



LIST OF ACRONYM

ADB	Asian Development Bank
BEST	Business Excellence for Sustainability and Transparency
CCR	Caritas Czech Republic
EU	European Union
ILO	International Labor Organization
KoSEA	Korea Social Enterprise Promotion Agency
LLC	Limited Liability Company
MCUD	Ministry of Construction and Urban Development
MLSP	Ministry of Labor and Social Protection
MOEL	Korean Ministry of Employment and Labour
MoU	Memorandum of Understanding
NBFI	Non-banking financial institute
NGO	Non-governmental organization
PIN	People In Need
SDG	Sustainable Development Goal
SME	Small, and Medium Enterprise
SOGE	Switching on the Green Economy
SSE	Strengthening Social and Solidarity Economy
ToC	Sustainable Finance Association
USAID	United States Agency for International Development
YBI	Youth Business International
YBM	Youth Business Mongolia

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GREETINGS FROM THE EXECUTIVE DIRECTOR

Greetings valued beneficiaries, partners and board members,

We extend our gratitude to all of you who cooperated with Development Solutions non-governmental organization (NGO) in the year 2022. In the same manner, like all the enterprises in Mongolia who are striving to revive their economy after the pandemic, Development Solutions NGO is endeavoring to assist micro, small, and medium enterprises (MSMEs) through our 13 branches operating in Ulaanbaatar city and 12 provinces, and we are committed to delivering services that reflect our values.

In the past year, we successfully reached out to 17,479 beneficiaries, facilitated loans totaling MNT 62.6 billion, and helped businesses generate 1,500 new job opportunities. It is important to note that the determination and collective efforts of our employees and beneficiaries, along with the effective collaboration of our partners, greatly contributed to this achievement.

During the reporting period, the Business Excellence for Sustainability and Transparency (BEST) program, funded by the United States Agency for International Development (USAID), directed its operations in helping to ensure food security, which is a global concern, in Mongolia and we specifically prioritized providing support to SMEs in the agricultural sector. To achieve this, we expanded our team with experienced agricultural specialists and coordinated business development services with agricultural business activities, which was the highlight of the year.

Our "Local Agribusiness Support Strategy" program, in collaboration with Oyu Tolgoi LLC, has successfully entered its fourth year and continues to improve the livelihood of communities in Khanbogd soum of Umnugovi aimag, supporting the local enterprises to expand their businesses through training and business consulting services.



In 2022, we commenced our new project, Switching on the Green Economy (SOGE), funded by the European Union (EU), conducted in partnership with People In Need Mongolia (PIN), Caritas Czech Republic (CCR) in Mongolia, and Mongolian Sustainable Finance Association (ToC), in Ulaanbaatar, Orkhon, and Selenge aimags. The SOGE project, to be implemented until 2025, will support agri-food and beverage MSMEs and retailers in adopting circular economy practices by providing technical assistance tailored to their needs and developing a market-based eco-labeling system to promote behavior change and facilitate access to green finance.

The year 2023 marks the 15th anniversary of our organization and we are positive that we will meet you with new ideas, new achievements, and new advances during the anniversary celebration.

Warm regards,

EXECUTIVE DIRECTOR, GANGIS.B

THE BOARD OF DIRECTORS

The board consists of five independent members representing the legal, educational, banking, and mining sectors while aspiring to support the local development, business, and economy within their social responsibility. The board is the highest governing body that convenes four meetings annually and makes strategic and timely decisions.



Chair of the board
OYUN Luvsandorj
*Professor of Finance Program,
Business School,
National University of Mongolia*



Board member
TUYA, Zorig
Director of New Urbanism LLC



Board member
BAATARBOLD, Jukov
*Director of Citizens Insurance,
Tenger Daatgal LLC*



Board member
ERDENECHIMEG Jambaldorj
*Former President of the
Mongolian Women's Federation*



Board member
GANTUMUR, Jigjidsuren
*Senior Project Loan Manager,
Khan Bank Business Credit Policy
Regulation Department*

ABOUT US

Development Solutions NGO has implemented more than 100 projects and programs since its establishment on August 14, 2008 with a proficient team that provides comprehensive services to support MSMEs in entrepreneurial mindset, attitude, business skills, sales strategies, and access to financing, and is being the lever for the growth and advancement of its customers.

Our organization operates across

15 branch offices with **71** staff,
34 of whom work in **9** ULAANBAATAR and
37 in **14** LOCAL BRANCHES.



PROGRAM LOCATIONS



MISSION, VISION AND VALUES

VISION

Development Solutions is an **INNOVATIVE, RESULT-ORIENTED, and TOP-NOTCH ORGANIZATION** providing a set of professional business development services.

MISSION

Development Solution works to:

• IMPROVE THE QUALITY OF COMMUNITY LIFE



• DEVELOP BUSINESS CAPACITY



• SUPPORT ENVIRONMENTALLY-SOUND SOCIAL AND ECONOMIC GROWTH WITH INNOVATIVE AND RESULT-ORIENTED SOLUTIONS.



VALUES



Development Solutions is a **NON-PROFIT, INDEPENDENT** Mongolian non-governmental organization.



Development Solutions offers **A WIDE RANGE OF VALUE-ADDED, LONG-TERM, COMPREHENSIVE BUSINESS DEVELOPMENT SOLUTIONS TAILORED TO THE NEEDS** of each customer.



Every employee of our organization values **EFFECTIVE COOPERATION** and has the **SKILLS TO DEVELOP THE CAPACITY OF MSMES IN MONGOLIA USING GLOBALLY WELL-KNOWN BUSINESS DEVELOPMENT METHODS AND EXPERIENCE**



NON- GOVERNMENT ORGANIZATIONS



OUR SERVICES

-  BUSINESS DEVELOPMENT TRAINING
-  MANAGEMENT AND CORPORATE GOVERNANCE CONSULTANCY
-  INSTITUTIONAL TRAINING SERVICE
-  SALES LINKAGE SERVICE
-  BUSINESS GROUP AND COOPERATIVE DEVELOPMENT SERVICE
-  LOAN AND FINANCE FACILITATION SERVICE
-  CAPACITY BUILDING FOR GOVERNMENT ORGANIZATIONS AND NGOS
-  BUSINESS AND ECONOMIC RESEARCH
-  START-UP BUSINESS SUPPORT PROGRAM
-  MENTORING AND COACHING

OUR SERVICES:

		Activity results of 2022	Activity results since 2008
1	New businesses	476	4,948
2	Expanded and improved businesses	1,886	11,272
3	New jobs	1,504	22,392
4	Training participants	12,122	44,445
5	Mentors	563	1,328
6	Amount of sales revenue growth	MNT 14.6 billion	MNT 28.5 billion
7	Amount of successful loan facilitations	MNT 62,4 billion	MNT 243,2 billion
8	Number of bank loans facilitated	660	10,851
9	Business groups, cooperatives, and NGOs	33	756
10	Entrepreneurs aged 16-35	5,546	20,971

Our customers:



THE PROGRAMS & PROJECTS



“BUSINESS EXCELLENCE FOR SUSTAINABILITY AND TRANSPARENCY” BEST PROGRAM

| 2019-2024



Otgonchimeg. Ts
Khashaатын Goviin Zag LLC



Gereltuya.Ts
Hanna Anna Bakery



Enkhbat.Kh
Dornyn Altan Gutal LLC

BEST PROGRAM OBJECTIVES:

1
Increasing SME access to finance

2
Improving corporate governance among SMEs

3
Improving the capacity within Mongolian institutions

4
Maintain analytical agenda for strategic learning

5
Providing small grants to reach disadvantaged but otherwise well qualified, small enterprises

Development Solutions NGO is successfully implementing the Business Excellence for Sustainability and Transparency (BEST) program in its 4th year with the aim of diversifying Mongolia's economy by increasing SMEs' access to finances, and improving economic governance and accountability through its operation in 13 branches in **Ulaanbaatar, Bayankhongor, Darkhan-Uul, Dornogovi, Dornod, Zavkhan, Orkhon, Umnugovi, Uvurhangai, Selenge, Khuvsgul, Khovd, and Khentii aimags.**

Starting in October 2022, the BEST program expanded its activities in strengthening the agribusiness sector of Mongolia.

BEST program activities:

Component 1

- Loan facilitation service
- Capacity building training and consulting services in business plan and financial reports

Component 2

- Short-term and long-term consultation services and training on corporate governance

Component 3

- Policymaker-focused forums and roundtable meetings
- Advocacy trainings for government officials on transparency and anti-corruption
- Trainings and meetings to improve NGO management

Component 4

- Collect and analyze SME data to support evidence-based policy making

Component 5

- Accelerator program to empower SMEs, start-ups, and NGOs
- Small Grant program award to SMEs, start-ups, and NGOs

THE RESULTS OF THE BEST PROGRAM ACTIVITIES

Component 1

In improving skills to acquire finances, 9,021 SME representatives participated in 532 training sessions and 7,413 SME representatives participated in 308 knowledge and experience sharing meetings and workshops. As a result of consulting, training, and loan facilitation services for SMEs and start-ups to increase the capability to acquire external financing, MNT 62.6 billion in loans from banks and financial institutions have been secured.

Component 2

A total of 375 beneficiaries have improved their corporate governance through consulting services. Among these, 62 SMEs received long-term corporate consulting services while 313 SMEs benefitted from short-term consulting services.

Component 3

As a result of trainings, meetings, and advocacy activities aimed at promoting transparency and strengthening the monitoring system for both government organizations and NGOs that provide support to SMEs, 5 advocacy initiatives have been introduced by the participants.

Component 4

2 research surveys have been done in order to identify the challenges faced by SMEs.

1. "Digital transition of the SMEs in Mongolia"
2. "Challenges for the SME sector in Mongolia – Gender equality and women entrepreneurs"

Component 5

Through the Small Grant sub-program, a total of MNT430 million was awarded to 27 start-up businesses and 16 SMEs that demonstrated innovative ideas within the local context.

Program key achievements



IMPROVED AND EXPANDED BUSINESSES:
1,812 **2,688**



AMOUNT OF SALES REVENUE GROWTH:
MNT 12,5 **MNT 19,2**



INCREASED JOBS:
1,500 **2,377**

Results of 2022

Total results



SMALL GRANT AWARDED TO ESTABLISH "GOVIIN HIITSTEI TSAI" START-UP

Tsogbayar.E, a resident of Umnogovi aimag participated in the Small Grant sub-program of the BEST program in April 2022 and successfully started his business by launching "Goviin hiitstei tsai" brand. "Goviin hiitstei tsai" brand has rich ingredients containing various types of tea products and captures the essence of gobi's traditional UND tea. Creating **2 new jobs** and achieving a monthly production volume of **13,000 products**, he is **successfully expanding his business, supplying to local stores and large chain stores in Ulaanbaatar, such as Nomin and GS25.**

PRE-LOAN DEVELOPMENT PROGRAM IN COOPERATION WITH THE SMALL AND MEDIUM ENTERPRISE AND SERVICE SUPPORT CENTER IN ULAANBAATAR



Within the framework of the Memorandum of Understanding (MoU) signed with the Small and Medium Enterprise and Service Support Center, in order to support and strengthen the activities of SMEs in Ulaanbaatar that had been directly and indirectly impacted by the pandemic, the "Short-term plan to increase the competitiveness of SMEs in Ulaanbaatar affected by the pandemic" was developed and put into action. A total of **136 entrepreneurs** in 5 cohorts participated in the pre-loan development program and **improved their knowledge and skills** in loan and financial relationships and project proposal writing and **developed their business expansion proposals; ultimately submitting their applications for loans with preferential terms to commercial banks.**



A. Erdenejargal, CEO, "Tamgan Erdene Khairkhan" LLC:

I participated in the business development accelerator program organized by BEST and improved my understanding of project writing methods, loans, and investment. This helped me develop a project proposal to expand my tailoring business and I am grateful that I was able to secure a MNT100,000,000 loan for a period of 36 months with an annual 3% interest rate.



136 entrepreneurs



PRE AND POST-LOAN DEVELOPMENT PROGRAM IN COOPERATION WITH INVESCORE NBF



The BEST program successfully implemented a business development accelerator program in cooperation with InvesCore NBF and Rio Tinto Mongolia LLC and as a result, SMEs were granted access to a **24-month loan with an annual interest rate of 4.8%.**

The activity comprised 3 stages: **a pre-loan business development program, a project presentation or PITCH DAY, and a post-loan development program** which continued for 2 months, supporting **more than 100 entrepreneurs** to improve their business management skills and forge partnerships, of which, **60 businesses** secured **MNT 1,531,000,000** in subsidized loans.

Moreover, the entrepreneurs who have successfully graduated from the accelerator program joined the voluntary **CEO club** beside the BEST program to share their business ideas and experiences and foster a partnership for market expansion.



G.Nasanjargal, CEO,
"ViVaChe Music" LLC:

Our ViVaChe music training center aims to teach children and young people play violin, piano, guitar, horse-headed fiddle, ukulele, and to provide artistic education through music and facilitate the development of their senses.

During the initial phase of turning our business idea into a reality, we participated in the BEST program activity and managed to establish ViVaChe Music LLC within a year and gained access to financing with favorable terms.

The business development trainings and one-on-one consulting services provided by the BEST program have been instrumental for us in managing our business. These resources have been particularly helpful in addressing any uncertainties and providing clarity where needed.

We are thankful to successfully expand our business by increasing the number of musical instruments sevenfold and forming a team of professional teachers, which is made possible with the funding we received.



60 entrepreneurs
secured loans totaling **MNT 1,531,000,000**

"ECONOMIC RECOVERY POLICY: THE SME SECTOR" FORUM

The BEST program hosted the "Economic Recovery Policy: The SME sector" forum on September 29, 2022. The forum was organized with the purpose of discussing the impacts and potential opportunities created by the economic recovery policy and measures implemented by the Government of Mongolia for the SME sector and conveying the conclu-

sions and recommendations from the forum to the policymakers and stakeholders. The forum was attended by **150 participants**, notably, Mr. Steve Winkates, Deputy Development Advisor of USAID Mongolia, and Mr. Ya. Erdenesaikhan, Head of the SME Agency of Mongolia, and representatives from SMEs and organizations that support SME activities.

During the "Economic Recovery Policy: The SME sector" forum, participants emphasized the necessity for directing attention toward enhancing the conditions and ecosystem of both the macro and micro environments within the SME sector and the need for a clear understanding of the actual impacts and expectations for SMEs throughout the implementation of the economic recovery policy.



"ECONOMIC RECOVERY POLICY: THE SME SECTOR" FORUM

Forum SPEAKERS



Moderator:

D. JARGALSAIKHAN

PhD in Economics



Presentation:

SME SECTOR ECOSYSTEM DEVELOPMENT

Presenter:

P. AMARMEND, *Governance Coordinator, BEST program*



Presentation:

MONGOLIA'S MACROECONOMIC OUTLOOK AND IMPACTS ON SMES

Presenter:

B. TUVSHINTUGS, *Executive Director, Institute of Economic Research and Analysis*



Presentation:

PRESENTATION: SME SECTOR DEVELOPMENT: PAST AND FUTURE

Presenter:

N. ENKHTUR, *Head of Loan and Project Department, SME Agency of Mongolia*



Presentation:

NEW RECOVERY POLICY: OPPORTUNITIES IN THE SME SECTOR

Presenter:

S. DULGUUN, *Executive Director, New Recovery Policy Accelerator Center*



Presentation:

INTERNATIONAL BEST PRACTICES OF THE SME SECTOR

Presenter:

NAKAMURA KEIGO, *JICA Mongolia, Resident Representative of Private Sector Development*



Presentation:

ECONOMIC STIMULUS PACKAGE: IMPLEMENTATION AND IMPACTS

Presenter:

D. DULAMZAYA, *Head of Research Unit, Research and Statistics Department, Bank of Mongolia*

“WOMEN ENTREPRENEUR- II” VIRTUAL FORUM



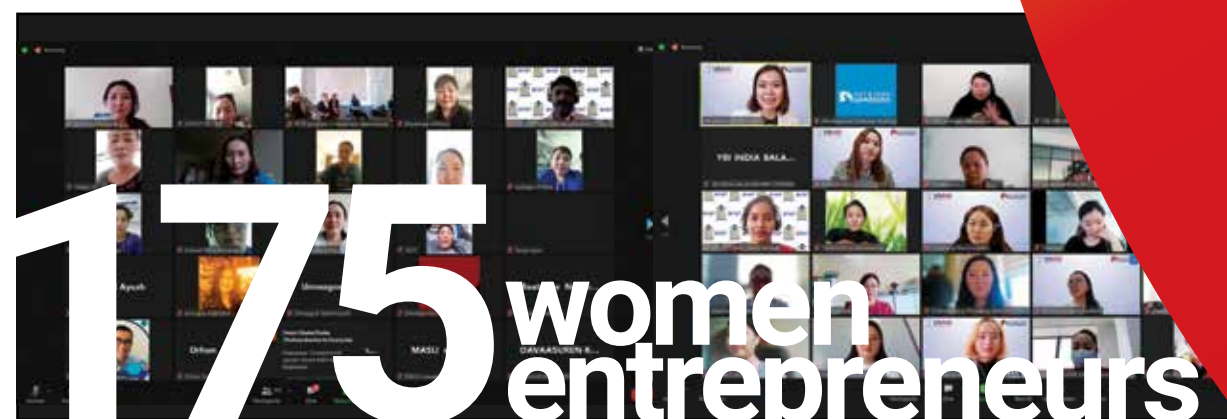
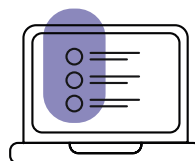
THE BEST PROGRAM PRIORITIZES THE PROMOTION OF GENDER EQUALITY AND THE ADVANCEMENT OF WOMEN'S ENTREPRENEURSHIP TO FOSTER GREATER INITIATIVES AMONG WOMEN ENTREPRENEURS. AN ANNUAL FORUM FOR WOMEN ENTREPRENEURS WAS ORGANIZED ON THE OCCASION OF INTERNATIONAL WOMEN'S DAY.

On March 7, 2022, 175 women entrepreneurs from both urban and rural areas participated in the virtual forum “Women Entrepreneur- II” and engaged in discussions surrounding the challenges they face, ways to overcome them, opportunities for gender-sensitive budgeting and shared the good practices at both national and international levels.

Regina Mackenzie, Acting Deputy Mission Director, USAID Pacific Islands and Mongolia was invited to the e-forum where she emphasized that:

The COVID-19 pandemic has had a detrimental impact on both people's health and the economies of countries, with SMEs being particularly affected. Development studies have shown that no country can succeed if it excludes the talents and voices of the female population. It is worth noting that the majority of SMEs in Mongolia are women-owned businesses and we would like to extend our sincere gratitude for your significant contribution to the economy.

Also, in her opening remarks, she stated, “I am sure that all of you who are participating in this forum communicate openly about problems and challenges you are facing and actively engage in finding mutual solutions.”



Forum SPEAKERS



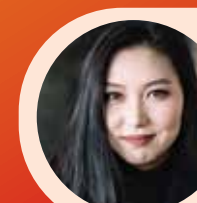
Moderator:
B. BOLORCHIMEG,
CEO, Agnist Media LLC



Presentation - 1:
Presenter: **‘RESEARCH ON WOMEN ENTREPRENEURS’**
Bayarkhuu Tsookhuu, First Deputy Director, Mongolian Economic Analysis and Research Center NGO



Presentation - 2:
Presenter: **‘PROJECT LOANS FOR WOMEN ENTREPRENEURS’**
J. Sosor, Product Management Manager, XacBank



Presentation - 3:
Presenter: **3: ‘GENDER SENSITIVE ACCESS TO FINANCE OPPORTUNITIES’**
E. Nandin-Erdene, Senior Manager of Policy and Cooperation, Sustainable Finance Association Certified Expert on climate and renewable energy finance



Presentation - 4:
Presenter: **‘BUSINESS LEADER WOMAN'S EXPERIENCE’**
B. Chantsaldulam, CEO, Odi Tani LLC



Presentation - 5:
Presenter: **‘DIGITALIZATION IN ENTREPRENEURSHIP / ARMENIA’**
Ms. **Liana Sargsyan**, Economic Development Program Coordinator Deputy Director of the Jinishian Memorial Foundation, Armenia



Presentation - 6:
Presenter: **‘INTERNATIONAL PRACTICE / INDIA’**
Ms. **Aruna Helen Vinodhkumar**, Senior Director of Operation, BYST

MICRO-, SMALL, AND MEDIUM-SIZED ENTERPRISES DAY | 2022

In order to raise awareness of the immense contributions of MSMEs to the sustainable development of the global economy and society, and to support their activities, the United Nations (UN) General Assembly designated June 27 as **"MICRO-, SMALL AND MEDIUM-SIZED ENTERPRISES DAY."**

On the celebration of this day, the SME Agency of Mongolia promoted products of MSMEs through a four-day commercial exhibition themed "World Small and Medium Enterprises Day 2022" at Sukhbaatar Square from June 24-27, 2022. The USAID-funded BEST program has articulated the event for promoting the beneficiary SMEs to sell their products and services, and foster market linkages through face-to-face customer contact. Overall, 32 SME representatives from Orkhon, Dornod, and Ulaanbaatar have successfully showcased and sold their products with over USD 19,000 (MNT 60 million) in collective sales revenue generated and more than 90 business connections built.

32

SMEs

BIZGUIDE

Development Solutions NGO has introduced an online learning platform www.learning.bizguide.mn to create online learning opportunities for the beneficiaries of the BEST program. As of 2022, **13 courses and 42 sub-topics** are being delivered through the system. The platform ensures accessibility for individuals with hearing impairments.



Activity results of 2022:

- Newly added courses: **3**
- Number of training participants: **387**
- Total view hours: **2148**



REPRESENTATIVES FROM THE DONOR ORGANIZATION VISIT THE BUSINESSES OF THE BEST PROGRAM BENEFICIARIES

IN 2022, THE DONOR ORGANIZATION CONDUCTED SEVERAL VISITS TO GAIN INSIGHTS INTO THE BEST PROGRAM ACTIVITIES BY ENGAGING WITH THE BENEFICIARY SMES.

May 04, 2022

Stacey Warren, PRM Deputy Director of USAID Pacific & Mongolia Portfolio

While working in Mongolia, Ms. **Stacey Warren** conducted site visit to the SME beneficiaries of the BEST program operating in the sewing and knitting industries, such as **Del Cashmere LLC**, **Hos Uchig LLC**, **Iveel LLC**, **Khokh Urian LLC** and received information about the outcomes of the program.



May 11, 2022

Ryan Washburn, Mission Director, USAID Philippines, Pacific Islands, and Mongolia

Regina Mackenzie, Acting Deputy Mission Director, USAID Pacific Islands and Mongolia

Mr. **Ryan Washburn** and Ms. **Regina Mackenzie** conducted site visits to the BEST program beneficiaries, including **Royal Grill House LLC**, a food producer, and **Master Tailoring LLC**, a soft tailoring company. These SMEs have demonstrated increased sales revenue and job creation as a result of the support provided by the BEST program.



РОЯЛ ГРИЛЛ ХАУС

August 26, 2022

Betty Chung, Deputy Mission Director, USAID Pacific Islands, and Mongolia

Brandon Miller, Resident Legal Officer, USAID Philippines, Pacific Islands, and Mongolia

Ethan Takahashi, Contracting /Agreement Officer, USAID Philippines, Pacific Islands, and Mongolia

USAID delegates led by Ms. **Betty Chung** visited **Eco Amt LLC**, one of the beneficiary greenhouse enterprises in the BEST program. With the assistance of BEST, Eco Amt LLC successfully secured the financing to enhance the energy efficiency of their greenhouse operations in Tuv aimag and acquire the necessary materials. This vital funding led to a threefold increase in the harvest size and a fourfold rise in annual income for the company.



September 27, 2022

Annastasia Hirt, Program Officer, USAID Philippines, Pacific Islands, and Mongolia

During her visit to Mongolia, Ms. **Annastasia Hirt** delivered a brief training session to the program team on USAID's procedures and best practices on communications. Also, she conducted site visits to program beneficiaries, **Mood Collection** (a hat manufacturing business) and **Bulgan Mebel** (a furniture company) and received information about their involvement with the program and the outcomes they have achieved.



БУЛГАН МЕБЕЛЬ



HERDERS SUSTAINABLE FOOD PRODUCTION BUSINESS PROGRAM | 2018-2023

OBJECTIVE:

To facilitate the implementation of business initiatives to support the livelihood of local herders affected by mining activities, in collaboration with the Oyu Tolgoi LLC.

Main activities:

1. Facilitating the development of herders' business ideas,
2. Assessing the feasibility of implementing the herders' business ideas,
3. Establishing the appropriate business model for the implementation of herders' ideas,
4. Formulating project plans to implement the herders' business ideas
5. Providing consultancy services to define the corporate governance model of enterprises to implement the project
6. Offering advisory services on the corporate governance structure of the enterprises, including necessary structural adjustments and changes in regulations,
7. Providing management consulting services related to the implementation of business projects,
8. Developing the business strategy plan,
9. Provide consultancy on the development and implementation of the business plan

The outcomes:

In 2022, as a result of training and consulting services provided to **65** herders with the objective of developing SMEs, the following results have been obtained.

1. The Gaviluud Shilmel Sureg cooperative is currently engaged in a project focused on establishing a nucleus flock of sheep, Gaviluud.
2. The Uneegiin Govi cooperative is implementing an Angus cattle breeding project, specifically designed for the gobi region.
3. Gobi Khan Uran LLC has established a garment factory and is supplying workwear to Oyu Tolgoi LLC.
4. Energyn-Undarga cooperative is engaged in greenhouse vegetable production and is supplying its products to Oyu Tolgoi LLC.
5. Gaviluud Gurvan Shavag LLC has started a pig farming project.
6. Duutiin Tsagaan Uul LLC has initiated a service providing winter shelter preparations for herder families.



Altanzaya.Sh
Member of Energyn Undarga cooperative

LOCAL AGRIBUSINESS SUPPORT STRATEGY

| 2018-2023

OBJECTIVE:

To provide consulting services to Oyu Tolgoi LLC funded projects in achieving SUSTAINABLE AND INCLUSIVE AGRICULTURE BUSINESS AND DIVERSIFICATION OF LOCAL ECONOMY AND FOOD SAFETY AND SECURITY OF COMMUNITIES



Main activity:

Providing consultancy services for the implementation of agricultural support projects that had been approved by the Tripartite Council comprising the local herders of Khanbogd soum, Oyu Tolgoi LLC, and the Governor's Office of Khanbogd soum, Umnugovi aimag.

To offer advisory services on projects undertaken by Oyu Tolgoi LLC as part of the 10-year plan for the development of the livestock sector in Khanbogd soum.

To provide consultancy services on planning, ownership, utilization, and equitable distribution of benefits for projects implemented by the herders of Khanbogd soum, primary cooperatives, and secondary cooperatives. These projects include the establishment of a slaughterhouse, a market-place for animal husbandry products, and a livestock raw materials market.

The outcome:

In 2022, consultancy services were provided to assist in the establishment of a cooperative that ensured the involvement of each baghs in Khanbogd soum. As a result of the service, **4 primary co-operatives** were formed, engaging a total of **295 herders**.



ACTIVITY HIGHLIGHT

THE DEVELOPMENT OF A STRATEGY TO SUPPORT LOCAL AGRIBUSINESSES IN KHANBOGD SOUM

In order to develop a strategy to support local agribusinesses in Khanbogd soum, the project identified the development opportunities for the meat, dairy, and vegetable industries within the soum level, conducting a study to find ways to increase income for livestock farmers through the expansion of these sectors and formulated strategic solutions. This initiative holds promise for broader implementation across Mongolia.



Good practice:

Ganbat.Sh, a member of the Energyn-Undraga cooperative, cultivated fodder crops including purple medic, sorghum, and wheat on a one-hectare of irrigated plot adjacent to his winter shelter and successfully harvested six tons of grass crop. Furthermore, he cultivated watermelon, cucumber, and tomatoes and managed to establish a business model that effectively integrates farming and livestock practices in the gobi region.



OBJECTIVE:

➤ **Main activity:**

To support agri-food and beverage MSMEs and retailers in adopting circular economy practices by providing technical assistance tailored to their needs and developing a market-based eco-labeling system to promote behavior change and facilitate access to green finance.

The outcome:

The program aims to develop unified eco-labeling standards for MSMEs and retailers and establish a new online certification platform that integrates with existing digital payment products. Currently, the research process is underway as part of these efforts.

ACTIVITY HIGHLIGHT

The MoU for the joint implementation of the four-year SOGE project under the EU's SWITCH-Asia program was signed by Gangis. B, the Executive Director of Development Solutions NGO, and Timothy Jenkins, the Country Director of PIN Mongolia.



The opening ceremony of the "Switching On the Green Economy" project was successfully organized. 



The launch of the "Switching On the Green Economy" project in Erdenet city was conducted.

“ESTABLISHING A COOPERATIVE FOR CAMEL MILK PRODUCERS” PROGRAM | 2022 ОН

Within the framework of the EU-funded project “Sustainable Development Goal (SDG)-Aligned Budgeting to Transform Employment in Mongolia,” implemented by the UN Food and Agriculture Organization (FAO), Development Solutions NGO provided consultancy in the establishment of a primary cooperative in Khanbogd Soum, Umnugovi province to improve the supply chain for camel milk and implemented a program with a primary focus on ensuring the stability of production and supply.

As part of the program, comprehensive training to give an understanding of co-operatives, consulting services to building good cooperative governance and business sustainability, and coaching services for establishing a new cooperative were provided to 20 herders and as a result, Mongolia's first camel milk production and supply chain cooperative was established. The cooperative supplies its milk to the national producer TESO LLC and is making a significant contribution to increasing the quality and value of milk.

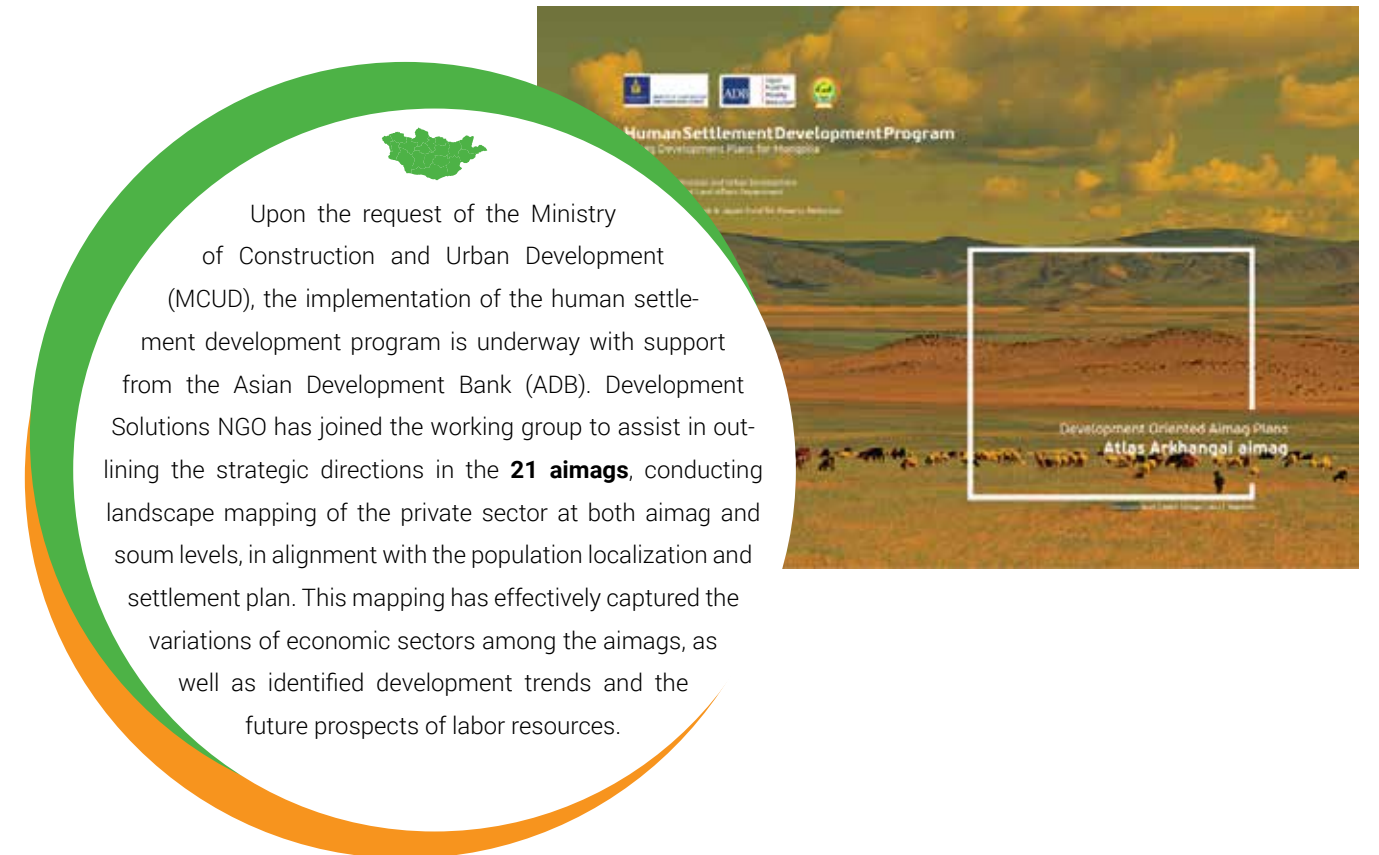
OBJECTIVES OF THE PROGRAM:

- Enhance farmers' understanding and expertise in cooperatives and increase the efficiency of milk production and profitability for the cooperative
- Empower cooperative members through training and consulting services to become more involved in decision-making, monitoring, governance, and business activities within the cooperative
- Develop effective cooperative governance procedures and accomplish cooperative joint business development

20 herders



THE FORMULATION OF THE HUMAN SETTLEMENT PLAN OF 21 AIMAGS | 2022 ОН



DEVELOPMENT PLAN FOR KHANKH SOUM AS PART OF THE SUSTAINABLE TOURISM DEVELOPMENT PROJECT | 2022

Within the framework of the Khankh Soum Master Plan development, funded by the ADB, a strategy for the private sector development was devised including the mapping of SME sector development based on soum tourism. In addition, as part of the project,

50 local entrepreneurs were trained and provided with consultancy services to enhance their business knowledge and skills.



STRENGTHENING THE SOCIAL AND SOLIDARITY ECONOMY IN ASIA PROJECT – PHASE 2 | 2022-2023

OBJECTIVE:

The International Labor Organization (ILO) is implementing a two-phase project on Strengthening Social and Solidarity Economy (SSE) Policy in Asia since 2019 in collaboration with the implementing partner, Korea Social Enterprise Promotion Agency (KoSEA), with financial support from the Korean Ministry of Employment and Labour (MOEL). The first phase of the project was implemented in China, Indonesia, Japan, Malaysia, the Philippines, and the Republic of Korea in 2019-2020 while the second phase is being implemented in Mongolia, Cambodia, Laos, Kyrgyzstan, Thailand, and Vietnam. The ILO is conducting the initial situation analysis and landscape mapping of the SSE in Mongolia in cooperation with Development Solutions NGO. This research aims to define the SSE in the national context and increase public awareness of the contribution of the SSE to decent work and SDGs. Based on the findings, policy recommendations will be proposed to strengthen Mongolia's social and solidarity economy.

➤ Main activity:

Following the ILO's methodology, a research team of 5 countries will undertake comprehensive studies on the social, economic, and environmental aspects of SSE organizations using primary sources of information, and conduct in-depth case studies of the contribution of SSE organizations in the decent work and sustainable development goal and gradually develop a mapping of SSE landscape in the national context. The SSE entities are cooperatives, associations, partnerships, mutual societies, social enterprises, self-help groups, and other similar entities.



➤ The kick-off briefing session for “Strengthening the Social and Solidarity Economy in Asia” hosted by ILO took place in Mongolia, Thailand, and Cambodia.

With the aim of introducing the “**Strengthening the Social and Solidarity Economy in Asia**” to the ILO's constituents and the SSE partners, the ILO and Development Solutions NGO jointly organized the kick-off briefing session on November 23, 2022, in Ulaanbaatar. The meeting was attended by members of the national advisory council and ILO representatives who actively participated and shared their opinions and suggestions through online platforms and in-person discussions.



The project will implement activities towards achieving:

- **Outcome 1.** Enhanced understanding of the SSE in six countries in Asia
- **Outcome 2.** Increased capacity of the stakeholders to develop and/or mainstream the SSE in policies and programs

YOUTH BUSINESS MONGOLIA - YBM

| 2013-present

Development Solutions NGO has been actively involved in the UK-based Youth Business International (YBI) Initiative activities as a member since 2013 and to foster youth employment and entrepreneurship in Mongolia, implementing the Youth Business Mongolia (YBM) program.

The program encompasses various activities targeted at individuals between the **ages of 18-35** who aspire to generate employment opportunities and establish themselves as entrepreneurs.

➤ Main activity:

- Foster entrepreneurship and increase youth participation
- Provide training for aspiring entrepreneurs with innovative ideas
- Support young people engaged in start-up businesses in the local communities
- Promote job creation opportunities
- Making the dreams and goals of youth known to the society
- Create voluntary business mentors
- Support social and green entrepreneurship
- Facilitate access to loans and finances

In 2022

1,704 young entrepreneurs received training, **234** young people supported to access funding, **201** linked to mentors.

COACHING PROGRAM TO SUPPORT SOCIAL AND GREEN ENTREPRENEURSHIP

A COACHING PROGRAM HAS BEEN CARRIED OUT TO INCREASE AWARENESS OF SOCIAL AND GREEN BUSINESS AMONG YOUNG ENTREPRENEURS AND ASSIST THEM IN REFINING THEIR BUSINESS MODELS.

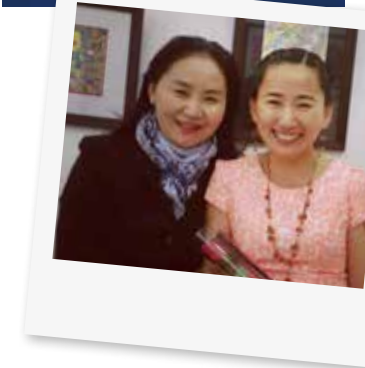
The program was developed in collaboration with coach trainers from **Armenia, Mozambique, Barbados, and Kenya**. A total of 26 young entrepreneurs from **Ulaanbaatar, Orkhon, Darkhan, Selenge, Uvurkhangai, Khuvsgul, Dornogovi, Umnugovi, Dornod, Khentii, Khovd, Bayankhongor, and Zavkhan** aimags participated in this 4-month

coaching program to define their eco-friendly business mission, refine their business model in alignment with SDGs and understood the advantage of running a business that contributes to local development. The program is scheduled to be implemented for 80 entrepreneurs in 2023.



ACTIVITY HIGHLIGHT

MENTORING PROGRAM



The main activities of the YBM program include offering business knowledge, preparing experienced mentors, and facilitating connections between experienced mentors and young entrepreneur mentees. Additionally, regular training and training and networking events are organized for mentors and mentees.

In 2022

over **800** mentors have been trained and

200 mentoring connections have been facilitated.



YBI NGO annually crowns the "Global Mentor of the Year" and "Global Young Entrepreneur." This year YBM program mentor R. Bolor was nominated and was a successful finalist of the "Global Mentor of the Year" for the Middle East and North Asia region.

Success story:

CHATBOT SYSTEM TO OFFER BUSINESS AND PERSONAL SKILLS FOR PEOPLE WITH SPECIAL NEEDS

A chatbot system has been developed to offer business and personal skills to individuals with special needs, aiming to enhance their access to information. The chatbots are available in audio, text, and sign language formats, covering 20 topics within three main areas: business, management, and finance.

Information about the YBM program can be accessed through its Facebook page (<https://www.facebook.com/YouthBusinessMongolia>).

Moreover, business support centers in Indonesia, Korea, and Vietnam are actively working towards introducing this service in their respective countries.

- 1 BUSINESS
- 2 MANAGEMENT
- 3 FINANCE

Fb: YouthBusiness Mongolia



EMPLOYMENT SUPPORT PROGRAM

| 2010-present

OBJECTIVE :

Since 2010, Development Solutions NGO has been cooperating with the Department of Labor and Welfare of Ulaanbaatar districts and aimags as part of their implementation of various programs supported by the Ministry of Labor and Social Protection (MLSP). These programs include the Employment Promotion program, Regional Economic Development program, Startup Business Support program, and Entrepreneurship Support program.

The outcome:

In 2022, as a result of collaboration with the Department of Labor and Welfare in **Ulaanbaatar city, Bayankhongor, Darkhan, Dornogovi, Dundgovi, Dornod, Orkhon, Uvurkhangai, Selenge, Khovd, Khuvsgul, and Umnugovi provinces**, a total of **1,577** citizens and enterprises were involved in entrepreneurship and startup business training and **80** businesses received support in accessing financing, totaling MNT **658** million.

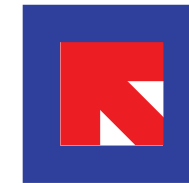
Main activity:

Within the framework of this program, business development training, mentoring, and loan facilitation services are provided to target group citizens and citizens and enterprises seeking to initiate or enhance their business operations.



ACTIVITY HIGHLIGHT

"BEST STARTUP BUSINESS SELECTION" EVENT OF THE YOUTH EMPLOYMENT PROMOTION PROGRAM



At the request of the Ulaanbaatar Employment Support Center, the "Best Startup Business Selection-2022" activity was successfully organized in cooperation with Startup Mongolia NGO and Startup Marketing Space, with the aim of selecting and providing funding to youth teams that are making innovative initiatives with new technologies and innovations.

As part of this activity, Development Solutions NGO provided business development training, accelerator program, and mentoring services to

91 young people from **Bayanzurkh, Baganuur, and Khan-Uul** districts.
























ХӨГЖЛИЙН ШИЙДЭЛ ТББ-Н ЗҮГЭЭС 2022 ОНД
ХАМТРАН АЖИЛЛАСАН БАЙГУУЛЛАГУУДДАА
ТАЛАРХАЛ ИЛЭРХИЙЛБЕ.

DEVELOPMENT SOLUTIONS NGO WOULD LIKE TO
EXPRESS ITS GRATITUDE TO THE ORGANIZATIONS
THAT COLLABORATED IN 2022.

ХӨГЖЛИЙН ШИЙДЭЛ ТББ-ЫН ТҮНШЛЭГЧ БАЙГУУЛЛАГУУД

 ХҮНС, ХӨДӨӨ АЖ АХУЙ, ХӨНГӨН ҮЙЛДВЭРИЙН ЯАМ	 ХӨДӨЛМӨР, НИЙГМИЙН ХАМГААЛЛЫН ЯАМ	 ЗАСГИЙН ГАЗРЫН ХЭРЭГЖҮҮЛЭГЧ АГЕНТЛАГ ЖИЖИГ, ДУНД ҮЙЛДВЭРИЙН ГАЗАР	 USAID FROM THE AMERICAN PEOPLE	 Европын Холбоо санхүүжүүлэв
 ybi Youth Business International	 ХӨДӨЛМӨР, ЭРХЛЭЛИЙГ ДЭМЖИХ ТӨСӨМ	 Food and Agriculture Organization of the United Nations	 МОНГОЛЫН САНДЭГ МОНГОЛЫН САНДЭГ	 International Labour Organization
 AustCham Mongolia	 БОГД БАНК	 ТӨРИЙН БАНК	 TDB ХУДАЛДАА ХӨГЖЛИЙН БАНК	 ГОЛОМТ БАНК
 MMC Mongolian Management Consultants Institute	 ХААН БАНК	 ХАСБАНК	 TransBank	 DMUV
 MBA	 Project Management Institute Mongolia	 STARTUP MONGOLIA	 STARTUP MARKETING SPACE	 МБИҮНХ

OUR PARTNER ORGANIZATIONS

 МОНГОЛЫН ХАМГААЛ МОНГОЛЫН ХАМГААЛ	 НИЙСЛЭЛИЙН ЖДҮҮДТ	 ХӨДӨЛМӨР, ХАЛАМЖИЙН ҮЙЛЧИГЭЭНИЙ СРӨНХИЙ ГАЗАР	 ЗЭЭМИЙН БАГААН ДААЛТЫН САН	 ADB
 WORLD BANK	 switchasia	 PEOPLE POWERED	 Caritas Czech Republic	 Оюу Толгой
 КАПИТРОН БАНК	 ARD КРЕДИТ ББСБ	 GSB CAPITAL	 InvesCore	 ТРАНСКАПИТАЛ ББСБ
 МОНГОЛЫН БИЧИГЭЭНХЭЙН НЭГДСЭН ДЭХНЭР ХОЛБОО	 THE BUSINESS COUNCIL OF MONGOLIA	 ToC	 МУХАҮТ	 ГАЗАР ТАРИАЛАН ХОЛБОО
 МОНГОЛЫН ХАМГААЛ МОНГОЛЫН ХАМГААЛ				