



# 5 YEARS OF IMPACT

Ulaanbaatar, May 2023



**The Purpose of this report is to**

Review the Foundation's impact during its first 5 years of operations.

Share the lessons learnt from the Foundation's programmes.

Put forward a framework for action for like-minded philanthropists to support our actions in Mongolia.

## LOOKING BACK, LOOKING FORWARD



*“Charitable giving should transcend mere handouts. It should serve as a catalyst for innovative solutions, empowering communities towards self-sufficiency. By approaching philanthropy strategically, the ultimate measure of success lies in rendering oneself redundant.”*

**Pierre Lorinet,**  
**Co-founder of the Lorinet Foundation.**

*“It is important for us that our children grow up to be compassionate individuals who value and pursue the well-being of those who are less fortunate.”*

**Bolor Lorinet,**  
**Co-founder of the Lorinet Foundation.**

Five years ago, our Foundation embarked on a mission to support children and youth in vulnerable communities in Mongolia. We made a deliberate choice to concentrate our efforts on key issues where we identified urgent needs and believed we could create a significant impact, specifically in the areas of early childhood care and employability.

When we reflect on the initial years of our work, we take pride in the accomplishments of the Lorinet Foundation. These achievements are a testament to the dedication of our team and the exceptional

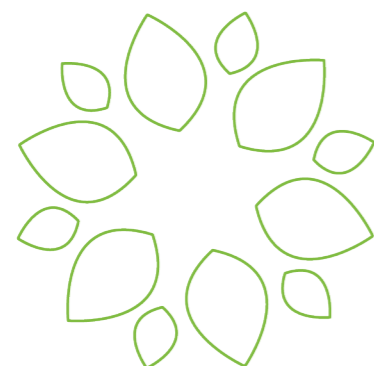
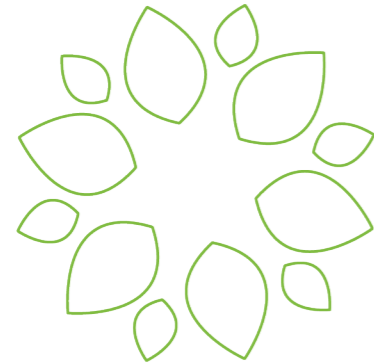
partnerships we have forged. On one hand, we have directly impacted the lives of many children, youth, and their families, generating significant positive change. On the other hand, we have also contributed to what we refer to as “systemic” impact, fostering enduring transformations within the ecosystem we operate in. In this report, we aim to provide you with a glimpse into our accomplishments and the valuable lessons we have learned thus far on our journey towards sustainable impact.

Right from the outset, we adopted a curious, risk-taking, and field-based approach as an integral part of our operations. We remain committed to continuous learning from our partners, the communities we support, and other foundations in Mongolia and the broader region. Through this report, we seek to not only share our achievements but also shed light on the challenges that lie ahead. Establishing strong partnerships and cultivating steadfast relationships with a diverse range of stakeholders is a cornerstone of our strategic vision. We firmly believe that working collaboratively is essential to effecting lasting change in Mongolia.

Looking towards the future, we are filled with hope and optimism. We recognise the significant potential for further accomplishments and are resolute in our commitment to sharing our experiences and resources with all those who wish to join us on this transformative journey. Together, we can contribute to a brighter future in the lives of those we serve.

Bolor Lorinet

Pierre Lorinet





# OUR TEAM

## Board members



**Pierre Lorinet**  
Co-founder  
and Chairman



**Bolor Lorinet**  
Co-founder



**Nathalie Moral**  
Co-founder/ CEO  
at Clima Now



**Jean-Marie Formigé**  
Chairman of the  
Board at Bayard SA

## Management team



**Sumit Joshi**  
Global  
Director



**Tamir Batsaikhan**  
Country Director,  
Mongolia



**Purevtsengel Luvsandandar**  
Programme and  
Knowledge Manager



**Dashnorov Oyuntugs**  
Communications  
Associate

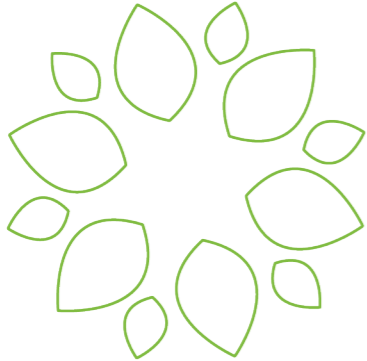
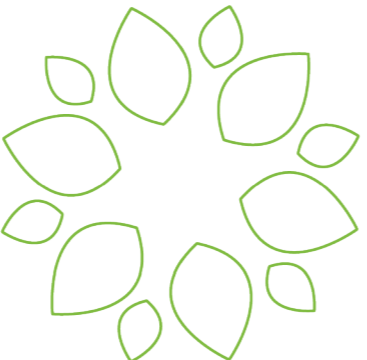
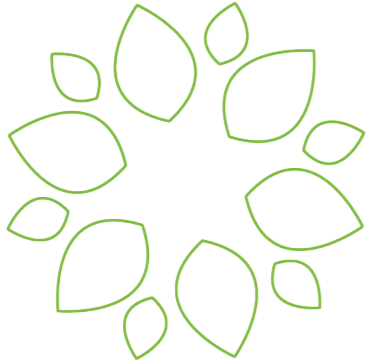
## Advisors



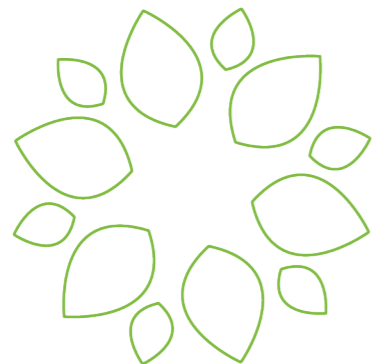
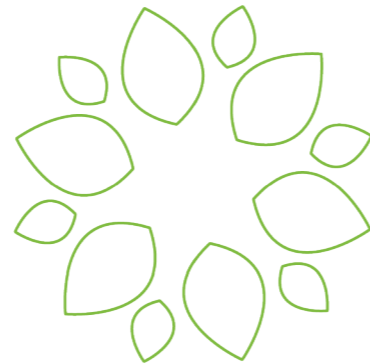
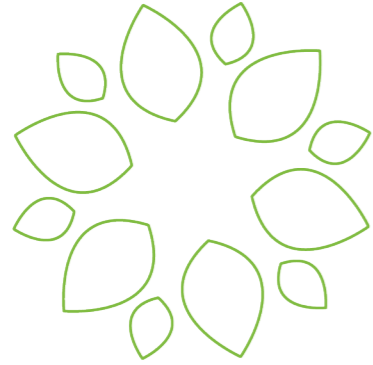
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# 1

## LORINET FOUNDATION: GEOGRAPHIC AND THEMATIC FOCUS





The Lorinet Foundation is driven by its mission of enabling positive and sustainable impact on the lives of children, youth, and families living in vulnerable communities in Mongolia. Our primary focus is Early Childhood Care and Education and Youth Employability. Supporting organisations and initiatives promoting education and employment, we envisage that:

- **Children** aged 0-5 years have access to quality Early Childhood Care and Education and learn at age-appropriate levels.
- **Youth** aged 15-29 are better prepared for work and transition to better employment, social mobility, and financial independence opportunities.

Cutting across and going beyond children and youth, our interventions also work with the relationships around them – their families, parents, caregivers and other service-providers, and the wider communities they are part of, because these form an integral part of the enabling ecosystem that surrounds children and youth.

To maximise our impact, we have harnessed the valuable platform of Southeast Asia for learning, supporting impactful programmes, and engaging with key stakeholders. Our goal is to establish partnerships with established organisations, leveraging their expertise and drawing inspiration from successful models and proven practices. Through cross-border knowledge sharing and learning, we aim to replicate the most effective interventions, amplifying the impact of our work in Mongolia.



## WHY MONGOLIA



Mrs. Bolor Lorinet, co-founder of the Lorinet Foundation, grew up in Mongolia during the 1980s. She witnessed the country's challenging socio-economic conditions and was determined to enhance access to opportunities and promote the development of Mongolian communities. Over the past three decades, Mongolia has undergone a remarkable transformation into a vibrant democracy with rapid economic growth. While significant progress has been made in reducing poverty and improving well-being, this growth has been uneven, failing to benefit everyone equally. Motivated by the desire to enable sustainable impact on the lives of vulnerable communities in Mongolia, Bolor and Pierre Lorinet established the Lorinet Foundation.

Since our inception in 2017, our focus has been on creating positive socio-economic outcomes for the residents of the ger districts of Ulaanbaatar. Shaped by a comprehensive needs assessment study and informed by our own experience, our initiatives target the critical needs in Early Childhood Care and Education and Youth Employment for the ger communities. With each programme and on the ground interactions with a diverse set of stakeholders, we deepen our understanding of the social dynamics within ger communities and gain valuable insights into the effectiveness of social programmes in this context.





Mongolia is a landlocked country, situated between China and Russia. Despite its vast size, comparable to Western Europe, it has a relatively small population of 3.4 million. Mongolia is known for its extreme climatic conditions and a unique blend of modern advancements and nomadic traditions. The capital city, Ulaanbaatar, is home to nearly half of the country's population, while the rest reside in remote areas as small, dispersed communities. It is evident that the well-being of the city directly impacts the welfare of the entire country.

Moreover, approximately 60% of Ulaanbaatar's population lives in "gers" traditional temporary dwellings. However, these ger areas exhibit significant socio-economic disparities rooted in poverty. Limited access to education and employment opportunities, coupled with a lack of essential social and physical infrastructure, characterises the ger communities. It is crucial to provide social, economic, and human development opportunities to the residents of these areas to ensure the overall welfare of the city.



## FOCUS ON CHILDREN AND YOUTH

### Investing in Early Childhood Care and Education

Global evidence suggests that from birth to five years of age is a remarkable brain development phase for young children and represents a crucial window of opportunity for education and growth. When children are healthy, safe, and learning well in their early years, they are better able to reach their full potential as adults and participate effectively in economic, social, and civic life. Despite the growing interest in Early Childhood Care and Education (ECCE), young children, and particularly those from vulnerable and underserved communities are lacking access to equitable and quality ECCE.

While the allocation of international aid to education to support pre-primary education is still marginal, specifically in low-income countries, evidence also shows that ECCE can be an effective strategy for reducing social costs and cost-effective way of promoting economic growth.

By investing in early childhood care and education, we can nurture brighter futures and amplify the contributions of young minds to a country's socio-economic prosperity. With this comprehension, the Lorinet Foundation has deliberately chosen to invest in the underprivileged children of Mongolia.







## Investing in Youth Employability

In today's world that has the largest youth generation in human history, the issue of youth unemployment is identified as one of the biggest challenges that most developing countries face. In Mongolia, 17.2% of youth is not in education, employment, or training as of 2021, according to the World Bank. The labour market entrance barriers are far greater for vulnerable groups such as women, persons with disability, and low-skilled youth. As a result of this, when youth secure work, it is often in the informal economy with low wages and poor working conditions.

Evidence suggests that without stable income, youth find themselves in abject poverty; the longer they remain unemployed, the higher is the risk for them to face social exclusion as well as decline in emotional, mental, and physical health. Overall, there are significant social and economic costs of youth unemployment and economic inactivity on individuals and families, and on present and future national and global prosperity and security.

Drawing from our experience and recognising the importance of supporting youth in their transition from education to employment, the Foundation supports the development of skills and capabilities of disadvantaged youth in Mongolia.





In the last five years, Lorinet Foundation aimed to achieve:

- **Direct impact** by fostering early childhood care and education, as well as youth employability with a focus on children and youth.
- **Systemic impact** by generating awareness, leveraging systems, and promoting good practices that lead to lasting change.

The Foundation delivered impact by granting financial and non-financial support to like-minded organisations, implementing high-impact programmes and leveraging social innovations in Mongolia and beyond. We also leveraged impact investments and other innovative financial instruments to foster impact for the vulnerable communities and marginalised groups.

Throughout this journey, we have stayed steadfast in our dedication to being an outcome-driven and learning-focussed organisation. We have consistently allocated resources for learning and evaluation and have taken a systematic approach to achieving impact, starting from assessing needs and understanding the thematic landscape to learning from Southeast Asia and commissioning research on global models.

Lastly, we firmly believe that any transformative change necessitates the collective efforts of various stakeholders, including policymakers, academia, implementation partners, and the communities involved. It is because of the genuine dedication of the Foundation's partners, supporters, and collaborators that we have been able to fulfil our role. We also acknowledge the convening power that philanthropic organisations hold in bringing people together and mobilising resources. Therefore, fostering "Partnerships for Impact" lies at the heart of the Lorinet Foundation's philosophy.







# GRANT INVESTMENT

**44,965**  
people benefitted<sup>1</sup>

**\$2.1 million**  
committed grant

63%

ECCE

27%

Youth

10%

Others

79%

Mongolia

21%

SE Asia



<sup>1</sup> In several grants, the Lorinet Foundation was the sole funder covering end-to-end programme and related costs. In many other grants, the Foundation acted as one of the many funders. For ease of data collection, in this report, we state the collective impact of the programmes in their entirety.

## IMPACT INVESTMENT

**165,000**  
people reached

**\$3.5 million**  
impact investment



# DIRECT IMPACT: KEY FIGURES

## Early Childhood Care and Education

## Youth Employability and Livelihoods

**26,713**  
children aged 0-5 years provided with access to quality care and early learning opportunities<sup>2</sup>

**1,238**  
parents and caregivers trained on responsive caregiving and early childhood stimulations

**58%**  
parents and caregivers reporting improvement in their skills

**1,656**  
early childhood workforce trained

**3,890**  
youth trained on employability skills and sustainable livelihoods<sup>3</sup>

**79%**  
youth who secured employment

**81%**  
youth who reported improvement in income or quality of life

**222**  
employers and public officials who participated in workforce development



<sup>2</sup> Via centre-based care and other early learning stimulations and those who benefited through the trainings we delivered to their parents and all caregivers

<sup>3</sup> Via job readiness training and TVET programmes as well as English language, life-skills, technical skills, and entrepreneurship training, and includes sustainable livelihoods of families



## SYSTEMIC IMPACT: KEY ACHIEVEMENTS



Published highly credible studies on **Youth Employability and ECCE Landscape in Mongolia** that curated hard data and insights on the two themes and will guide the investment decisions of all stakeholders



Instrumental in **establishing Mongolian Early Childhood Development Network (MECDN)**, a first-of-its-kind platform for knowledge exchange and collaboration among wide-ranging stakeholders in Mongolia



Invited to join the Mongolian **ECD Policy Development working group**. Policy on “Promoting ECD for children aged 0-3 with a focus on families & parents” got approved by the govt. in 2022; policy on “Promoting Integrated ECD for Young Children” was submitted to the cabinet ministry in 2022



**Achieved govt. adoption** of our partner OneSky’s programme in Vietnam on home-based childcare (HBC) provider training, which will now transition from OneSky to govt.-led implementation



**Built organisational sustainability** of our partner REACH in Vietnam by supporting establishment of 2 social enterprises, which are well-positioned to contribute to REACH financially in the next 3 years



**Launched world’s first “Social Impact Guarantee”** in Singapore, increasing employment and education outcomes among youth-at-risk in Singapore from 59% to 77% and demonstrating that results-based financing works





## DIRECT IMPACT: CASE STUDIES AND LESSONS LEARNT



During the past five years, the Foundation has funded numerous programmes. Each one was designed to tackle a specific problem. All our interventions generated on the ground impact, informed us about effective strategies and practices for social change, and enabled us to curate precious knowledge and learning.

This section provides an overview of these programmes, key achievements, and lessons learnt.



# ADDRESSING EARLY CHILDHOOD CARE AND DEVELOPMENT CHALLENGES IN VIETNAM

**IMPLEMENTATION PARTNER:**  
ONESKY VIETNAM: 2019 – 2022



Founded in 1998, OneSky is non-profit organisation that teaches communities and caregivers to provide nurturing responsive care and early education that unlocks the vast hidden potential in our world's vulnerable children.

## THE PROBLEM:

Modern day Vietnam is a society simultaneously navigating new prosperity and opportunity, together with entrenched complexities in the areas of health, education, housing, and child protection. While modernisation has brought progress, one third of all Vietnamese are still classified as “very poor”, and children face increased risks of dislocation from their extended families, as well as poverty and human trafficking. There are around 1.2 million children of factory workers living around the country's industrial zones. Quality day care and public kindergarten are out of reach for these disadvantaged families, and young children are frequently left in substandard care. Home-based care (HBC) providers often come into their roles with little or no formal training in early childhood education and development.

## OUR INTERVENTION:

Along with other funders, Lorinet Foundation supported the **OneSky Factory Model** that was designed to address the challenges of early childhood care and development in newly industrialised areas. Vietnam's Ministry of Education and Training (MoET) intended to scale the model to 10 provinces, potentially benefiting 800,000 children of factory workers. Before attempting to scale, OneSky piloted the intervention in Da Nang with three goals:

1. Create a safe, nurturing, and stimulating learning environment for children of factory workers in Vietnam's Hoa Khanh industrial zone through **OneSky Early Learning Centre (ELC)**.
2. Using ELC as base, train local HBC providers so they could deliver quality care and adopt best practices within their own centres, reaching out to the 16,000 children of factory workers in Da Nang.
3. Based on this pilot, create a national model of care for children of factory workers across Vietnam.



“The most important lesson I learnt from the training programme was that children should not only be taught by providing them knowledge but it is important to create a safe environment for them to learn by making them comfortable, letting them participate in discussions and building upon learnings from there.” – HBC Provider

## RESULTS:

ELC enrolled **564 children**, who continue to benefit from safe and nurturing early learning environment

ELC **employed and trained local teachers** and administrators, using a curriculum developed over 20 years of OneSky's work and adapted to serve the specific needs of children in Vietnam

The pilot trained **948 HBC providers** who now use OneSky methods and create safe and stimulating learning environments, benefitting over 23,000 children

OneSky deployed an **online learning** platform 1GiaDinhLon (1BigFamily); 1,186 HBCs were onboarded onto the platform

**242 parents** were trained to support their children's development at home

## FOSTERING COLLABORATIVE PHILANTHROPY

The concept of this pilot and its potential scale was extremely exciting to Lorinet Foundation, and we envisaged bringing like-minded funders to join this compelling pilot. We successfully partnered with Singapore-based Octava Foundation to co-fund this.





### Evaluation of OneSky's Training Programme in Vietnam by Harvard

From 2019 to 2020, researchers at the Harvard T.H. Chan School of Public Health, along with the Research and Training Centre for Community Development in Vietnam, conducted an evaluation study on the impact and implementation quality of OneSky's training programme for HBC providers.

- The **first** of its kind study on home-based childcare in Asian industrial zones
- The **largest** outside of high-income countries

#### Key findings:

- An effective way to improve the quality of home-based childcare services in Vietnam
- A gender equity promoting intervention
- Promising in terms of spill-over effects implying broader reach
- Important for building a professionalised home-based childcare workforce

#### Key recommendations:

- **Programme impact at scale:** by leveraging the study to demonstrate a high-impact model with institutional partners and unlock funding for scale
- **Govt. engagement and systems change:** by sharing the programme's results with Vietnam's MoET for moving towards government adoption
- **Building the Evidence Base on ECD:** by disseminating the findings via leading global peer-reviewed journal articles, conferences, and platforms

#### PATH TO SUSTAINABILITY

OneSky's steady progress in achieving the programme's objectives led to a unique opportunity with Vietnam's MOET. The Ministry is now co-designing a govt.-led implementation model of OneSky's HBC provider training programme, starting in five new provinces in 2023.

Lorinet Foundation is supporting the project planning phase, which will be crucial to laying the groundwork for scaling of the MOET-OneSky model across all of Vietnam.



# ENHANCING RESPONSIVE CAREGIVING PRACTICE FOR MONGOLIAN PARENTS

**IMPLEMENTATION PARTNER:**  
ONESKY MONGOLIA: 2020 – ONGOING



Cross-pollination of learnings across borders being fundamental to our work, and demonstrating robust on the ground outcomes in Vietnam, our partnership with OneSky expanded to Mongolia.

## THE PROBLEM:

Young children living in the peripheral ger districts of Ulaanbaatar lack access to affordable childcare services and don't have opportunities to play and learn due to cramped living spaces, poverty, and lack of safe public playgrounds. Lack of knowledge among parents and caregivers on how to advance their children's development and lack of parenting training programmes further exacerbate the problem. All these limitations cause young children to miss out on childhood and also on the learning experiences that can advance their social, emotional, and gross motor development.

## OUR INTERVENTION:

Lorinet Foundation decided to support One Sky's '**Building Better Futures**' pilot that was conceptualised to **generate a double dividend on our investment: quality care for children and employment for local mothers**. The pilot aims to create a scalable and sustainable model to improve the outcomes of young children and their families living in ger districts, testing if a cooperative childcare model is a feasible solution for families in ger communities by:

- Providing parenting training on the importance of brain development in the early years and evidence-based responsive caregiving practices that advance the development of young children.
- Fostering community engagement to create a nurturing network of support for families at-risk.
- Enabling access to safe play spaces to provide children an opportunity to learn and play.
- Offering apprenticeship and employment opportunities for parent graduates.



**Morgan Lance**  
CEO,  
OneSky

*Beyond providing the type of funding that makes it possible for organizations like ours to test and refine models in preparation for scale, the Lorinet Foundation has also been an invaluable thought partner and powerful connector as we navigate the complex path toward creating better systems of care for vulnerable young children in Asia. With Lorinet Foundation's support, we have helped the govt. of Vietnam draft their national childcare standards and are preparing to train childcare providers in low resourced communities throughout that country and are now in a position to provide the same assistance to the govt. of Mongolia*



## RESULTS:

In 2020, OneSky established the **Family Centre** in the ger areas of the Bayanzurkh district

The programme trained **859 parents** and caregivers and benefited **1,959 children** from safe, nurturing early learning environments at home

**Formed partnerships** with 12 public kindergartens and non-government organisations to extend outreach of its training

Tested parent-led '**Cooperative Play Care**' groups with trainee parents, providing insights for the feasibility of establishing cooperative childcare services

UNICEF Mongolia invited OneSky to run its parental training in a **model ECD centre** initiated in partnership with the local govt., expected to be run by the district governor's office

## RECOGNITION FROM THE GOVERNMENT OF MONGOLIA

OneSky was invited by the Ministry of Education and Science to support the development of a national programme on promoting ECD with a focus on families and parents. Having on the ground insights, OneSky was also invited by Ministry of Labour and Social Protection for policy consultations on revising national childcare standards.



## Case Story: From simply 'taking care' to working on her children's development

36 years old **Amarzaya**, a mother of three, lives with her husband and her bedridden mother-in-law. She has to stay at home to provide care to her young daughters (two-year old and four-year old) as well as her mother-in-law. Her days pass by quickly doing household chores and taking care of her children.

She decided to visit OneSky's training centre since they had invited her to visit their facility and her curiosity was peaked after her initial interaction with the programme team. From what she understood, it was a training programme for people who have young children. She was a bit hesitant but decided to see the programme for herself. Now, when she looks back in retrospect, she feels glad to have visited the centre!

She realised how she thought she was doing her best as a mother, but there was so much more she could do for her children and their well-being. The instructor inquired whether she ever observed what her children were doing at any given point of time. She realised she usually never took out time to really focus on their day-to-day activities. She felt that despite being a mother for 18 years, she never figured out how to interact with her children meaningfully.

Amarzaya, like many other Mongolian parents, realised how her children did not often understand what she was saying. Parents instruct their children by using phrases such as "don't run", "don't spill", which is often ignored by their children. Instead, it is more appropriate to say to children, "you need to walk slowly at home", or "use your spoon to eat your food", or "keep your spoon steady and eat". She learnt that her young daughter understood her more clearly and developed her cognitive abilities quickly. She noticed her two-year-old daughter started speaking full sentences and would often pick up on several words that were being spoken in the house.

She followed their training instructions diligently at home. She shared an example of how her conversations with her children had remarkably changed and become more engaging. For example, she would tell them, "I'm cooking dinner and I'm peeling the potatoes". Her two-year-old daughter then started noticing her mother's activities and would ask her sibling, "Our mom is cooking for us. Should we wash the dishes?".

Amarzaya became one of the most active mothers attending this training programme. Her stress level decreased significantly ever since she began observing her children. Her marital relationship improved too because of a stress-free family environment and her improved capability to manage her children's well-being.

Amarzaya wishes that such parental training programme is available for everyone around her.



“This programme is valuable for the family. A trained parent goes home and implements what she learnt through the programme with their children. It is equipping parents with very practical knowledge and skills for their children's development. Not only do children thrive in such an environment, but their families also become more harmonious, providing a peaceful space for children to grow.”



# READING – A TOOL TO PROMOTE EARLY CHILDHOOD EDUCATION IN MONGOLIA

**IMPLEMENTATION PARTNER:**  
THE ASIA FOUNDATION (TAF)  
MONGOLIA: 2021 – ONGOING



Established in 1954, the Asia Foundation has more than three decades of programming experience in Mongolia. Its programmes address critical issues affecting Asia in 21st century – governance and law, economic development, women’s empowerment, environment resilience, and regional cooperation.

## THE PROBLEM:

Even though Mongolia has a high literacy rate (99% as of 2020) and strong school attendance figures (98% as of 2018), there are growing concerns about the quality of education and the level of school-preparedness developed during children’s preschool years. There is not a widespread understanding of the need to provide stimulation for infants and toddlers to help them achieve their full potential as they grow into adults. The challenge exists in both home and kindergartens. According to the 2018 Mongolia Social Indicator Sample Survey:

- Only 8.5% of children 3-4 years old meet expected standards for literacy-numeracy.
- Only 28.6% of Mongolian children own more than 3 children’s books, whereas 37.4% play with smartphones, tablets, or computers.

## OUR INTERVENTION:

Our intervention with the Asia Foundation in Mongolia is called **Let’s Read**. It is aimed at promoting reading among young children as an effective tool that parents, teachers, and other caregivers can wield to provide young children with the stimulus they need. The programmes intends to:

- Enhance knowledge and awareness among parents and teachers on the importance of reading to children aged 0-5 through public campaign as well as community-focused activities
- Create resources for parents, teachers, and children to read stories in Mongolian language
- Increase the availability of high-quality Mongolian children’s books in print and digital formats
- Influence government policy and curriculum for promoting reading among young children



**Mark Koenig**  
County representative,  
The Asia Foundation  
Mongolia office

*The Lorinet Foundation has made a tangible impact in Mongolia, and is one of the Asia Foundation’s most valued donors... As a partner for programming, I have appreciated the Lorinet Foundation’s impact driven approach to programming. Having clearly articulated strategic priorities, investing in strong MEL approaches, and taking a long term view of the pathway to achieve lasting impact are all ways in which LF is taking best practice from the development sector and applying them...*



## RESULTS:

Organised 52 Storytime events and reached **836 young children**, providing high-quality learning experiences to children

Engaged **137 parents** and caregivers and **416 early childhood workforce** in training and reading sessions to build awareness on importance on reading to young children

Generated over **1.4 million** social media engagements through reading campaigns

Launched a free digital reading **app called “Let’s Read”** accessible in online and offline modes

Translated **189 books** into Mongolian language; the app gained 4,419 unique users with total number of book reads reaching 69,621

## TAF’S CONSORTIUM APPROACH

For programme delivery, TAF partnered with three organisations namely GerHub, Mongolian Education Alliance, and Whyze Agency to implement key components such as community engagement and campaigns. This immensely helped the programme in leveraging the expertise of local organisations on the ground.



## Case Story: Educating young children through books

**Khaliun** lives with her two children and husband. She got introduced to books when she was seven years old as she would be left in the provincial library during her mother's workday.

She understands the joy that books can bring to someone's life. She wanted her children to love books, so she started buying books for them when they were one-year old. However, her children would simply tear the books instead.

She learnt about a community centre near her home, where "Storytime" events (Let's Read) were being held every Saturday. Curious as she was, Khaliun started attending the events with her children.

Her children too enjoyed the events; she could clearly see that they had started reading and eventually learning through books. Her three-year old daughter learnt to wash her hands by attending Storytime events regularly at the Ger Innovation Hub, where they heard about the importance of washing hands and did small experiments on where they washed their hands and how their hands become clean. At home, her daughter started washing her hands regularly without her mother's reminder.

Currently, Khaliun created a small library at home and the children read books every night. Her three-year-old daughter brings books with long texts and narrates her own imaginative stories even though she has not learnt to read yet. Khaliun witnessed her daughter's cognitive abilities developing rapidly and her daughter becoming more self-expressive over time.

In Ulaanbaatar, the supply of books is not abundant, let alone finding age-appropriate content for reading. Khaliun was in search for a book that described the habit of brushing teeth to lead her children to do the routine voluntarily. However, she found seven different versions of the same story of "Three pigs" at her local bookshop instead. She travelled to the city centre in order to buy or borrow books for her children on the weekend. Storytime events give mothers like Khaliun a chance to access free library books and attend child development activities. Children now treasure books and spend their free time on creative thinking instead of phone screens.

Khaliun wishes that other parents also realise the importance of reading books for their children and develop their children's abilities through books.



“I hoped that my children will love books as much as I did but they were quite uninterested. By attending Storytime events regularly, they started paying attention to books and their stories.

My children started engaging with books, and we had a good place to meet peers and make friends. As a stay-at-home mother, I also enjoyed talking to other mothers. GerHub's friendly and welcoming atmosphere always greets us with smiles. I hope that my children will grow up to be respectful towards elders and will build good habits, inspired by books. I'm extremely glad to have found such a great centre near my home.”



# SKILLS DEVELOPMENT AND SUSTAINABLE EMPLOYMENT FOR DISADVANTAGED YOUTH IN VIETNAM

**IMPLEMENTATION PARTNER:**  
RESEARCH FOR EDUCATION AND CAREER HELP (REACH) VIETNAM: 2018 – 2021



REACH is a social-purpose organisation established in 2004 to help disadvantaged youth obtain meaningful employment by delivering market-oriented vocational education and job placement programmes.

## THE PROBLEM:

In Vietnam, a combination of low education and skill levels, youth unemployment and under-employment, poverty, dependency, and declining self-esteem leads to impoverished youth having few economic opportunities. The unemployment rate is worsening with 1.6 million young people entering the labour force every year. Young people with lower educational levels, from poorer families, rural areas or those from ethnic minorities represent a high proportion of unemployed youth. Also, the labour market has become more competitive and increasingly demanding, which makes it harder for youth from disadvantaged background with barely any marketable skills and proper education to find decent jobs.

## OUR INTERVENTION:

Through REACH, we intended to tackle the youth unemployment and skills gap issues in Vietnam and importantly, address the ongoing needs of the most disadvantaged youth across Vietnam. REACH has a rapidly scaling network of over 1,000 businesses that play a critical role in the design, delivery, and review of its programmes and provide job opportunities for the participating youth. REACH programmes are well-recognised as **exemplary Technical and Vocational Education and Training programmes in Southeast Asia**. REACH training courses:

- Are intensive and 3 to 6 months<sup>4</sup> long and offer English language tuition, life-skills training, job readiness training, and technical skills.
- Include people with disabilities. Through a project called Step Up, REACH opened Hairdressing for deaf youth and Massage Therapy and Customer Services for visually impaired individuals.

<sup>4</sup> The 3-month courses were offered in Food and Beverages, Cooking, Hairdressing, Sales and Marketing, and Graphic Design and 6-month courses were on 3D Modelling and Code Web.



## RESULTS:

	The programme mobilised 4,519 youth and <b>trained 3,482 youth</b>	It <b>placed 78%</b> of those who completed the training
79% of the employed youth had <b>income improvement</b> (average USD 241 per month)	76% youth received <b>higher salary</b> than minimum wage defined by the govt (USD 175 per month)	55 <b>people with disabilities</b> were trained under STEP Up; it achieved a very high 52% placement

## ORGANISATION DEVELOPMENT

Lorinet Foundation was one of many funders for the REACH programme. Recognising its potential to scale, we supported REACH in strengthening its executive team and governance. Furthermore, for its financial independence, we supported development of sustainable social enterprise ventures within REACH that catered to strong market demand.



## Case Story: From a school drop-out to a scholarship university student

**Hang Thi Ly**, born to a family of the Hmong ethnic group, lived through the hardships and bitterness of poverty. Her parents were farmers, raising their five young children with minimal means at hand. Despite all the hardships, Ly always dreamt of going to school, building a career, and working for the betterment of society.

Unfortunately, after completing high school, Ly had to give up studying because her parents could not afford her education. However, as luck would have it, through the recommendation of her friends, she found REACH and signed up for a Sales & Marketing class. A place for disadvantaged young people, REACH helped Ly improve her skills – professional, communication, and life skills.

Recalling her time studying at REACH, Ly considers this an exceptional experience not only because of the knowledge and skills she gained through the programme but also in the friendly environment and the enthusiastic support of the teachers. In fact, during her time at REACH, Ly had health problems and had to be hospitalised. In such difficult times, living far away from family, the teachers at REACH became a solid support for Ly to complete the course.

Since then, the shy Hmong girl has become confident, and is now proficient in skills that can be applied in a professional environment and even at a personal level. After graduating from REACH, Ly was successfully recruited as a sales staff in a fashion company.

With her excellent academic performance, in 2022, Ly was awarded with a scholarship for a bachelor's programme at RMIT University Vietnam. This scholarship seemed like a miracle to her. Once deprived of the education, Ly now studies at an international university.



“Because I was an introvert and had weak communication skills, I chose to study Sales to improve my communication skills and quickly get a job to support my family.

I feel like REACH is my second home, and the teachers are like family – always helping me and creating the best opportunity for me to build my career. I am very grateful to them and this training programme!”



# ECONOMIC EMPOWERMENT OF YOUNG WOMEN FROM ETHNIC MINORITY IN VIETNAM

**IMPLEMENTATION PARTNER:**  
KNOW ONE, TEACH ONE (KOTO)  
VIETNAM: 2018 – 2021



KOTO is a social-purpose organisation that empowers at-risk and disadvantaged youth in Vietnam through its holistic hospitality training programme. It delivers 24 months of internationally accredited residential vocational training in hospitality.

## THE PROBLEM:

As per Mekong Development Research Institute, although ethnic minorities make up less than 15% of Vietnam's population, they account for 70% of the extremely poor in the country. Due to societal, cultural, and economic structures prevalent in Vietnam, women are concentrated in lower level, poorly paid jobs and are often subjected to gender-based violence. There is a significant gap in access and provisions for skills development and employment for young women from disadvantaged and remote ethnic communities in Vietnam.

## OUR INTERVENTION:

Our programme with KOTO was called **"Her Turn"** – a specialised 6-month and an immersive, residential 24-month vocational training and entrepreneurial skills development programme for rural and ethnic minority women in Vietnam. The programme offered hospitality vocational training (front of house and cookery), crucial life skill development, and English language skills. Having socio-economic empowerment of women as the primary goal, the programme aimed to ensure that

- the participants were job-ready and find employment (especially in the retail, hospitality, and tourism industries in Vietnam) and/or
- create entrepreneurial opportunities for themselves and their communities.



## RESULTS:

The programme trained **137 women** from 12 ethnic minorities and included those from poor households, single mothers, migrant workers, and drop-outs

It ensured a **100% rate of employment** upon graduation even in the middle of the COVID-19 crisis.

100% of the trainees had **income improvement**. Most women worked in restaurants, hotels, and resorts across Vietnam

6% of the participants **established homestays**. Many women went back to their hometowns to open or operate homestays

75% of the employers agreed that **KOTO graduates had better performance** than non-KOTO ones and the remaining 25% agreed that KOTO graduates had similar capacities to non-KOTO ones

## PER KOTO'S SOCIAL IMPACT REPORT 2021

Across a 20-year period between 2001 and 2021, investment in a KOTO trainee yielded an annualised return on investment (ROI) of 22%, illustrating a substantial social ROI for supporting a KOTO trainee.



## Case Story: Transformation in the truest sense!

**Tong Thi Bich Ngoc** was born in a small village in Lai Chau, in Northwest Vietnam. She comes from the Giáy minority, one of the most ancient ethnic groups in Vietnam. Ngoc's father passed away when she was in 7<sup>th</sup> grade, leaving all the burden of supporting a family on Ngoc's mother. Following cultural tradition, Ngoc would have gotten married and worked on a farm by the age of 20 as there were no avenues for vocational training or work. That was until she found out about KOTO.

Ngoc's life changed when she came to KOTO in May 2019 to be one of the first woman ethnic trainees of "Her Turn". She joined the programme and chose to study Front of House Hospitality.

Since day one of the training, Ngoc always tried her best even when things were difficult. Coming from a rural village to the big city and enrolling into such a rigorous vocational programme was challenging for her. However, she not only adapted quickly but also persevered through tremendous stress and uncertainties during COVID-19.

She worked hard to learn English and practiced speaking the language every day. She showed significant progress and became one of the best students at KOTO. Ngoc was awarded "Student of the Year" at KOTO and was shortlisted for the International Student of the Year by the Box Hill Institute.

She successfully graduated from the programme in May 2021, and she is now working at 7 Bridges Brewing Company, an award-winning craft beer distillery in Hanoi.



“Before coming to KOTO, I was very shy and felt quite vulnerable. I didn't even know how to express myself. My very first impression when I joined KOTO was this is a true family where everyone cares about one another, and the staff and trainees are extremely friendly and helpful. I knew right away that I had landed in the right place. I started to improve my communication skills and made a great effort to learn new skills. My favourite subject is 'Life Skills' as it incredibly helps my personal development.

My dream is to work in a five-star hotel and make my way to become an English Teacher to teach the kids in my village, as a living example of the Know One, Teach One philosophy. Substance abuse is common in my village, and I think education could help raise awareness in my community. I now dream of the day when I can take my mother and my grandmother on holiday as a tribute for what they have sacrificed to give me a better future.”



# HOLISTIC PROGRAMME ON EDUCATION-TO-EMPLOYMENT TRANSITION FOR MONGOLIAN YOUTH

**IMPLEMENTATION PARTNER:**  
ZORIG FOUNDATION MONGOLIA:  
2019 – 2022



Established in 1998, Zorig Foundation aims to spread democratic values in society, strengthening human rights, freedom, and social justice and promoting transparency. The Foundation identifies Good Governance, Youth and Education, and Community Development as key focus areas to achieve its objectives.

## THE PROBLEM:

Mismatch in skills and demand is evidently the biggest challenge for Mongolian youth employment. More than half of the graduates from higher education institutions do not meet the requirements of employers due to inadequate skills. Three in five Mongolian youth is enrolled in higher education institutions, but the universities are unable to capacitate them with the necessary skills to gain meaningful employment.

## OUR INTERVENTION:

As Zorig Foundation is a leading youth-focused local NGO in Mongolia, we partnered with them on their **“Sustainable Employment for Youth Programme”** (SEYP) pilot. SEYP was a pioneer programme tailored to the needs of youth who were unemployed for over 6 months despite graduating from universities. SEYP primarily targeted youth who lived in ger districts of Ulaanbaatar or those who migrated from rural provinces to the capital city.

SEYP was designed to support a total of 6 cohorts through 5-month long intervention by:

- Equipping youth with skills required for securing employment such as job searching, resume writing, job interview, English language, business letter drafting, presentation skills etc.
- Providing actual work experience through 3 months internships, or direct probation period employments at organisations that participants are interested in
- Assisting youth with further career development through one-on-one counselling



**Tsolmon Bayar**  
Executive Director,  
Zorig Foundation

*Working with the Lorinet Foundation has been an incredible journey for the Zorig Foundation. Not only were we supported financially to implement the Sustainable Employment for Youth project, the Lorinet Foundation also invested in training our employees to increase their professional capability, especially in terms of quality monitoring and evaluation methods... Their support has allowed us to not only achieve our project goals but also to build a foundation for our organization's growth and success in the long term.*



## RESULTS:

The programme graduated a total of **121 youth**, having 83% female participants

81% of graduates were engaged in **full-time employment** within 6 months after graduating

90% of participants were **placed in** either **internships** or probation employments via partnership with 82 employers

79% of graduates **increased** their **financial circumstances** within 6 months after graduating

92% employers reported to have seen an **increase** in participant's **skills and abilities**

## SCALABILITY OF SEYP

Considering the positive feedback from participating youth, Zorig Foundation worked with National University of Mongolia to establish Career Guidance Centre for all students. This would imply scaling up of SEYP and availability of similar services to 15,000 students every year.



## Case Story: Bridging the path from education to employment

**Bayanbaatar** graduated from Ikh Zasag University with a law degree. He was unable to find an employment, even though he was actively seeking a job for two years after graduation.

He applied for jobs, sometimes got invited for interviews, but more often than not, he never heard back from employers. He could not figure out the mistakes he was probably making. Was it his private university background? Was it his introvert attitude? Was it him? He was dispirited and discouraged to look for more jobs.

In the midst of his struggles, he found an ad about SEYP. During his time with Zorig Foundation's "Sustainable Employment for Youth" programme, Bayanbaatar learnt how to prepare for a job interview and the need to study about the prospective job opportunity beforehand. He took personalised tests and one-on-one guidance for his career path. He also developed his soft skills and learnt critical skills for interview and resume preparation.

He realised how he had started changing slowly with SEYP's guidance. He started by correcting his overall posture and body language. Then, he reworked on his resume. Through the programme, he got the confidence to prepare for an interview with an intent to succeed. He also did an internship with one of the best law firms in the country (Avinex).

Finally, as destiny would have it, he succeeded in getting employed. He was employed at Soyombo law firm as Law Clerk and successfully worked there for three continuous years. Just recently, he further advanced his career and started a new job at one of Mongolia's largest retail companies – Nomin Holding Group's legal department, with a significant increment in his salary.

A previously shy, quiet, and introvert Bayanbaatar now understands what it means to be professional and is further advancing in his career.



“From SEYP, I also found someone to look up to. He was a Zorig Foundation alumnus, giving a pep-talk to us. It was my first time I saw how one should conduct oneself as a professional. It was mind-blowing for me! I was inspired with how my role model was talking, how he was conducting himself; how one should act in order to be a professional. The entire SEYP experience was truly transformational for me.” ”



# ASSISTING MONGOLIAN YOUNG FAMILIES IN GER AREAS TO SUSTAINABLE LIVELIHOODS

**IMPLEMENTATION PARTNER:**  
WORLD VISION MONGOLIA:  
2018 – 2021



As humanitarian organisation, World Vision works with children, communities, and supporters to transform the lives of Mongolia's most vulnerable children since 1995. It has long-established programmes on child development, livelihood improvement, and community engagements.

## THE PROBLEM:

It is common for families in Mongolia to leave the countryside and move to Ulaanbaatar, home to 60% of the population, in the hopes of better education and economic opportunities. These migrants generally settle in the outskirts of the Ger districts of Ulaanbaatar, which lack access to basic services such as water, sanitation, heating, schools, and kindergartens. Given the lack of qualified skills training, these new residents are faced with fewer opportunities in the formal job sector and often find themselves unemployed or forced to work in informal jobs where wages are low, which has perpetuated poverty not only in the city but also in the countryside.

## OUR INTERVENTION:

Described as a “pathway out of poverty”, World Vision’s **Graduation Approach** intended to gradually build family’s capacity and move them out of poverty based on their individual needs. Lorinet Foundation supported the “Young Families Livelihood Improvement” (YFLI) programme with the aim to support livelihoods of 150 at-risk, young families residing in ger areas of Sukhbaatar district of Ulaanbaatar. Identifying each family’s potential for income-increasing opportunities, the programme

- facilitated **livelihood promotion** through either household business set-up or wage employment
- enabled **social protection** by helping families to get the support they need to meet basic needs, deal with crises, and access health and education services
- worked on **financial inclusion** by supporting new businesses through access to formal banking facilities, credit and insurance mechanisms, and financial literacy training
- advanced **social empowerment** via life skills training and social integration that cuts across all four pillars, underpinned by a commitment to gender equality



## RESULTS:

The programme benefitted **150 families**, including 358 children and 285 other adult family members

It enabled **progression of 99%** of participating families out of poverty, also empowering them to meet their basic needs, deal with crises, and access health and education services

71 participants started their **own businesses**, 57 transitioned to regular, **formal jobs**

**8 savings groups** were created with 141 members. Funds reached USD 3,000, and the families could access loans and streamline cashflows and also cope with household emergencies

The intervention ensured **govt. participation**, establishing a working group under the district governor’s office, designed specifically to serve the programme implementation needs

## END EVALUATION

The evaluation assessed changes in the well-being of the target households for the programme lifespan. It concluded the interventions to be ‘relevant and appropriate’ to address crucial issues for communities. Overall, 8 out of 9 indicators on livelihoods and well-being in 2020 and 10 out of 11 indicators in 2021 changed positively for the participating members.



## Case Story: From stay-at-home mother to becoming a businesswoman

**Tsolmon** lives with her husband and two children. She studied financial management at Sanko University and started her family before graduating. She stayed at home for five years straight after giving birth to her daughter in 2012. In 2016, she gave birth to her son.

She tried selling dairy products to support her family. Her husband also tried selling smartphone accessories but these efforts were not enough to meet her family's basic needs. Tsolmon tried her hands at multiple things – whatever could help her provide for her family. She tried working at a sewing workshop as a young mother. Since she did not have anyone else at home, she had to bring along her one-year-old son to her workplace. Unfortunately, soon after, her son met with a small accident due to which she had to stop working there. However, such life challenges did not deter her from working harder. She started sewing small clothes such as baby apron bibs from home. Her small sewing business was slowly progressing until COVID-19 hit.

The strict lockdown caused by the pandemic was an imminent danger to their household income. Fortunately for her, during the difficult times of the pandemic, she was introduced to World Vision Mongolia's Young Families Livelihood Improvement programme.

From the programme, she learnt how to run a business properly and to save money for business and family. Her family received emergency food support during the COVID-19 lockdown, and she could use her income from her sewing business for ordering more material for the sewing business. She also received a special machine from the YFLI project that puts buttons on the clothes, which saved their working time from ten minutes to one minute per button.

Their family inculcated the habit of saving to buy one machine at a time to expand their business. Slowly but surely their family business started expanding. Today, she employs eight mothers, and her business income increased ten-fold. The family now plans to establish their own store where they can sell their products directly to end-users.



“I was part of YFLI's savings group. A few dozens of us created shared saving account and started saving small amounts per week. Although not big, I saw how it contributed towards having our own saving one step at a time.

I also learned how to register our household and business' financial income and expenses meticulously. It was important for us to keep a track of how much we were spending for materials and how much we earned. Even to this day, I do the financial calculations for our family business on my own.

The programme taught me to be disciplined and plan ahead for business and family future. I am no longer a helpless young mother, but a proud household business owner.”





During the unprecedented times of the pandemic, there was an urgent need to provide support to the communities and our partners on the ground.

As direct relief, we intended to protect the vulnerable households and provide them with basic survival support against COVID-19 during the strict pandemic restrictions. We responded with two rounds of COVID-19 emergency support for ger area residents in Mongolia through the assistance of World Vision Mongolia that worked with local governors' offices of all target areas, providing:

- Emergency food and sanitation packages to **1,000 vulnerable households** i.e. 4,907 members
- Back-to-school supplies such as bags and stationery items to **1,000 children**, adapted to the needs of students from grade 1 to 12
- Cash support to **1,000 vulnerable households** i.e. 4,746 members

During these difficult times, we also witnessed the struggles our implementation partners faced in delivering their programmes due to nationwide lockdowns. A few organisations even faced the risk of total shut-down of operations.

- a. We supported our implementation partner KOTO to ensure that **100 kids** remain well-fed and live in safe and secure accommodation, and continue their education.

Our support was mainly used towards meal, accommodations, utilities for ethnic minority women who could not afford to go back home during lockdown, and training materials and salary of centre staff.

- b. We provided support to OneSky Vietnam in **restarting the home-based care provider trainings** using a blended learning approach, supported by video resources and virtual learning tools, in recovery from the setback owing to disruptions to their programme. The financial resource provided 400 trainees with digital tablets (so that they could successfully transition into online learning) and trainers with right tools such as recording sets, mobile data devices etc. (so that they could create high quality content) and supported development of online ECCE content and COVID-19 related information.



# 4

## SYSTEMIC IMPACT: PROGRESS AND LESSONS LEARNT



As social development programmes continue to gain momentum in Mongolia, it is of utmost importance to encourage collaborative efforts and promote inter-sectoral thinking among philanthropy, civil society, the private sector, and the government. The Lorinet Foundation is fully dedicated to harnessing our convening power and facilitating the unity of these crucial stakeholders. As we generate conclusive evidence on the ground, our objective is to foster the widespread adoption of insights throughout the ecosystem, mobilising resources and facilitating the government's adoption of successful interventions.

The following section outlines some specific advancements we have made towards achieving systemic impact.



## FACILITATING THE ESTABLISHMENT OF MONGOLIAN EARLY CHILDHOOD DEVELOPMENT NETWORK

The Lorinet Foundation is fully committed to the growth and enhancement of Early Childhood Education and Development in Mongolia, with a focus on achieving collective and sustainable impact.

In 2022, we provided support for the creation of the Mongolian Early Childhood Development Network (MECDN) in collaboration with UNICEF Mongolia and the Ministry of Education and Science (MES). The need for a national ECD network arose due to the absence of a platform that could bring key stakeholders together, facilitate dialogue, and encourage collaborations.

**The MECDN aims to promote the exchange of knowledge and exploration of synergies among various partners**, including development organisations, NGOs, academic institutions, and stakeholders from the public and private sectors. The focus areas encompass early childhood protection, health, education, caregiving, and nutrition.

During the period of 2022-23, we assume a co-chair role within the network and dedicate time and resources to specifically develop the ecosystem related to this important theme. Notably, we contributed to the development of the network's Terms of Reference and ensured its progress in terms of cooperation, policy advocacy, and sustainable management.

By the end of the first quarter, the network successfully brought together over 30 stakeholders, including UNICEF, Save the Children, the World Bank, JICA, the Ministry of Social Protection and Welfare, the School of Pre-School Education, the Association of Childcare Service Providers, World Vision Mongolia, the Mongolian Education Alliance, and others.

Through the network, stakeholders have emphasised the ongoing efforts required to promote inclusive and high-quality early childhood services and to incorporate such provisions into relevant policies. The Ministry of Education and Science has provided updates on the current status and policy priorities for pre-primary education in Mongolia, as well as the progress made in developing an integrated ECD policy. Stakeholders have agreed to enhance focused knowledge sharing, best practices, and potential collaborations through the network.



*On behalf of children, parents, caregivers, teachers of Mongolia and myself, I thank Lorinet Foundation for its contribution and smart investments directed at our nation's future. Lorinet Foundation is deeply invested in promoting active participation of the key stakeholders, including government, civil society, private sector, and families, in the processes directed at identification of the systemic gaps and development of the need-based solutions for the Early Childhood Development sector in Mongolia...*

**Tsendsuren Tumees**  
Education Officer  
(Early Childhood),  
UNICEF Mongolia

## BRINGING GLOBAL PRACTICES TO MONGOLIA FOR POLICY CONSULTATIONS

We are delighted and privileged to have been invited to join the **Mongolian government's integrated ECD policy development working group**.

The working group was re-established in 2022 to refine the National Policy on Integrated ECD. Although a first draft was created in 2020, it was still awaiting adoption. The group includes policymakers and specialists from three ministries: Education, Health, and Social Protection. Apart from UNICEF, the Lorinet Foundation is the sole representative from the development sector.

Our contribution involved understanding global best practices in integrated ECD policies, including efforts by other governments. We conducted thorough research on global policy papers and engaged with our advisors, who are international experts in this field. Additionally, we collaborated with large ECD-focused foundations within our network, presenting insights and case studies on the importance of early childhood development in the European Union to highlight its relevance in policy discussions.

The policy titled "Promoting Integrated ECD for Young Children" was submitted to the cabinet ministry in 2022. The positive feedback we received for this work, along with a subsequent request from the working group, led us to organise a policy consultation meeting at MECDN.

Furthermore, in 2022, we were invited by the Ministry of Labour and Social Protection to contribute to a policy consultation aimed at improving the effectiveness of state-funded programmes promoting youth employment.





## STRENGTHENING OUR PARTNERS' CAPACITY FOR SCALE AND SUSTAINABILITY

Over the years, we have recognised that the Foundation's role extends beyond funding social programmes. It is equally important to enhance the capabilities of the organisations delivering these programmes. We believe in empowering our partners to maximise their effectiveness and ensure their sustainability as impactful organisations in the future. Therefore, we actively provide opportunities for our partners to test new ideas, expand their focus areas, and strengthen their organisational capacity.

- i. The Lorinet Foundation worked closely with the Executive Director of **REACH**, resulting in the establishment of a competent executive team to reduce overreliance on her. This executive team now receives support from a new expert advisory committee, which oversees the organisation's direction, provides assistance with fundraising and networking, and offers guidance on important strategic decisions.

Our capacity-building efforts also involved developing sustainable social enterprises that meet strong market demand and align with REACH's mission. The aim was to integrate these programmes into social business operations and contribute to REACH's revenue sources. As a result, we successfully established two social enterprises:

- **VIEWZZ** supports REACH by providing trainers and on-field training for REACH students. VIEWZZ has achieved an average annual growth of 200%. We envision that VIEWZZ will make financial contributions to REACH within the next three years.
- **EM Hair Salon** combines business operations with training by organising classes and operating the salon in the same facility. Although the business is still in its early stages, it has immense potential to produce highly skilled hairdressers.



- ii. In Mongolia, we collaborated with the **Zorig Foundation** on a pilot programme aimed at assisting unemployed youth who had graduated from universities. In addition to covering the full programme cost, we provided additional funding to gather data and build evidence of the programme's effectiveness by systematically tracking individual-level post-intervention results. Our consistent support led the Zorig Foundation to prioritise this pilot programme over their other 15 programmes and apply for a grant from the Australian Embassy to scale it up. Due to the promising results from post-intervention surveys and their commitment to addressing the root cause of the problem (enhancing career guidance systems at local universities), the Zorig Foundation successfully secured the grant.

Throughout this process, the Zorig Foundation developed robust internal monitoring and evaluation systems and processes, transforming into an outcome-focused organisation.

- iii. **World Vision Mongolia's** approach to improving livelihoods has successfully empowered vulnerable families in urban areas, enabling them to come out of poverty within 36 months. The Lorinet Foundation collaborated with World Vision Mongolia to refine this approach for implementation within 18 months in various socio-economic settings across the country. As a result, World Vision Mongolia efficiently and effectively replicated the "modified approach" in 75 households in rural provinces. Their achievements and lessons learned from this modified livelihood improvement approach were presented at the World Vision International's conference in 2020 by the World Vision Mongolia office.





## PAVING THE WAY FOR GOVERNMENT ACTION TO SCALE PROGRAMMES

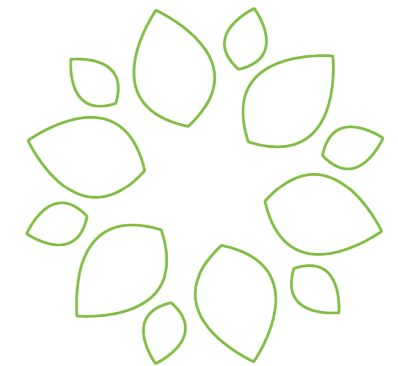
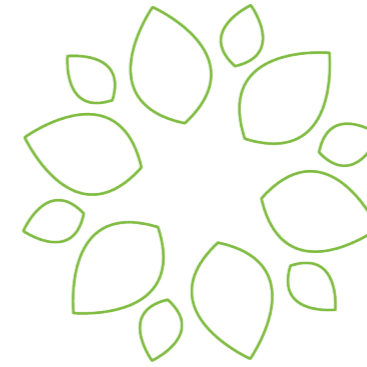
The Lorinet Foundation has maintained a keen interest in OneSky's work in Mongolia and Vietnam. Over the years, OneSky has provided support to marginalised families in under-resourced communities, creating a safe and nurturing childcare environment for children to thrive. In Vietnam, the programme received support from various funders, both large and small. One aspect of the programme in Vietnam involved training local home-based care (HBC) providers to deliver high-quality care and implement best practices in early childhood education within their own centres.

Partnerships with the governments in the countries where OneSky operates have always been essential. Impressed by OneSky's consistent progress in achieving programme objectives, Vietnam's central Ministry of Education and Training (MoET) became increasingly interested in their work. Following the validation of the programme's impact through an evaluation conducted by the Harvard T.H. Chan School of Public Health, MoET agreed to collaborate with OneSky to pilot government-led implementation of the training.

**This unique opportunity for government adoption of the programme holds significant value for us.** The MoET will now collaborate with OneSky to co-design a government-led implementation model for OneSky's home-based childcare provider training programme, beginning in five new provinces in 2023.

The next phase of this systemic change is particularly crucial—the project planning phase for designing the government-led pilot. As OneSky's strategic partner in Vietnam and Mongolia, the Lorinet Foundation sees this as an opportunity to observe the trajectory of government partnership and apply the lessons learned to Mongolia. Additionally, by supporting the planning phase, we will have two sets of data and experiences with OneSky in both Mongolia and Vietnam, allowing for comparisons and analysis to inform early childhood care and education interventions with scaling and systemic impact goals.

The Lorinet Foundation is now supporting this project planning phase, which is expected to last six to eight months, with the aim of **laying the groundwork for scaling the MOET-OneSky model across all of Vietnam.** OneSky and MoET will also collaborate on developing national HBC guidance and curriculum, which will serve as the standard for early childhood care and education in home-based care settings nationwide.





# 5

## BUILDING AND SHARING KNOWLEDGE



Building knowledge is at the core of the Lorinet Foundation's work. We invest our human capital and financial resources in curating knowledge to gain a profound understanding of the social issues and communities we engage with. Additionally, we value learning from the experiences of others and strive to share our insights with stakeholders. Our knowledge products are designed to inspire and inform actions on a large scale, with the ultimate goal of fostering systemic change. You can find more detailed information about our knowledge products at <https://www.lorinetfoundation.org/impact/>.

The following section outlines the key knowledge products we have developed over the past five years.



## NEED ASSESSMENT OF THE GER AREAS IN ULAANBAATAR – 2017



When the Foundation was initiating its efforts, there was a need to have a nuanced understanding of the ger areas in Mongolia, including its administrative structure, statistical information, needs of residents, and key social problems. Through a need assessment study, we intended to identify the vulnerable groups and critical gaps, map stakeholders involved in addressing the region's issues as well as identify potential partners for collaboration. This two-part assessment study was conducted by GerHub:

- Part 1 mapped the needs from the perspective of stakeholders who represented diverse backgrounds and types of organisations
- Part 2 brought out the community's needs from their own perspectives

### Results:

The study **found lack of roads, kindergarten and schools, and unemployment as the top three issues** for the ger communities. In line with the top issues, the study elucidated on the necessity to address the lack of basic social and physical infrastructure, including heating, sewerage, kindergarten, schools, and health clinics in ger areas.

The study brought forward the importance of employment opportunities in the formal job sector as a key issue for families. Respondents of the study were mostly interested in getting vocational and professional training, but they mentioned that high tuition costs, inconvenient location, and lack of childcare services prevented them from pursuing professional development. For educational services and spaces, in particular, the needs for kindergartens and schools, courses and tutoring, and day-cares and libraries topped the list.

The importance of this study to the ecosystem was evident because it brought to light the criticism to donors and implementation organisations by the ger residents. It recommended that stakeholders like us **establish respectful, meaningful, and long-term partnerships with ger communities** that promote open discussion rather than a one-way, hierarchical relationship. Secondly, it highlighted the not so widely discussed topics such as strengthening of the communities for collective action.

## WHITE PAPER ON EARLY CHILDHOOD CARE AND EDUCATION IN MONGOLIA – 2019



After choosing early education and youth employment as our thematic areas, we realised it was important that we understood the thematic landscape we intended to operate in. Hence, we conducted a landscape mapping for Early Childhood Care and Education for Mongolia to identify gaps to fill in, new opportunities to engage in as well as discover trends shaping the sector.

The key outcome envisioned was to base our investment decisions on supporting an equitable and quality ECCE for young children living in the ger districts of Ulaanbaatar city.

### Results:

The content researched through this study was a synthesis of findings from multiple sources gathered through engagements with several sectoral experts and stakeholders, as well as desk review of international and local research papers, publications, thematic studies, policy documents, and sectoral statistics. The study examined the ECCE landscape of the Ulaanbaatar city and service provisions for the children aged 2-5, particularly the preschool system.

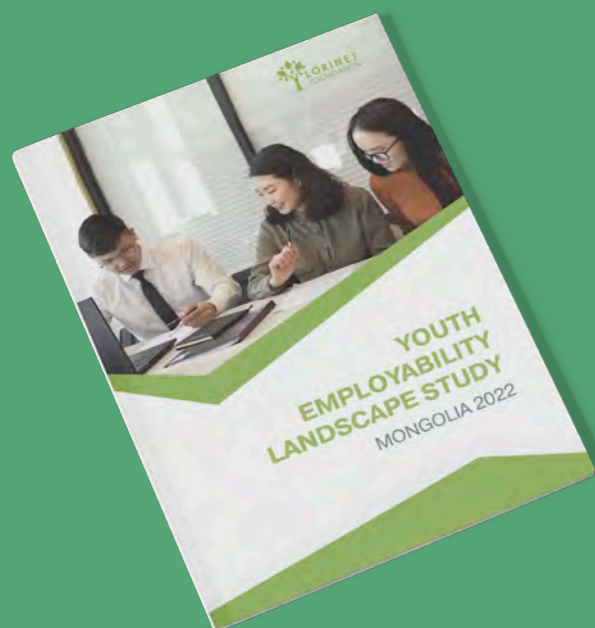
The study identified the key gaps in the current situation of ECCE in Mongolia as:

- **Inequitable access**
- **Shortage of qualified workforce**
- **Poor quality of learning and teaching**
- **Lack of parental involvement**
- **Safety and nutrition concerns**

The study would be beneficial to all stakeholders who seek to understand early childhood ecosystem in Ulaanbaatar and address the gaps through short-, mid-, or long-term initiatives. It served external stakeholders in understanding the topic from a **policy and programming lens** as well as discovering the trends influencing ECCE sector in Mongolia.



## LANDSCAPE STUDY ON YOUTH EMPLOYABILITY IN MONGOLIA – 2022



By 2021, Lorinet Foundation had already run a few programmes in the youth domain, and the Foundation decided to invest more strategically in solutions that enabled young people to gain the skills necessary for employment. Inspired by the results of the ECCE white paper, the Foundation conducted a Youth Employability Landscape study. The purpose of the study was to deepen our knowledge of employability issues that Mongolian youth faced and identify and engage with practitioners and credible organisations on this topic.

The key outcome envisioned from this study was to ground the development of the Youth Employability Country Programme in Mongolia.

### RESULTS:

The report identified five key challenges Mongolian youth faced when seeking employment opportunities:

- **Skills and demand mismatch**
- **Ineffective education to employment transition**
- **Ineffective enabling systems**
- **Lack of need-specific or tailored approaches**
- **Construct of the labour market**

The distinctive recommendation that the report provided was to NOT look at “young people” as one homogenous group, but rather as a cluster of many diverse social groups having different backgrounds and needs.

**The report was first-of-its-kind in gathering hard data on youth unemployment in Mongolia,** and it created a FACT SHEET that was not readily available before through a desk review of sectoral statistics in Mongolia.

The launch event of the report was organised in May 2022 and was attended by over 70 dignitaries from the government and private sector as well as participants from the development sector including international NGOs and civil society organisations.



*Lorinet Foundation's work on knowledge building is top-notch. Their youth employability landscape study provided a very comprehensive understanding of a highly complex system of youth employment in Mongolia. Importantly, it filled the gap of previously missing or unavailable hard data on youth employability, particularly their economic activity and including NEET youth. I think this will be extremely crucial for informing programming and policy.*

**Zayasaikhan Dugeree,**  
Senior National Programme Officer,  
Swiss Cooperation Office in Mongolia, SDC

## BASELINE EVALUATION OF LET'S READ PROGRAMME IN MONGOLIA – 2022



In 2021, Lorinet Foundation partnered with The Asia Foundation to launch ‘Let’s Read’ programme in Mongolia. The programme was aimed at promoting reading as a critical tool for early childhood education. Since Let’s Read was a multi-year intervention, we intended to invest in data collection and analysis required for the impact evaluation of the programme. A Baseline Study on the reading habits of parents with children aged 0-5 years, the accessibility and availability of books to children, and perceptions of the importance of reading books for the development of children seemed to be the right first step towards achieving long-term outcomes.

The Asia Foundation commissioned the study, and the Independent Research Institute of Mongolia conducted the Baseline Evaluation.

### RESULTS:

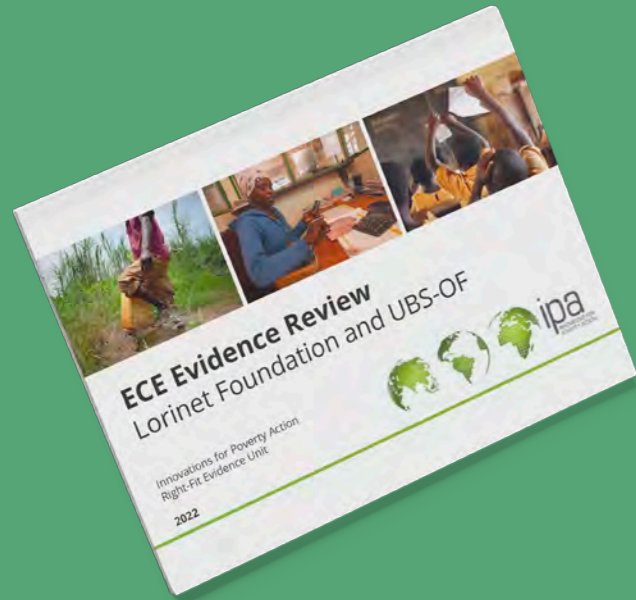
The study indicated that **less than 10% of parents in Mongolia read to their 0-5 years old children daily for just up to 10 minutes.** The key reason why parents did not read to their children was the inability of households to afford books. The situation was further exacerbated with the lack of accessibility and availability of books near the family’s residence as well as misconceptions about the appropriate age to start reading with young children.

The findings further bolstered our hypothesis that the programme should not only increase the availability of high-quality Mongolian-language children’s books but also build awareness on the importance of reading with preschool-aged children among parents, caregivers, and teachers.

The study will serve as the **foundation for all future evaluation studies** for Let’s Read. Furthermore, such evaluations will not only help us in building the evidence of our intervention but also reinforce the need for having such novel programmes for Mongolian young children.



## STUDY OF GLOBAL ECE INTERVENTIONS – 2022



After running our early childhood country programme in Mongolia for a few years, we intended to build upon this work and adopt an evidence-based approach to the underlying Theory of Change.

Lorinet Foundation, along with UBS Optimus Foundation, commissioned a comprehensive study of notable global ECCE programmes and practices that had the potential to be contextualised and implemented in Mongolia. The primary objective of the consultancy was to provide evidence that could guide our ECCE Country programme strategy and investment decisions over the next 5-7 years.

The study was conducted by US-based research and policy organisation called Innovations for Poverty Action.

### RESULTS:

The study helped the Foundation in:

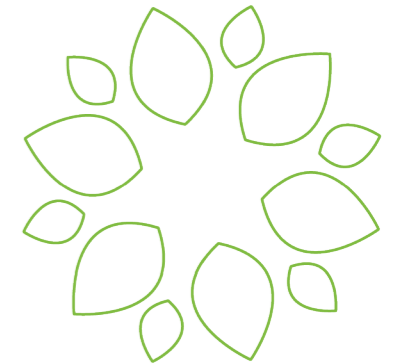
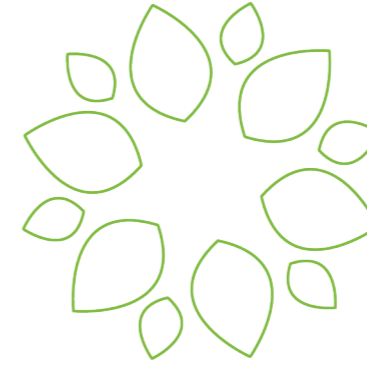
- Refining our knowledge of the global landscape of existing intervention categories and the strength of the evidence behind them.
- Understanding that content and its delivery mechanism together are determinant factors for creating impact.
- Concluding that the **contextual information and understanding of the ger districts in Ulaanbaatar was necessary** in order to prioritise the list of intervention categories.

As a global intervention review, this study will not only guide our foundation's pathway but also become **a good knowledge source for both local and global audience** in the ECCE space. The evidence presented in the report will be useful to other stakeholders in the ECCE sector to make more evidence-based decisions and maximise the impact of their targeted interventions in this area.



*Lorinet Foundation has prioritized the application and understanding of global best practice in early childhood development and education for Mongolia. In turn, their intention to share the learning they gain from their work in Mongolia with the global ECCE community, and their commitment as well to joining funder networks and collaboratives to both learn and share, is admirable and the spirit that our sector needs to better serve all young children.*

**Jessica Hjarrand**  
Global Programme Manager – Early Childhood Development, Education in Emergencies, Particus





# 6

## INNOVATIVE MODELS OF FINANCING



In the medium- and long-term, Lorinet Foundation focuses on supporting communities in the ger district of Ulaanbaatar, while also assisting projects in Southeast Asia on an opportunistic basis. Besides providing grants, the Foundation also believes in innovative financing models and social finance approaches. By investing in social enterprises, we aim to foster self-sustaining business models that can create an ongoing impact independently in the long run.

This section elucidates on a few such initiatives.





**PIONEERING VENTURE PHILANTHROPY FUND SINGAPORE: 2017 - 2019**



Through partnership with the National Council of Social Services and Community Chest, the fund aimed to make social impact in Singapore and invested in four specific programmes that addressed critical and underserved needs within the community, including mental health, school completion, single parenting, and supporting senior widows.

**EDUKASYON, THE PHILIPPINES: 2019 ONWARDS**



Edukasyon builds EdTech products to bridge the gap between teaching and learning in the digital world. We supported Edukasyon to accelerate product development, reach, and engagement – to improve education to employment outcomes for the Filipino youth.

**GREE INDONESIA: 2022 ONWARDS**



Gree New Energy develops, finances, builds and operates biogas-to-energy projects. Our loan assists GREE in the development of new biogas facilities, while reaching completion of its first biogas project, the Hamparan biogas facility.

**WWF MONGOLIA: 2022 ONWARDS**



The project aims to empower 900 children and youth from 26 Eco-Clubs to support ecosystem and wildlife conservation with a special focus on climate change adaptation and mitigation.

**CHILDREN GER, MONGOLIA: 2017 - 2018**

We supported Children Ger in providing elementary education to vulnerable children and youth who dropped out of public school system due to poverty, disability, and abuse and reintegrate into the public education system.

**BOOKBRIDGE MONGOLIA: 2017 ONWARDS**



Book Bridge engaged talented and impact-seeking citizens to build business and leadership skills through experiential learning. Through this programme, candidates from the Global North join hands with talents from the Global South to learn state-of-the-art business skills and develop as responsible leaders while creating community-based Learning Centres as tangible social enterprises.

**PRODIGY FINANCE**



Prodigy Finance offers loans to international postgraduate students attending top universities around the world. Through Prodigy Finance's community platform, we, along with alumni, impact investors, and other private entities, could invest in tomorrow's leaders whilst earning a financial and social return.

**GER PLUG-IN MONGOLIA: 2016 - 2017**



One of our earliest initiatives was Ger Plug-In. Designed by Rural Urban Framework in collaboration with GerHub, the project explored the possibility of off-grid infrastructure to meet the needs of ger area residents. We supported the design studio and prototype construction.



# WORLD'S FIRST SOCIAL IMPACT GUARANTEE IN SINGAPORE

IMPLEMENTATION PARTNER:  
YMCA SINGAPORE:  
2021 – 2022



YMCA is a social service agency delivering services to disadvantaged groups in society. Since 2011, YMCA's Vocational and Soft Skills Programme (VaSSP) has been serving youth-at-risk who are Not in Education or Employment (NEET) to re-engage them in work and school.

## THE PROBLEM:

As per the National Youth Council, around 40,000 youth were unemployed in Singapore in 2019. These included those who were inactive and out-of-school. This could potentially lead to their social and economic exclusion, which could create downstream costs for society and government in Singapore.

## OUR INTERVENTION:

Working with YMCA Singapore as service provider, TL Whang Foundation as donor, and Lorinet Foundation as guarantor, Tri-Sector Associates designed and launched **the world's first Social Impact Guarantee (SIG)** to fund innovative enhancements to VaSSP.

Using the SIG financing, YMCA could improve the core VaSSP to achieve even higher success rates for the youth they served by including three enhancements namely Internships, Extended social intervention, and Enhanced learning programme.

**SOCIAL IMPACT GUARANTEE** is a results-based financing mechanism that functions similar to a money-back guarantee. It allows a donor to ensure that their donation achieves the social impact it was meant to achieve, or a portion of the funding is returned. This donation can then be recycled to a new iteration or other programmes to try to achieve the intended outcomes.

To learn more about SIG, here's a case study done in collaboration with the Lien Centre for Social Innovation.

<https://trisector.org/wp-content/uploads/2021/01/LCSI-TSA-SIG-Case-Study.pdf>



## RESULTS:

YMCA trained 78 youth. In 12 months, with the SIG Enhancements, **the placement rate increased from 59% to 77.4%**. The three enhancements are now embedded into VaSSP's core model.

SIG also got featured in Stanford Social Innovation Review:

[https://ssir.org/articles/entry/social\\_impact\\_guarantees\\_the\\_next\\_evolution\\_in\\_outcomes\\_based\\_funding](https://ssir.org/articles/entry/social_impact_guarantees_the_next_evolution_in_outcomes_based_funding)

Through the SIG, we tested the model and demonstrated that SIG is adaptable, can have a portfolio approach, and is an approach that can be scaled up. Tri-Sector is starting the design of a REGIONAL SIG and looking for more participants.



# DEBT FINANCING FOR IMPACTFUL, GROWTH-STAGE ENTERPRISES

**PIONEER FACILITY FUND**  
SOUTHEAST ASIA:  
2017 - ONGOING



The Pioneer Facility (PF) is a developing economy impact fund focused on providing short to medium-term debt capital to private growth-stage enterprises.

PF provides scale-up capital, via working capital or capex loans, to enterprises that offer sustainable energy and clean water solutions to underserved populations in Southeast Asia. Portfolio organisations include enterprises operating in last-mile electrification, biogas-to-energy generation, piped water infrastructure, water stations, rural solar power, solar water pumps etc. in Cambodia, Indonesia, Vietnam, Myanmar, and the Philippines.

Indicative loan terms:

- Uncollateralised
- USD 100K – 500K
- 10% interest
- Up to 3 years of maturity

## RESULTS:

At the end of 2022, the key performance indicators self-reported by portfolio companies are:

Total people served: 151,654

Decent Work and Economic Growth  
– Capital unlocked: USD 3.52 million

Clean Water and Sanitation  
– Number of new access to clean water (hh): 14,872  
– Quantity of clean water produced (cubic metre): 7.4 million

Affordable and Clean Energy  
– Number of new access to clean energy (hh): 14,713  
– Quantity of clean energy produced (kWh): 21.5 million

Climate Action  
– ER CO2e avoided (tCO2e): 69,206





WHAT THE FUTURE HOLDS







Over all these years, we have gained valuable insights and lessons through our on the ground operations and engagement with a range of stakeholders.

First and foremost, we understand that creating sustainable impact for vulnerable communities is **an ongoing journey**. The social issues we strive to address are deeply rooted and complex, requiring a long-term perspective to make tangible change. Our internal systems will evolve, our understanding of the issues will deepen, and our relationships with the communities we serve will strengthen over time.

Secondly, **knowledge is a powerful tool** for making informed decisions. It fosters greater awareness among stakeholders and enables concerted actions. By curating knowledge and gathering evidence, we act diligently on what works, ensuring that every dollar and every hour invested in these efforts brings about positive change in people's lives.

Lastly, achieving a **deeper and broader impact requires collaborative efforts**. Philanthropy is a realm where collective action yields greater results, so we must be open to learning from and building upon the accomplishments of others.





Moving forward, our foundation will adopt a **'Practice to Policy'** approach in our strategy. Placing the communities we support at the forefront, this approach aims to ensure the following:

- **On the ground**, our interventions continue to yield robust outcomes, while concurrently generating conclusive evidence of our work.
- **At the ecosystem-level**, our programmes and resources are adopted, and we bring together like-minded stakeholders and funders.
- **With the government**, we leverage existing systems to facilitate the adoption and integration of our programmes.

As we progress, we will enhance our Monitoring, Evaluation, and Learning (MEL) approach to create a robust impact measurement system. The MEL framework will be shaped by our strategic focus on direct and systemic impact, and the impact be communicated by annual Impact Reviews and triennial Impact Reports.

Finally, and importantly, **our intention is to mobilise more capital and resources to Mongolia**. In the past decade, Mongolia has witnessed remarkable growth and made significant strides in reducing poverty and enhancing well-being. However, the realm of social investments in the country is still in its early stages. Investments targeting socio-economic challenges will play a pivotal role in achieving an inclusive and sustainable growth trajectory for Mongolia. We stand firm in our commitment to engage with other funders, forge dynamic alliances, launch captivating campaigns, and foster a collaborative environment.

*If you would like to get involved in our work or find out more, please get in touch with us at [contact@lorinetfoundation.org](mailto:contact@lorinetfoundation.org)*





## ACKNOWLEDGEMENTS

In reflecting upon the past five years, we are immensely grateful for the impact we have achieved through our strategic grant-making. None of our accomplishments would have been possible without the generous support and collaboration of our dedicated partners on the ground.

Furthermore, our engagement with local, regional, and global stakeholders and networks has been instrumental in our journey. Their contributions have provided us with invaluable access to relevant knowledge, peer engagement opportunities, and fruitful exploration of synergies and collaboration.

We are proud to hold institutional memberships in esteemed funder groups and thematic networks at the regional and global levels. These include the Asian Venture Philanthropy Network, Asian Philanthropy Circle, Global Early Childhood Funders Group, International Education Funders Group, and Asia-Pacific Regional Network for Early Childhood. Such affiliations have further enhanced our ability to make a meaningful difference.

In Mongolia, we take great pride in co-leading the Mongolian Early Childhood Development Network and actively participating in the Mongolian International Non-Governmental Organisations. Additionally, our involvement in the Development Partners Group and its thematic sub-groups focused on youth, education, and digitisation has allowed us to contribute to crucial initiatives.

In a significant step forward, Lorinet Foundation formed a dynamic partnership with the UBS Optimus Foundation in 2021, united in our unwavering commitment to build and advance the Early Childhood Care and Education programme in Mongolia.

Lastly, we wish to extend our heartfelt appreciation to our former advisor, Esther Goh, from the Centre for Evidence and Implementation (previously associated with the Bernard van Leer Foundation). Her guidance has been invaluable in shaping our journey. We also acknowledge the instrumental contributions of our former team members, Raman Sidhu, Aldarsaikhan Tuvshinbat, Khandsuren Tumendemberel, Anudari Gunbaatar, and Odontuya Altansukh, who played a vital role in the success of the Lorinet Foundation.

To all those mentioned above, we express our deepest gratitude. Without your unwavering support and dedication, none of our achievements would have been possible.



# PARTNERS

