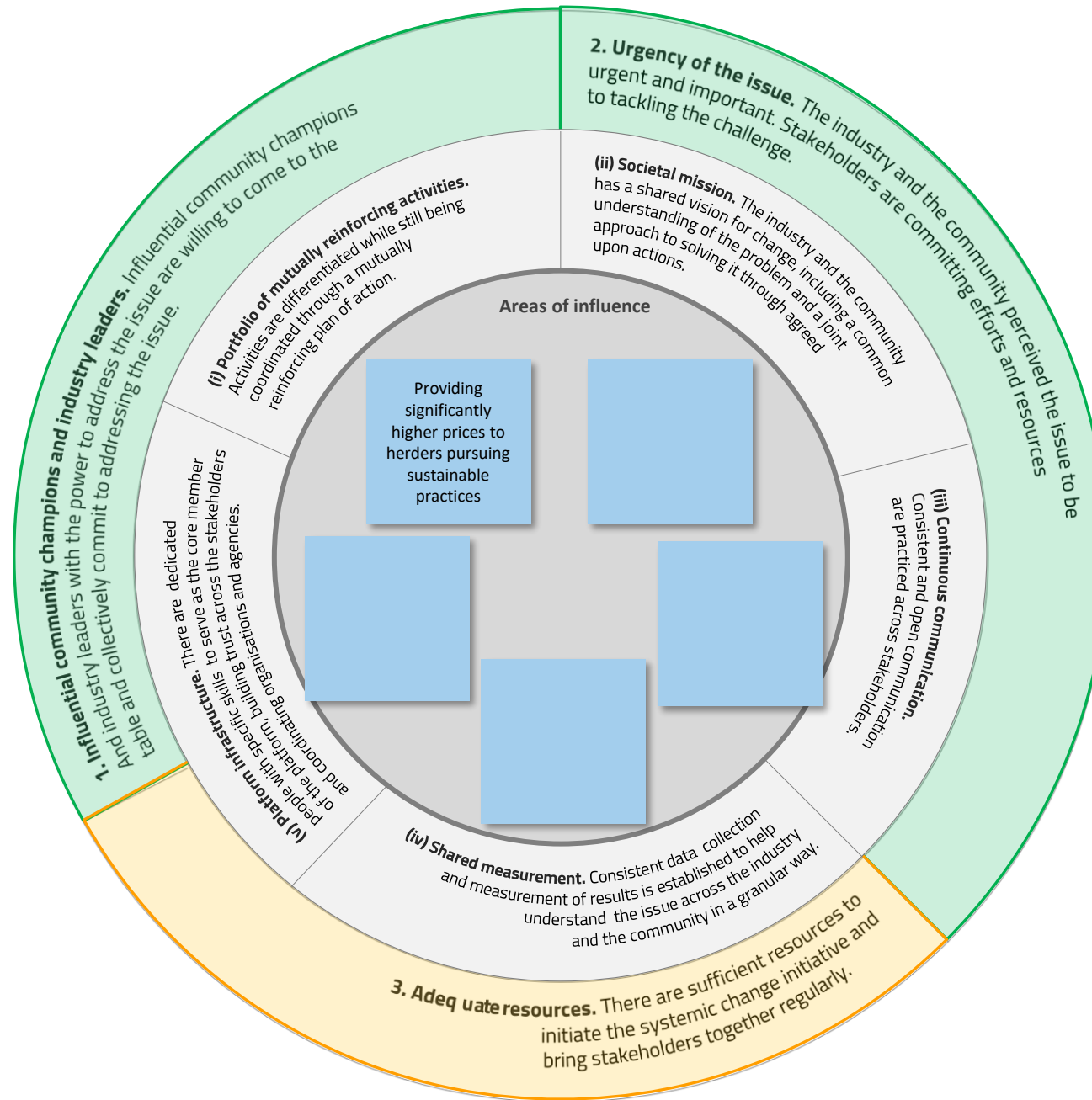
Continuous
communication

Shared measurement

Platform
infrastructure

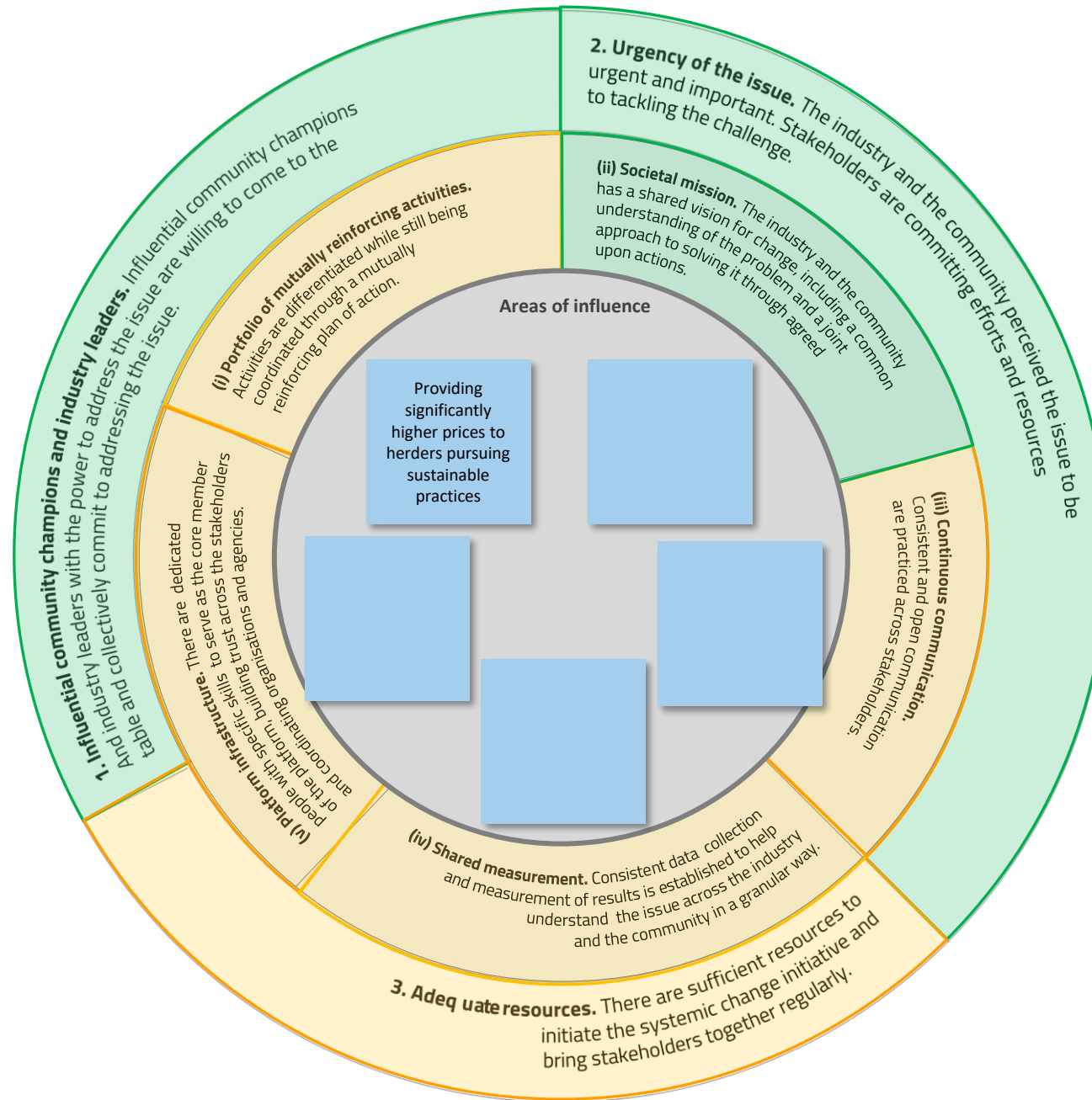
SYSTEMIC CHANGE READINESS ASSESSMENT

- Achieved
- Partially achieved
- Just beginning

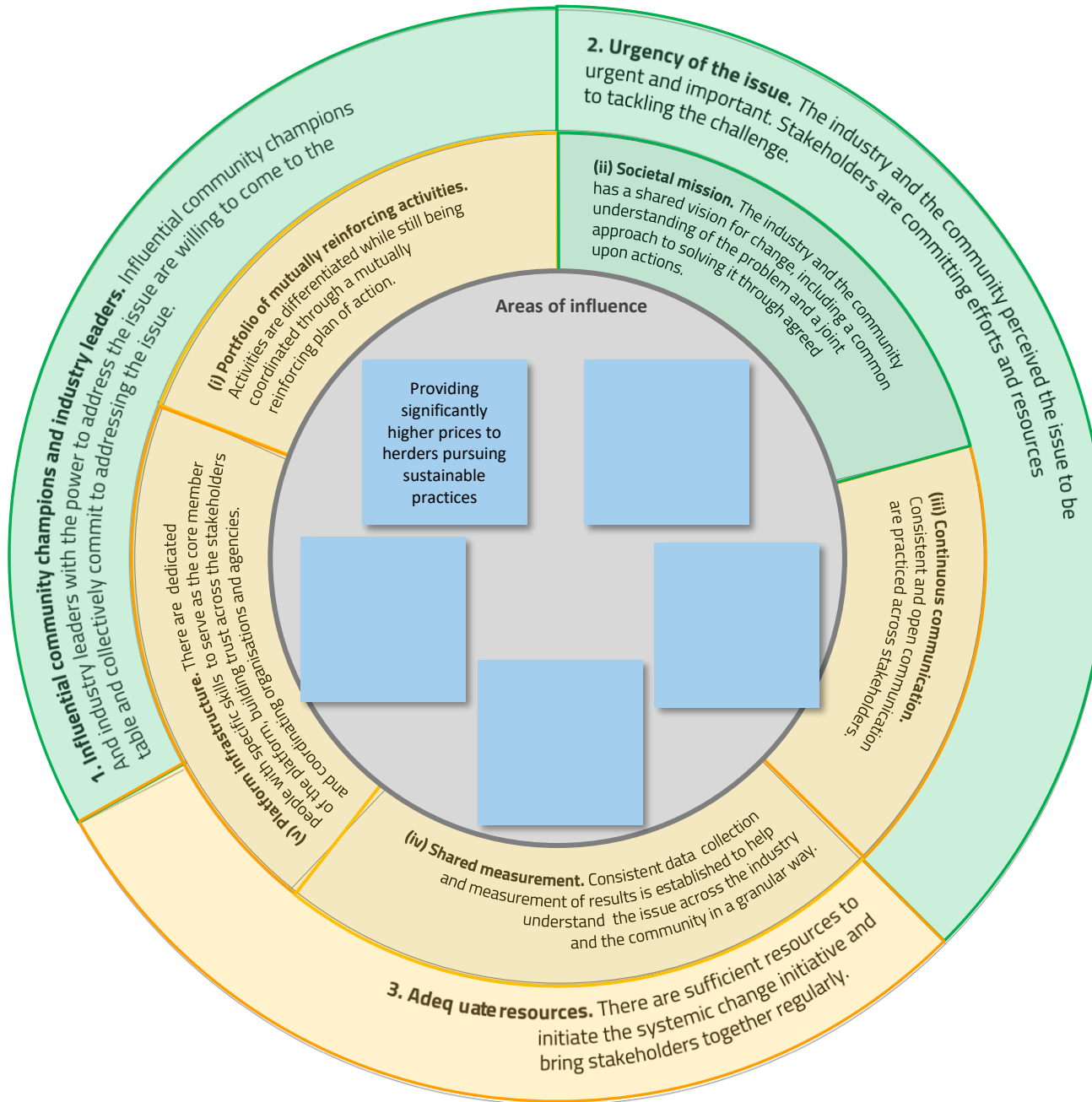


SYSTEMIC CHANGE READINESS ASSESSMENT

- Achieved
- Partially achieved
- Just beginning



HOW DO WE COLLABORATE TO MOVE FORWARD?



- **Adequate resources.** What are the resources we will need to initiate the systemic change effort and bring stakeholders together regularly? How do we obtain those resources?
- **Portfolio of mutually reinforcing activities.** How do we ensure our activities are connected to each other and build on each other?
- **Continuous communication.** How do we enable frequent and regular communications amongst stakeholders?
- **Shared measurement.** How do we measure how much change all our initiatives have made in the community?
- **Platform infrastructure.** How people can join the initiative and learn who they can collaborate with? How do we ensure there are dedicated people to coordinate and convene stakeholders regularly?



HOW DO WE COLLABORATE TO MOVE FORWARD? (ROUND 1)

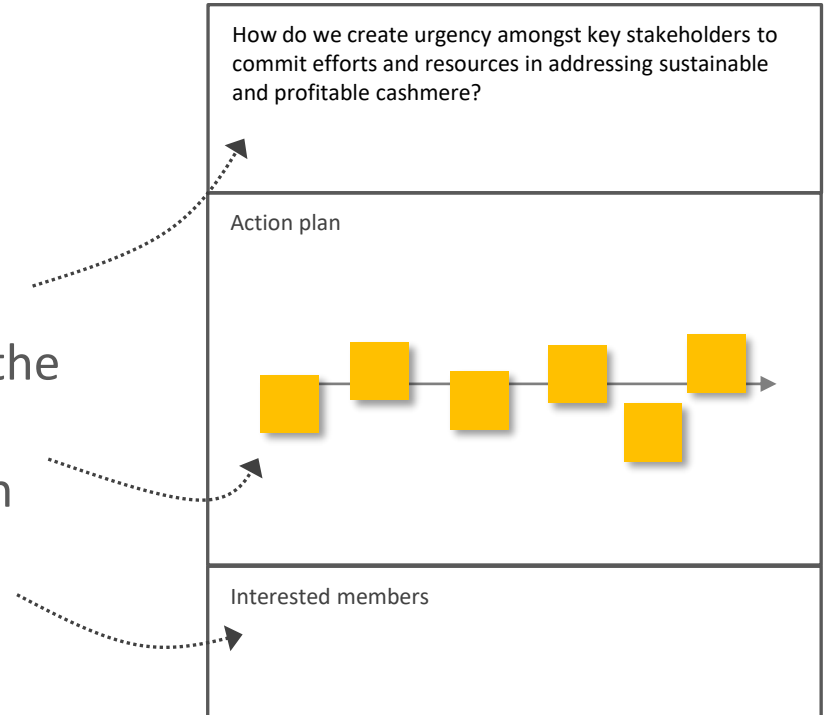
Questions:

1. How do we strengthen areas that are **partially achieved** or **just beginning**?
2. What are some initiatives we could explore for that area?
3. What are our action plan for the next 5 months?
4. Who would like to take part in the action plan?

Activity:

Pick an area you are interested to work on.

In small groups, write down your answers on post-its, add them to the flip chart, and discuss.





HOW DO WE COLLABORATE TO MOVE FORWARD? (ROUND 2)

Questions:

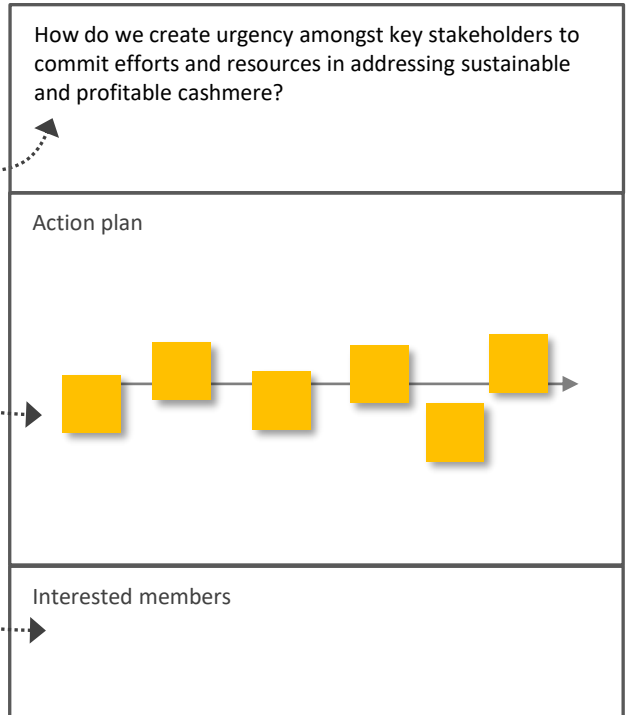
1. What are additional initiatives we could explore to strengthen the area?
2. What are some activities we can add to our action plan for the next 5 months?
3. Who would like to take part in the action plan?

Activity:

Pick someone to stay back and explain the poster.

Other members rotate to new areas they are interested to work on.

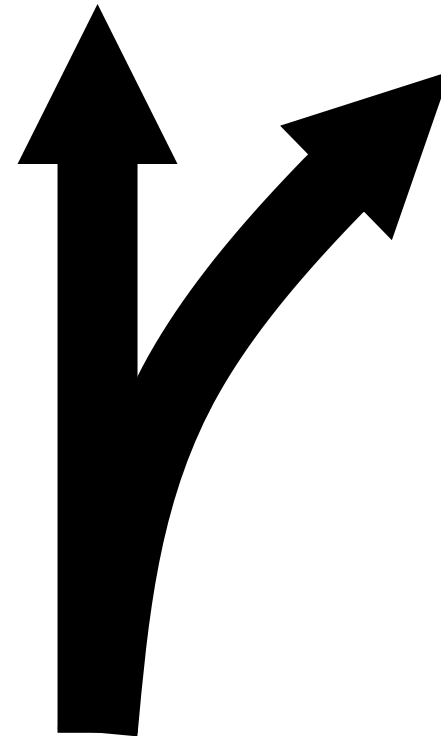
As a new group, write down your answers on post-its, add them to the flip chart, and discuss.



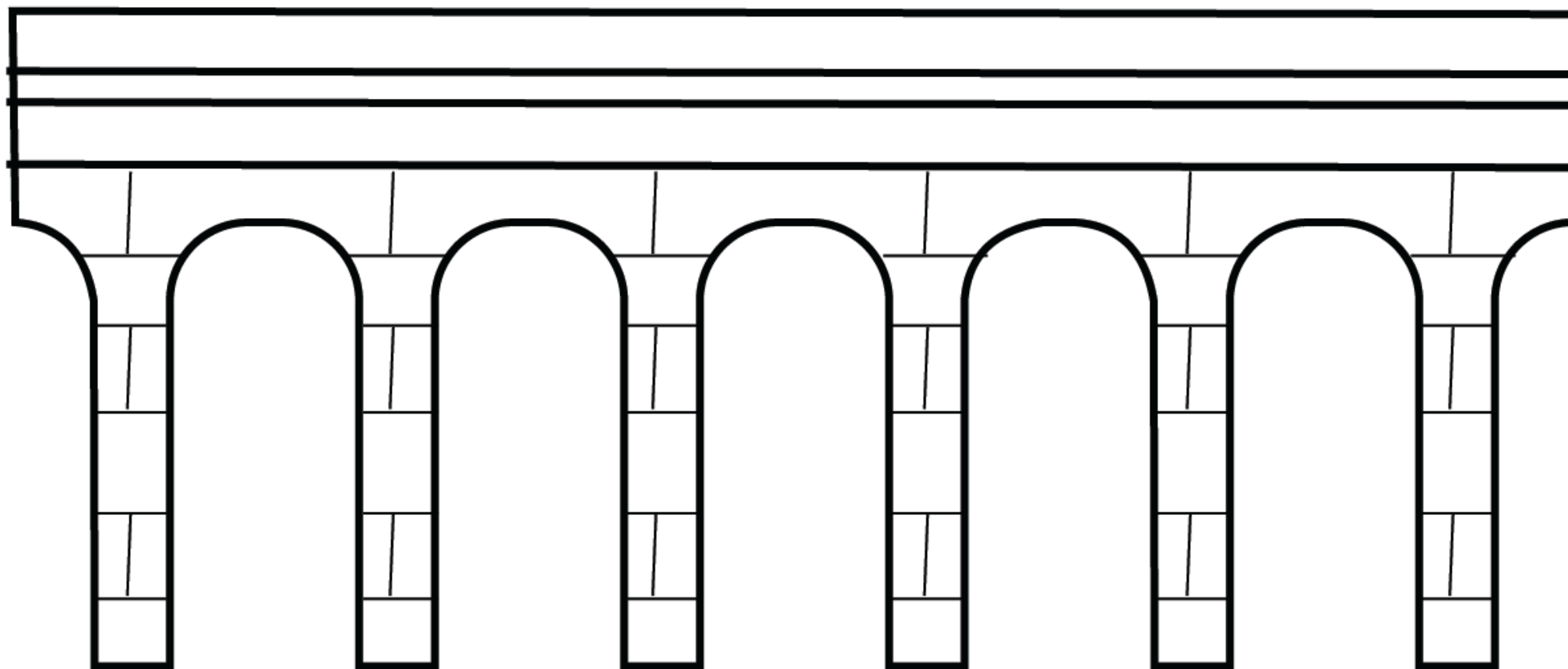
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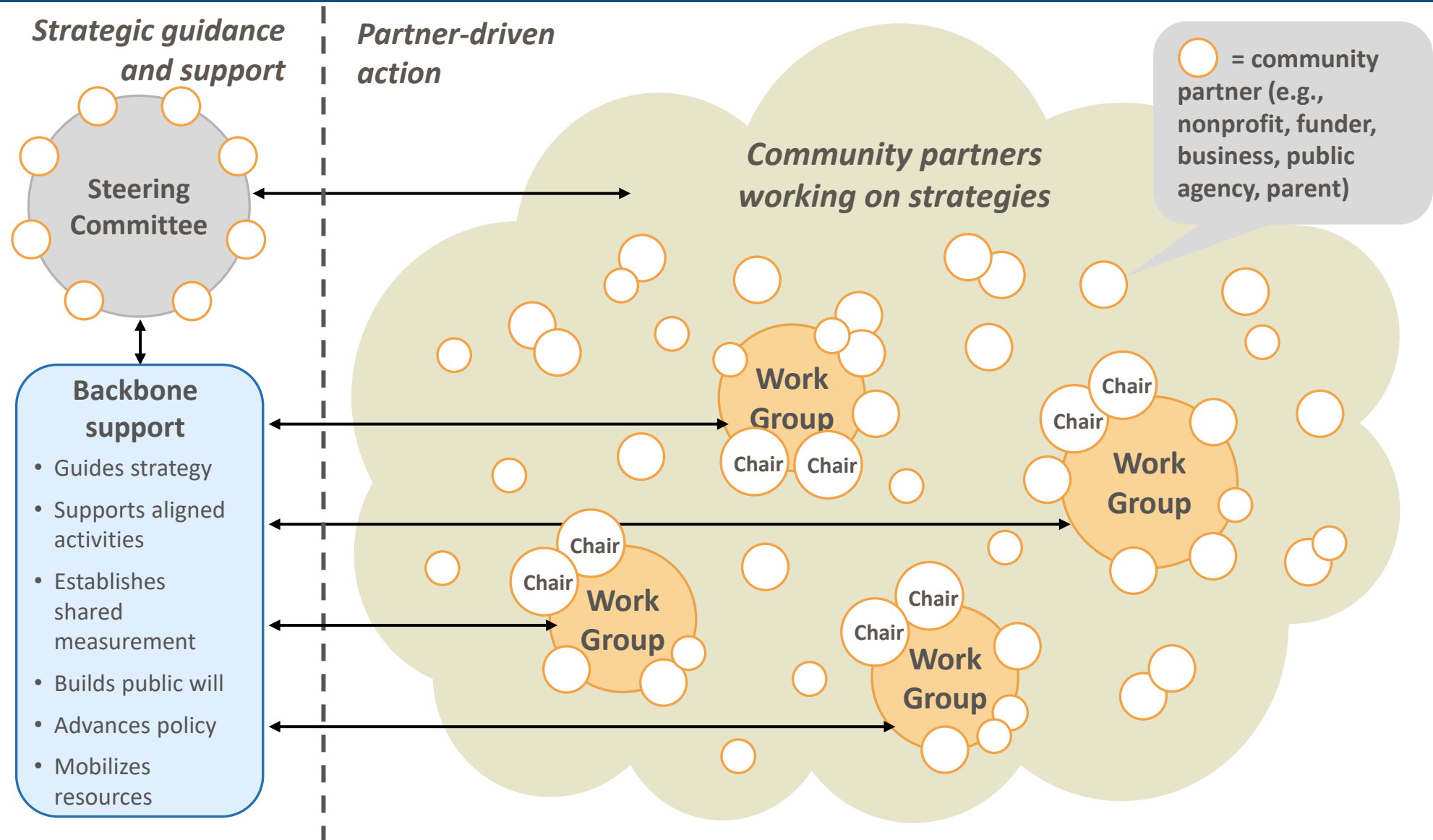
Literacy

**Industry
Alignment**

**Family
Planning**

**Career
Advisory**

Common Agenda and Shared Metrics



THREE IDEAS BEHIND SYSTEMIC CHANGE

1. To change someone's actions, we **change the context** around them instead of the person themselves
2. Systemic change happens when we make **a collection connected changes that work together** at the same time
3. Change only works if **multiple stakeholders are pushing** in the same direction

Collective impact efforts tend to transpire over five phases



Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance and Infrastructure	Convene community leaders	Identify champions and form cross-sector Steering Committee “SC” to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups “WGs” and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice – gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)

DO YOU HAVE ANY QUESTIONS?



TODAY'S REFLECTION



What did you like
about this
approach?



What is something
you hope to do
differently as a
result of this
workshop?

