

**CARITAS MONGOLIA**

**STRATEGIC PLAN**  
**2010-2013**

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## **ACKNOWLEDGMENTS**

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This document was prepared in close collaboration with Secours Catholique-Caritas France. Its purpose is to provide Caritas Mongolia with a Strategic Plan for the coming three years. It presents the reader with an overview of both the ad intra situation Caritas Mongolia and its concrete, external environment; it aims at assisting all those involved in poverty reduction, in partnership with Caritas Mongolia, to identify how common challenges can be incorporated into development assistance planning.

This Strategic Plan will provide needed and necessary information on the status and commitments of Caritas in Mongolia to the different partners in the network as well as all likeminded people and NGOs working within similar fields of interest.

The concept and realisation of this study was prepared by a consultant, Mr Aloysius JOHN, in close collaboration with Caritas Mongolia staff members. Special thanks are indeed due to Mr Aloysius who gave tirelessly of his time during missions and by reviewing and commenting on the drafts; to Bishop Yvon Ambroise, Caritas Asia President, for his guidance and continuous support; thanks also to Bishop Wenceslao Padilla, President of Caritas Mongolia, for his trust and encouragement; to all Caritas Mongolia staff members who willingly sacrificed their own schedule to attend meetings and workshops; to Caritas Germany, through Mr Reinhard Wuerkner, for making the study possible; and to Caritas Czech Republic who actually initiated the whole process. Wholehearted thanks to Caritas Japan and its representatives, namely Ms Sawako Inae and Rev. Daisuke Narui, SVD, whose advice and encouragement helped Caritas Mongolia to be more systematic. Special thanks must also go to Rev. Gilbert Sales, CICM, founding father of Caritas Mongolia. Last but not least, friendly and brotherly gratitude to our peer reviewer and editor Wim Holderbeke, CICM.

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May all –named or not – find here gratitude and praise!

Pierrot Kasemuana, CICM

# TABLE OF CONTENTS

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ACKNOWLEDGMENTS .....	3
TABLE OF CONTENTS .....	4
LIST OF ABBREVIATIONS .....	6
PREFACE .....	7
EXECUTIVE SUMMARY .....	9
 CHAPTER I: LOCAL CONTEXT AND SITUATION ANALYSIS .....	13
A. MONGOLIA: THE COUNTRY .....	13
A.1 GEOGRAPHY AND CLIMATE .....	13
A.2 HISTORY .....	13
A.3 POPULATION .....	14
B. MONGOLIA: THE SOCIETY .....	15
B.1 POLITICS .....	15
B.2 ECONOMIC GROWTH .....	16
B.3 THE ENVIRONMENT .....	16
B.4 POVERTY .....	17
B.5 SOCIAL AND CULTURAL CONTEXT .....	18
B.6 HEALTHCARE .....	19
B.7 A CIVIL SOCIETY .....	20
B.8 GENDER SITUATION .....	20
B.9 RELIGION .....	21
B.10 BY WAY OF CONCLUSION .....	22
C. MONGOLIA: THE CHURCH .....	23
C.1 A SHARED HERITAGE .....	23
C.2 MISSIO SUI IURIS .....	24
C.3 PREFECTURE APOSTOLIC .....	25
D. CARITAS MONGOLIA .....	25
D.1 CARITAS MONGOLIA'S FIRST STEPS .....	26
D.2 THE FIRST STRATEGIC PLAN: 2007-2009 .....	26
D.3 EVALUATION OF THE FIRST STRATEGIC PLAN .....	27
D.4 CARITAS MONGOLIA: TOWARD THE FUTURE .....	28
D.4.1 CM: a way forward for the future .....	28
D.4.2 Our vision .....	29
D.4.3 Our mission .....	29
D.4.4 Guiding principles .....	29
D.4.5 Structures .....	30
D.4.6 Our works .....	30
 CHAPTER II: ELABORATION OF THE STRATEGIC PLAN .....	33
INTRODUCTION: METHODOLOGY .....	33
A. ENVIRONMENT SCANS .....	34
A.1 EXTERNAL ENVIRONMENT ANALYSIS .....	34
CHALLENGES IDENTIFIED .....	37
1/ Impact of the National Economy	
2/ Migration	
3/ Gender Issues	

4/ Corruption and Good Governance	
A.2 STAKEHOLDER ANALYSIS .....	38
A.2.1 The Catholic Church .....	38
A.2.2 The Donor Agencies .....	38
A.2.3 Government Departments and Politicians .....	38
A.2.4 Beneficiary Groups .....	39
A.2.5 The NGO's .....	39
A.3 INSTITUTIONAL ANALYSIS .....	39
A.3.1 Systems and Structure .....	40
A.3.2 Organisational Structure .....	40
A.3.3 Human resources .....	40
A.3.4 Project Implementation .....	41
A.4 INTERNAL ENVIRONMENT ANALYSIS .....	41
B. STRENGTHS AND WEAKNESSES, THREATS AND OPPORTUNITIES ..	42
B.1 INTERNAL FORCES .....	42
B.1.1 Strengths .....	42
B.1.2 Weaknesses .....	44
B.2 EXTERNAL FORCES .....	45
B.2.1 Major Opportunities .....	45
B.2.2 Major Threats .....	46
C. ELABORATION OF STRATEGIC OPTIONS AND DEFINITION OF STRATEGIES .....	47
CHAPTER III: FUTURE STRATEGIES AND ORIENTATIONS .....	49
A. OPERATIONAL STRATEGIES: ORIENTATIONS, PRIORITIES AND DEFINITION OF ACTIVITIES .....	49
B. STRUCTURAL ACTIVITIES AND IMPLEMENTATION OF THE STRATEGIC ORIENTATIONS	52
STRATEGY 1 .....	53
STRATEGY 2 .....	54
STRATEGY 3 .....	55
STRATEGY 4 .....	56
STRATEGY 5 .....	57
STRATEGY 6 .....	58
CONSOLIDATED LOGICAL FRAMEWORK .....	59
STRATEGY 1 .....	i
STRATEGY 2 .....	iii
STRATEGY 3 .....	vii
STRATEGY 4 .....	x
STRATEGY 5 .....	xii
STRATEGY 6 .....	xiii
REFERENCES .....	61

## **LIST OF ABBREVIATIONS**

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APHD	ASIA PARTNERSHIP FOR HUMAN DEVELOPEMNT
CBDP	COMMUNITY BASED DEVELOPMENT PROGRAMS/COMMUNITY BASED DISASTER PREPAREDNESS
CBO	CHURCH-BASED ORGANISATION
CCR	CARITAS CZECH REPUBLIC
CI	CARITAS INTERNATIONALIS
CICM	CONGREGATION OF THE IMMACULATE HEART OF MARY
CM	CARITAS MONGOLIA
CSO	CIVIL SOCIETY ORGANISATION
DCV	DEUTSCHER CARITAS VERBAND
DM-LRRD	DISASTER MANAGEMENT-LINKING RELIEF REHABILITATION AND DEVELOPMENT
DRR	DISASTER RISK REDUCTION
GR	GRASS ROOTS
HR	HUMAN RESSOURCE
IEC	INTRA-EUROPEAN COORDINATION
IHD	INTEGRAL HUMAN DEVELOPMENT
INGO	INTERNATIONAL NON-GOVERNMENTAL ORGANISATION
MO	MEMBER ORGANIZATION
MPRP	MONGOLIAN PEOPLE'S REVOLUTIONARY PARTY
NGO	NON-GOVERNMENTAL ORGANISATION
ODP	ORGANIZATION DEVELOPMENT PROCESS
PRSP	POVERTY REDUCTION STRATEGY PAPER
SC-CF	SECOURS CATHOLIQUE – CARITAS FRANCE
SWOT	STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS

## PREFACE

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The Zud of 1999-2000 was the decisive event that triggered the establishment of Caritas Mongolia. Coincidentally, the severe rains and flooding of 2009 came at a time when Caritas Mongolia was deeply involved in evaluating its very existence and commitments in view of a *second birth*.

Two events and two unforgettable moments for Caritas Mongolia! About ten years of existence, marked by *strengths* and *weaknesses*, *threats* and *opportunities*. A real learning journey! After 10 years an organization can be expected to have reached a certain level of maturity; thus, at the end of such a period, strict evaluation becomes a must in order to embrace the future with realistic optimism. This is the journey Caritas Mongolia went through, as shown throughout this *Strategic Plan*.

As you are going through this document, it is our hope that the reading will be informative enough to arouse solidarity and commitment!

This *Strategic Plan* is built around 3 chapters.

**Local Context and Situation Analysis**, the first chapter, is a more descriptive and informative section. In this chapter, going through its 4 sub-chapters, you are given varied information on: the Country, the Society, the Catholic Church in Mongolia and Caritas Mongolia.

With this background, you will then be ready to start the second chapter, **Elaboration of the Strategic Plan**. This chapter offers you a historical background of the Strategic Plan: from where the whole journey started and how it developed. The analytic approach allows you to realize that the first step of the Strategic Plan is the analysis of the environment, presenting you with a clear picture of all factors and players involved: external, internal and institutional environment as well as the stakeholders. The chapter concludes by affirming that the above analysis and reflection enables CM to define and identify its major strengths and the related strategic issues; this in turns allows us to define the strategic options for future strategies.

The third and last chapter, **Future Strategies and Orientations**, informs you, first of all, on a certain number of well-identified and selected strategies on both the **operational** and **structural** level. This concluding chapter sets the tone for things to come. After having identified the strengths and weaknesses, threats and opportunities of Caritas Mongolia a systematic and realistic way to the future is then proposed.

This exercise is indeed meant to strengthen the capacity of action of Caritas Mongolia. This has been possible thanks to the contribution of more than one person, more than one institution. It is the strong hope that what we started together, we will also continue together. Caritas Mongolia can become efficient and effective only thanks to the interest, support and solidarity from the Caritas Network and from likeminded people.

Hence our invitation to you, to all of you, to journey, hand and hand with Caritas Mongolia so that, together, we may bring more humanity, compassion, solidarity and love to those among our Mongolian brothers and sisters who needs our extending hand!

## EXECUTIVE SUMMARY

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At first glance, there appears to be a relative improvement in Mongolia's overall living standard, especially when compared to many other countries. However, evidence, resulting from simple observation as well as recent studies based on national statistics, shows that the economic transition and its impact has severely affected a lot of people within the society. Many families were plunged into poverty during this period as previously protected jobs disappeared.

Economically Mongolia is confronted with the ever-increasing unemployment of unskilled workers who are left out of the job market. Even educated youth find it very hard to secure a job and eke out a living. The consequence is that many of them opt for the last, desperate alternative, that is to leave their country and make a living abroad. But their dreams of a better future often turn into nightmares.

As a result of the global crisis, the country is confronted with a high cost of living. Due to market fluctuations and inflation the poorest have absolutely no means to making ends meet. Basic food items are unreasonably expensive and not within reach of the poor who find their already meager financial means further drastically reduced. Moreover the high taxes levied on the people are indiscriminately exorbitant and those who had already been reduced to the bare minimum for their survival are now rendered poor.

Most of the people living in dire poverty in the countryside show a tendency to move to Ulaanbaatar, where they only enlarge the circle of slums within, and on the outskirts of, the city. Mongolia has become a clear example of a society where the unjust economical system has contributed to creating an undeniable gap between the poor and the rich, and this gap is widening day by day. The global financial turmoil of the last months has further aggravated the national economic crisis, since Mongolia is largely dependent on import for most of its food and other basic needs.

These economic woes are also affecting the social life of the people. Many youngsters, being out of a job, have a tendency to resort to all sorts of delinquency and marginal activities and, above all, entertain an attitude that creates insecurity within the society. Theft, physical violence, sexually-oriented violence toward women and girls, and (increased) substance abuse are some of the problems confronting the post-communist society.

In this situation of economic chaos and turmoil providing health and education services seems no longer a priority for the state. The consequence is that more and more people are not able to get properly medically treated as the entire care-providing system is failing. Children are not able to attend classes, loiter in the streets and so become the potential agent of marginal activities. It also needs to be



underlined that old people have more and more difficulties to have access to decent health care. In general one can say that the state is not able to respond adequately to major social problems like migration, alcohol, divorce, prostitution, aids... It is known that girls end up in prostitution simply to pay for their studies.

In such a situation popular culture further affects the society. Post-communist Mongolia is strongly influenced by foreign culture (Korean and Chinese in particular), resulting in a loss of identity and of traditional values, and the sense of security that these evoke. The inherent contradiction between the lingering Soviet regime society and the new social trends offered by other foreign cultures create a sentiment of frustration. Especially the young are struggling with this cultural identity crisis.

It is obvious that Mongolia is indeed a society in transition; traditional life and values are being challenged by modernity. What was accepted as 'natural' and obvious in a previous era is now being questioned; this is most evident in young people who seem to be in crisis, not knowing very well what is right or good. These frustrations bring them to getting into drugs and other criminal activities; this tendency is further aggravated by the decline in family values. All this creates a sense of fatalism, and eventually an overall mentality of dependency; people do not know how to plan and work. This will be major challenge when collaborating with the local populace.

Added to these problems are the natural disasters and other environmental problems which make the people more fragile and totally dependent. Mongolia is badly affected by global warming. Local weather has undergone major changes. Crop failures and loss of livestock all point in that direction; the floods of July 2009 are a further indication of things to come. Nature having it her own way is further aggravated by human factors: greedy mining investors are destroying forests to carry out their lucrative activities. The total rape of Mongolia's natural resources deprives the poorest of their last means of economical subsistence. Herders and farmers, in particular, are no longer in a position to ensure for themselves the basics of human livelihood.

Politically, Mongolia is a regime tuned toward democracy; its commitment toward the rights and freedoms of modernity seems sincere enough but until now it is still a democracy that is mainly lived within and through the communist infrastructures of yesteryear.

It is in this very context that Caritas Mongolia was created some ten years ago. Since then it has developed into a highly versatile organization, in the sense that it has to constantly adapt itself to the changing context of post-communist Mongolia. CM is highly committed to its cause and undeniably willing to fulfill its mission with fervour. It has the necessary energy and spirit to become a dynamic and creative organization which can imprint an indelible mark on the society through the services it renders, especially toward –and together with!– the poorest and the weakest.

With the context in Mongolia changing day by day, it is absolutely important for Caritas Mongolia to keep contextualizing its intervention so that any action be in line with the needs of the priority groups. The different strategic orientations were prepared keeping these realities in mind.

Yet, in spite of its zest and (administrative) independence, CM's capacity remains limited. There is still further need to formalize and define our vision, mission and goals. It is also necessary to clearly outline the roles and responsibilities of the national staff, and establish monitoring systems to assess their performance. Now is also the time to draw up internal rules and regulations.

All this will help Caritas Mongolia to become more professional. The outcome of the Strategic Plan will certainly induce these changes which Caritas Mongolia must adequately address and implement.

As for the strategies proposed in this document, they all start out from a double orientation: we will continue programs already in existence that need to be retained and developed, while at the same time initiate new programs that respond to newly identified needs.



# **Chapter I:**

## **LOCAL CONTEXT AND SITUATION ANALYSIS**

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### **A. MONGOLIA: THE COUNTRY**

#### **A.1 GEOGRAPHY & CLIMATE**

Mongolia is a landlocked country in Northern Asia, located between China and Russia. The terrain is one of mountains and rolling plateaus, with a high degree of relief. The Khüiten Peak in extreme western Mongolia on the Chinese border is the highest point (4,374 meters). The lowest is 560 meters. The country has an average elevation of 1,580 meters. The landscape includes one of Asia's largest freshwater lakes (Lake Khövsgöl), many salt lakes, marshes, sand dunes, rolling grasslands, alpine forests, and permanent montane glaciers. Northern and western Mongolia are seismically active zones, with frequent earthquakes and many hot springs and extinct volcanoes.

Mongolia is high, cold, and dry. It has an extreme continental climate with long, cold winters and short summers, during which most precipitation falls. The country averages 257 cloudless days a year, and it is usually at the centre of a region of high atmospheric pressure. The extreme south is the Gobi Desert, some parts of which receive no precipitation at all in most years. Gobi rangelands are fragile and are easily destroyed by overgrazing, which results in expansion of the true desert, a stony waste where not even Bactrian camels can survive.

The average temperatures over most of the country are below freezing from November through March and are about freezing in April and October. January and February averages of -20°C are common, with winter nights of -40°C occurring most years. Summer extremes reach as high as 38°C in the southern Gobi region and 33°C in Ulaanbaatar. All rivers and freshwater lakes freeze over in the winter, and smaller streams commonly freeze to the bottom. Mongolia's weather is characterized by extreme variability and short-term unpredictability in the summer mainly. Such weather poses severe challenges to human and livestock survival.

#### **A.2 HISTORY**

In 1206 AD, a single Mongolian state was formed based on nomadic tribal groupings under the leadership of Chinggis ("Genghis") Khan. He and his immediate successors conquered nearly all of Asia and European Russia and sent armies as far as central Europe and Southeast Asia. Chinggis Khan's grandson Kublai Khan, who conquered China and established the Yuan dynasty (1279-1368 AD), gained fame in Europe through the writings of Marco Polo. Although Mongol-led confederations sometimes exercised wide political power over their conquered territories, their strength declined rapidly after the Mongol dynasty in China was overthrown in 1368.

In 1727, Russia and Manchu China concluded the Treaty of Khiakta, delimiting the border between China and Mongolia that exists in large part today. Outer Mongolia was a Chinese province (1691-1911), an autonomous state under Russian protection (1912-19), and again a Chinese province (1919-21). From 1921 Soviet forces invaded Mongolia. Thus Mongolia became a de facto Soviet protectorate.

In December 1989, the Mongolian Democratic Association organized the first popular reform demonstrations, followed, in January 1990, by large-scale marches, held in sub-zero weather, demanding democracy. On March 2, 1990, Soviets and Mongolians announced that all Soviet troops would withdraw from Mongolia by 1992. In May 1990 the Constitution was amended to provide for a multi-party political system and new elections. On July 29, 1990 the first democratic elections were held and on September 3, 1990 the first democratically elected People's Great Hural (parliament) took office. On February 12, 1992, the new Constitution went into effect, while on April 8, 1992 the new election law was passed.

### **A.3 POPULATION**

Today Mongolia has a population of some 2,8 million. Over 1 million people live in rural areas and are mainly engaged in traditional livestock herding and, to some extent, in crop production. The population density is one person per square km. 68% of the total population are young people under the age of 35. The average life expectancy is just over 65 years. The present urban population is above 1 million. The capital city, Ulaanbaatar, having, officially, 800,000 inhabitants or one third of the total population of Mongolia.

Mongolia counts about 20 ethnic groups of either Mongol or Turkish origin. Mongolian ethnic groups consist mainly of Oirat, in the eastern part of Mongolia, and Khalkha and Barga in the western part. About 80% of the population is of the Khalkha ethnic group. In the western part of the country, a significant part of the population speaks a dialect of Turkish origin. Next to Uriankhai, Tuva, Tsaatan and Khoton ethnic minorities, the largest of those groups are Kazakh, about 5% of the population. Oirat groups speak a slightly different variant of Mongolian. They are subdivided into several ethnic subgroups: Bayat (about 2% of the population), the Dorvod (ca. 3%), the Olot and Torguut, Buyart ethnic groups (ca. 2 %). In addition, there are some 3.5 million Mongolians in China (Inner Mongolia, Qinghai, Xingjian) and about 500,000 in Russia, mainly Buryat from Siberia, but also some Kalmuk.

Mongolia is dominated by one city, Ulaanbaatar, thus to a very significant extent discussion of urbanization in Mongolia centers around this city. Approximately 80% of recent population growth in Ulaanbaatar was the result of immigration. The overall level of urbanization is surprisingly high considering the country's level of economic development.

With such immigration, some problems arise such as unemployment, poverty, inadequacy of infrastructure and services, environmental and health hazards such as air pollution as well as unpleasant demographic incidents in Ulaanbaatar because of the rapid and uncontrolled urbanization. Ulaanbaatar is the coldest capital city in the world and air pollution due to coal burning for winter survival in the city has reached a disastrous level and is causing serious health problems.

Mongolia today remains a mixture of modernity and tradition. Extraordinary changes have taken place since 1990. Western culture, notions and consumer

goods have made their mark on the Capital. Mongolia being a youthful country, it is in youth culture that the changes are most pronounced, especially in fashion and entertainment. After 70 years of Soviet influence and Communist isolationism, Mongolians have access to international media services and increased international travel, while English has surpassed Russian as the nation's second language. Mongolian values are fast changing. A new-bred individualism and consumerism sit alongside traditional respect for the elderly and 'old values' of family assistance. It remains to be seen how these tensions will play out as Mongolia continues to come under the influence of a global culture.

## **B. MONGOLIA: THE SOCIETY**

### **B.1 POLITICS**

Until 1990, the Mongolian Government was modeled on the Soviet system. After some instability during the first two decades of communist rule in Mongolia, there was no significant popular unrest until December 1989. *Perestroika* in the former Soviet Union and the democracy movement in Eastern Europe were mirrored in Mongolia. The dramatic shift toward reform started in early 1990 when the first organized opposition group, the Mongolian Democratic Union, appeared. In the face of extended street protests in subzero weather and popular demands for faster reform, the politburo of the MPRP resigned in March 1990. In May, the constitution was amended, deleting reference to the MPRP's role as the guiding force in the country, legalizing opposition parties, creating a standing legislative body, and establishing the office of president.

Mongolia has a parliamentary system of government, with a 76-seat legislature called the State Ikh Hural. The President, directly elected for a four-year term, is second in authority to the legislature, but he has the right to appoint judges and has the power of veto (which can be overturned by a 2/3 vote in parliament).

Mongolia has consolidated its fledging democracy over the last 15 years. By both narrow and quite broad criteria ranging from regular elections to popular attitudes towards democracy, Mongolia appears to have taken the path towards democracy and it is unlikely that democratic governance itself is under serious threat, but its long-term prospects remain precarious. Mongolia has established a multi-party competitive political system. There has been significant alternation in power between civilian leaders without any interruption however to democratic practices in se.

Mongolia has a large number of political parties that represent a broad range of political views and interests, and which have established firm roots in society.

Mongolian citizens express strong support for the democratic transition and the democratic system even during times of economic adversity, while expressing less support for the democratic process itself and mixed support for political institutions.

Despite the process of democratic consolidation there remain significant areas of concern about the maturity of Mongolian democracy in areas such as the right to

health, problems with corruption, poverty and unemployment, and other social and economic rights limitations that impinge on the full exercise of civil and political rights.

There are problems with access to and administration of justice, due to corruption and despotism.

## **B.2 ECONOMIC GROWTH**

Economic activity in Mongolia has traditionally been based on herding and agriculture. Mongolia has extensive mineral deposits; copper, coal, molybdenum, tin, tungsten, and gold account for a large part of industrial production. Economic growth returned due to reform embracing free-market economics and extensive privatization of the formerly state-run economy. Mongolia's economy continues to be heavily influenced by its neighbors. For example, Mongolia purchases 80% of its petroleum products from Russia, while China is Mongolia's chief export partner and a main source of the 'shadow' or gray' economy. This 'black-market economy' -- mainly in cash-- is estimated to be at least one-third the size of the official economy, but actual size is difficult to quantify since the money does not pass through the hands of tax authorities or the banking sector. Remittances from Mongolians working abroad, both legally and illegally, constitute a sizeable portion of the country's income. Money laundering is growing as an accompanying concern. Mongolia, which joined the World Trade Organization in 1997, is the only member that does not participate in a regional trade organization. Mongolia seeks to expand its participation and integration into Asian regional economic and trade regimes.

Because of Mongolia's remoteness and natural beauty, the tourism sector has recently shown signs of rapid growth. With international commodity prices spinning out of control, there has been a surge in the international interest in investing in Mongolia's minerals sector despite the absence of a policy firmly conducive to private investment.

With Mongolia opening itself towards the external world, more and more visitors and tourists are visiting Mongolia; right now tourism has become one of the main sources of income for Mongolia. This can easily be noticed by the number of hotels and restaurants, mainly in Ulaanbaatar. Great efforts are being made to develop tourist infrastructures. Having said this, it is also becoming obvious that as a lot of investment is related to this particular economic growth, many poor and vulnerable people are left out to the point of becoming target groups for all kinds of exploitation. While tourist infrastructures are developing, less attention is being paid to schools, hospitals, hospices especially in countryside or ger<sup>1</sup> areas (slums) within Ulaanbaatar.

## **B.3 THE ENVIRONMENT**

As a result of rapid urbanization and industrial growth policies, Mongolia's deteriorating environment has become a major concern. The burning of soft coal by individual home or ger owners, power plants, and factories in Ulaanbaatar have resulted in severely polluted air. Deforestation, overgrazed pastures, and efforts to increase grain and hay production by plowing up more virgin land have increased

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<sup>1</sup> Ger: traditional, Mongolian felt tent, used as residence by nomads; 'yurt' in Russian.

soil erosion from wind and rain. With the rapid growth of herds, overgrazing in selected areas is also a concern.

Recent rapid and relatively unregulated growth in the mining sector for minerals (gold, coal, etc.) has become the focus of public debate. A great deal of public attention is being paid to non-transparency of the government process of awarding licenses, the equitable sharing of economic rents between foreign investors and the Government of Mongolia, and the potential impact on the environment.

On the sprawling, sparsely populated steppes of Mongolia, outdated and unregulated mining practices have put waterways in jeopardy. With most of its population living in poverty in rural areas and many working as semi-nomadic herdsman, Mongolia faces a serious challenge: to utilize their resources in international trade and to regulate industry in order to protect the natural environment that supports citizens living in very tough conditions. Mongolians living in rural areas rely on the many rivers and tributaries to provide drinking water for themselves and their herds. Today, more than 30 tributaries of the Onggi River (one of the largest rivers in the country) have dried up due to unregulated mining that uses high-pressure water systems to extract minerals. In a country where water is scarce to begin with, the corruption of established water sources has dire consequences. On the other hand, the release into the environment of large amounts of mercury and cyanide raises serious concerns among the local population regarding the potential health effects following this environmental contamination.

#### **B.4 POVERTY**

Poverty remains widespread despite efforts to reduce it. Official figures suggest that around one third of the total population lives in poverty, defined as the inability to afford a basket of basic food and non-food items. Many others are very close to the poverty line. Whatever figure is chosen, the poverty reduction challenge facing the country is indeed significant. Poverty most certainly increased dramatically in the early years of transition as national income plummeted, unemployment increased, inflation soared and social spending fell.

Poverty affects different households differently. Female-headed households, large households, and households in urban areas are all more likely to be poor. The urbanization of poverty is striking and has been accentuated by the migration from rural areas. Over half of the total poverty is concentrated in urban areas and around one quarter in the capital, Ulaanbaatar. This change in the configuration of poverty has brought along newfound social ills including crime, street children, and urban slums, which in turn increased pressure on social services, already strained during transition.

Poverty is also closely associated with unemployment and low levels of education and health care, including reproductive health services. Indeed, household survey data reveal that one third of the very poor are unemployed, a rate over three times that of the non-poor. The social costs of unemployment are severe, contributing to low self-esteem, depression, alcohol abuse, domestic violence and crime. A final characteristic of poor households is their heavy reliance on income from pensions and benefits, despite these being very low. The share of these transfers in household income is three times higher for the very poor than the non-poor in urban areas and twice as high in rural areas.



A wide range of coping strategies has been used to respond to these shocks including migration to the cities and other more prosperous regions, sale of assets, withdrawal of boys from school as well as other petty activities. Clearly, many of these strategies have harmful consequences for those involved.

Five groups have been identified in the Poverty Reduction Strategy Paper (PRSP) as being particularly vulnerable: single parent households with many children; households with less than 100 head of livestock; unemployed persons; uneducated persons as well as the elderly, disabled, street children and orphans.

## **B.5 SOCIAL AND CULTURAL CONTEXT**

The education sector, in the initial years of reform, faced a series of setbacks following the cessation of Soviet aid. In particular, inadequate resources were available for heating and maintenance of the school infrastructure. Moreover, the privatization of livestock led to an increase in school dropout rates, especially among boys who were needed for cattle rearing. A further significant reason for the increase in the number of dropouts was the introduction of fees to recover the costs of schooling. Even though such charges may appear to be nominal, they impose a substantial burden on rural poor families – who have been facing declining real income and increasing unemployment.

School enrolment data indicate an unusual ‘reverse gender gap’, with more girls enrolled than boys – in every Aimag<sup>2</sup> across the country. This is particularly noticeable at the higher levels of education where girls outnumber boys by a large margin.

Adult literacy rates remain high (98%). However, there is evidence of the declining quality of the state education and vocational training system, as well as problems with other social services which used to work relatively well under the former socialist system (albeit at a high cost). After 1990, a lot of experienced teachers left the poorly paid public sector. Buildings and infrastructure were badly maintained and in some cases fell into a state beyond repair. Although education still consumes a relatively high proportion of public expenditure (approx. 16%), outcomes are not always satisfactory. School enrolment rates have recovered after the initial slump during the transition period. The number of universities, many of them now private, has increased substantially and with it the number of graduates. However, their quality varies considerably and often does not reach international standards. Well-off Mongolians try to send their children to prestigious universities abroad – an option which is hardly available for students from poor or rural backgrounds.

The vocational training system also experienced a rude shock and lost more than half of its teachers and students during the transition process. As a result, Mongolia today has a shortage of skilled workers and technicians and often needs to call on foreign labor.

Mongolians feel attached to the traditional nomadic way of life, which is alien to the concept of private land ownership. Regularly, people would simply pitch their *ger* in

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<sup>2</sup> In Mongolia, Aimags are the first level administrative subdivision (Provinces). Each Aimag is again subdivided into Sums (A **Sum** (Mongolian: сум, *arrow*) is a second level administrative subdivision (district) of Mongolia).

a suitable place, unaware that they might be infringing existing property rights. Therefore, urban land use planning and land tenure issues are challenging and highly controversial. Land tenure and access issues are central to the management of rural poverty and natural resources. The poor need access to land as well as secure, well-defined and enforceable land rights, in order to manage natural resources in a sustainable way and to invest in land improvements.

In Mongolia maintaining the subsistence needs of the family is difficult for all but the privileged elite. A number of detrimental activities are indirectly caused by reactions to situations of poverty, such as informal mining, illegal and inefficient logging, overgrazing around settlements and rural-urban migration. There is, however, a new dynamic as the young leave behind the tough pastoral lifestyle and seek education and paid labour in and around Ulaanbaatar. Physical and social support infrastructure is not adequate to cope with these new movements; employment opportunities are limited in an already over-extended and aid dependent service sector.

One has to admit that Mongolia is indeed a society in transition; traditional life and values are being challenged by modernity. What was accepted as 'natural' and obvious in a previous era is now being questioned; this is most evident in young people who seem to be in crisis, not knowing very well what is right or good. On the other hand, politically, Mongolia is a regime tuned toward democracy with all what this implies namely living democracy through communist infrastructures.

## **B.6 HEALTHCARE**

Much of the health infrastructures created in the socialist era remain, but they need to be refurbished and modernized. Mongolia's transition process has made access to health services more difficult and expensive, particularly in rural areas. Existing services are often of poor quality. Before 1990, during the socialist regime, the health system ensured free and universal health coverage to the entire population. Access to health care facilities however, is far from uniform. Much of it is concentrated in Ulaanbaatar and the main cities, and aimag centers.

Healthcare, at least in the cities, is often characterized by long hospital stays (more than 10 days on average) and relatively high admission rates. In any one year, about one fifth of the population is hospitalized. Much of the health budget is therefore spent on keeping hospitals open and heated, depleting funds needed for the care of patients. Many of the hospital admissions are for services or illness that in other countries would be treated on an outpatient basis, including headaches and hypertension.

A public health culture dominated by hospitals has left the country with unequal access to quality health services, particularly in rural areas, where there is also a shortage of doctors and other qualified health workers, mostly dilapidated health facilities, and a lack of basic equipment and supplies

The efficiency of the health sector is also hampered by overstaffing and poor staff distribution. There are too many doctors based around Ulaanbaatar. Incentives have to be provided for medical staff to stay in rural and remote areas.

Mortality rates are consistently higher in rural than urban areas, indicating that rural Mongolians have not benefited equally from health service improvement. To

help address this disparity in health services, there is a need to improve the availability and quality of rural health services, especially for the poor and vulnerable, including women and children

Major obstacles to attracting and retaining qualified health staff in the rural areas are isolation, the small size of medical practices (reflecting low population density), lack of up of up-to-date technology, and scant transportation and communications.

## **B.7 A CIVIL SOCIETY**

The construction of civil society in Mongolia is increasingly diverse and vibrant, with a growing number of non-governmental organizations (NGOs), grassroots groups and social movements. However, it still bears strong traces of the socialist period, primarily manifested in the continued influence of inherited mass organizations, as well as the wide-spread state-centered attitude among average citizens and a significant number of civil society actors.

Although the overall level of people's participation in civil society remains rather low, there are strong signs of increasing grassroots mobilization in both rural and urban areas, in response to the harmful social and environmental impact of mining and construction companies' operations. The greater opening of the political space following the 2004 parliamentary elections also spurred numerous public protests and demonstrations organized by mass movements demanding government accountability and social equity.

Most civil society activities, however, are concentrated in the capital city where most well established and professional *Civil Society Organizations* (CSO) especially NGOs, are located. Rural civil society remains sorely underdeveloped, due to the lack of crucial resources, especially financial support and information. Rural citizens, especially herders, poor people and ethnic and religious minorities are generally under-represented at CSO leadership levels while women are not only adequately represented in most types of CSOs but in fact dominate in the leadership of issue-oriented, well established NGOs. There are strong trends for increasing inter- and intra-sector cooperation among CSOs, but the issue of the effectiveness and legitimacy of umbrella organizations remains contentious, due to the continued predominance of inherited hierarchical structures in this area.

Moreover, while inherited mass organizations are largely financially sustainable as well as able to benefit significantly from state resources at national and local levels, the financial sustainability of independent human rights and pro-democracy NGOs, in both urban and rural areas, is still extremely fragile as they continue to be almost exclusively dependent on foreign funding.

## **B.8 GENDER SITUATION**

At first glance, there appears to be relative gender equality in Mongolia compared to many other countries. However, evidence from recent studies and a gender analysis of national statistics show that the impact of the economic transition has been different for women and men. Many families were plunged into poverty during this period as previously protected jobs disappeared. At the same time, social services were drastically reduced so there remained little to alleviate the effects of

unemployment. This period of change is creating gender gaps that are new to Mongolia in many areas of the economic and social development.

There is strong evidence from a recent census and the recent Participatory Living Standards Assessment that a disproportionate number of female-headed households are living in poverty and that the proportion is growing. What is clear is that women work longer hours than men do as families rely more on subsistence production and casual employment to meet household needs. This means that women, and to some extent children, are less able to take up alternative economic opportunities and that their health and education are compromised. Maternal mortality rates have remained higher than they were before the economic transition, and other health indicators associated with poverty, such as child mortality, have rebounded. The crude birth rate has fallen sharply which many women ascribe to an increasing reluctance to add the extra burden of motherhood to an already uncertain future.

Also as a result of the socialist past, women play an active role in Mongolian society and generally have the same rights as men. Many mid-level positions in administration and business are held by women, whereas top-level jobs continue to be a male domain. Rates of educational enrolment and achievement however are higher for women than for men; one explanation for this is that boys run a higher risk of dropping out of secondary education, since they are often required to help with herding or informal mining. On the other hand, young women are reported to be lured into prostitution by vague promises of a well-paid job locally or in other Asian countries. Gender issues thus need to be taken into consideration in the design and implementation of cooperation projects.

In the rural area women are often subject to untold sufferings. Often they are the bread-winner for the family through different kinds of jobs and at the same time they are also the ones who have the responsibility of raising the children. In addition to this they are subject to different kinds of violence by the men. Alcohol abuse remains a serious problem which often exacerbates the vicious circle of unemployment, poverty and domestic violence.

Despite the shift to a free market economy and the passing of equity legislation, gender disparity in the labor market remains. This has led to discrimination against women, a persistent wage gap across all sectors, inefficiencies in investments in education, and the loss of potential contributions from women to economic growth. The growing informal sector has offered new income-generating opportunities to many of the unemployed and underemployed from poor households. Organizations offering financial or other support to micro or small and medium-sized enterprises note that women seem to have acclimatized to the new business environment more readily than men have. In practice, however, with few women participating in key decision-making forums, priority is not given to ensuring women can claim their rights or to addressing growing gender gaps in several areas of development.

## **B.9 RELIGION**

The Constitution guarantees freedom of religion. Other laws and policies have contributed to the generally free practice of religion. However, the law limits proselytizing. Some religious groups also faced bureaucratic harassment from local governments or were denied the right to register.

Buddhism and the country's cultural traditions are closely linked. When government controls on religion and on traditional practices ended in 1990, there was an increase in Buddhist activity. Local scholars claim that more than 90 percent of all citizens ascribe to some form of Buddhism, although practice varies widely. Lamaist Buddhism of the Tibetan variety is the traditional and dominant religion.

Ethnic Kazakhs, most of whom are Muslim, are the largest ethnic minority, constituting approximately 6 percent of the population nationwide and 80 percent in the western province of Bayan-Olgii. Muslims operate approximately 40 mosques in Bayan-Olgii and 4 Islamic centres in Ulaanbaatar, serving nearly 3,000 students combined.

There is a small but growing number of Christians. Church officials estimate that more than 4 percent of the population practice Christianity, of which an estimated 90 percent are Protestants and 9 percent are members of the Church of Jesus Christ of Latter-day Saints (Mormon). Roman Catholics and members of the Russian Orthodox Church together account for the remaining 1 percent.

Some citizens practice shamanism, often in tandem with another religion, but there are no reliable statistics on their number.

Throughout the country, there were 432 registered places of worship, 217 of which were Buddhist, 161 were Christian, 44 were Muslim, and 5 each were Baha'i and shamanistic.

## **B.10 BY WAY OF CONCLUSION**

Mongolia has to rebuild itself within its own tradition and culture. The Soviet tradition of collective labor and collective organization of work and remuneration has fully collapsed. The traditional life in the ger continues. Today capitalism has taken over the country - unfortunately showing its ugly face. Private enterprises have a great stake now. Consumerist culture has entered the society and is sweeping over the youth in particular. The urban population is suddenly on the increase particularly in the capital city – Ulaanbaatar. There is a fear that there will be an increased marginalization of the poor, which as a matter of fact is becoming a reality indeed. It is already seen in terms of street children and adults thrown out of the family. Alcoholism is a growing evil.

There is a slump in prices on world markets for copper, gold and cashmere which are the country's principal currency earning sources. Inflation as well as the devaluation of the national currency are at a high rise. Although the banking system has shown some signs of improvement, in general many aspects still need to be improved. The national industries are developing slowly; added to these, foreign aid is not utilized properly.

The populace, especially the common people, are hard-hit, primarily due to the escalating cost of commodities and services, and increased taxation charges. The increase on city services went up as high as 70%. The salaries increase a bit but not commensurate with the rising cost of living. Many civil servants, from parliamentarians to the smallest governmental casual workers, don't even get their salaries in time and if ever they do, they are not paid in full.

In terms of social policies, some important laws have been adopted including those on education, health, social insurance, etc...but they have still to be implemented properly. The tax collection system is inadequate. Unemployment and poverty continue to grow and alcoholism gets even more common. The people are tired and desperate. Those who have the means or dare to seek employment in other countries, even at the cost of borrowing large sums of money for bribes and tickets, want to leave the country. It is no wonder that almost every household has a wage-earner in a foreign land.

People's life underwent major changes. But the distribution of the gains of democracy and the opening up of markets have been uneven. In recent years, whereas, on average, national indicators have not necessarily worsened – and some are even beginning to show improvement – the challenge facing Mongolia is one of growing inequalities. Apart from the fact that the population is dispersed over a vast and climatically inhospitable region, investments in infrastructure are also inadequate and uneven. Providing services to citizens in remote enclaves is expensive. As a result, opportunities for education, income generation, small business development, and access to information and health are not uniformly accessible to its citizens. Urban residents have a distinct advantage over rural residents. Yet even within urban centers, opportunities are far from even and there is a great divide between the 'haves' and 'have-nots'. The challenges of spatial inequality are growing. There is a pressing need to develop a deeper understanding of the causes that underpin this growing spatial inequality.

The end of the Soviet regime has opened the door to modernity and consumerism at the cost of making sacrifices on the basic needs. In a country where the economy is highly vulnerable, one can expect hard days ahead for those turning towards such new trends of modern life.

## **C. MONGOLIA: THE CHURCH**

### **C.1 A SHARED HERITAGE**

The Roman Catholic Church has ancient roots in Mongolia, most of them linked through China. Missionaries such as William of Rubruck and Giovanni da Pian del Carpine came to this region between the 13<sup>th</sup> and 14<sup>th</sup> centuries because of the Mongols' religious tolerance. It is likely that the New Testament and the Psalms were translated by Giovanni di Montecorvino, who founded the first Roman Catholic mission in Beijing and became its first bishop. As such, Roman Catholicism was first introduced in the 13<sup>th</sup> century during Mongol empire, but died out with the demise of the Yuan Dynasty in 1368. New missionary activity only set in after the Opium Wars of the mid-19<sup>th</sup> century.

From the ecclesial-administrative point of view, Mongolia had been covered by the diocese of Peking, and it was not until 1840, when a Vicariate Apostolic was ceded from Beijing, that Mongolia had its own Catholic jurisdiction. In 1883, a vicariate for Inner Mongolia was created, and a mission was created for Outer Mongolia in 1922.

When in February 1922 Pope Pius XI decided to restructure the Apostolic Vicariate of Central Mongolia, he entrusted the administration of the Outer Mongolia mission to the Scheut Missionaries - CICM (Congregatio Immaculati Cordis Mariae). Unfortunately, things did not move as planned, because Soviet troops invaded the country and the Mongolian People's Revolutionary Party was put in power. Thus, due to the invasion and the new situation especially regarding the change of the government, CICM was not able to enter Mongolia.

Freedom of thought and religion were not permitted under communist rule.

## **C.2 MISSIO SUI IURIS (1991-2003)**

In March 1992, a month after Mongolia's new constitution allowing freedom of religion was passed, the Holy See re-established Mongolia as mission 'Sui Iuris'. The following month, the decision to establish diplomatic relations between Mongolia and the Holy See on the level of a Nunciature was made public. Msgr. Giovanni Bulaitis, at that time the Apostolic Nuncio for Korea, was appointed as the Nuncio for Mongolia as well, a post held at present by Most Rev. Emil-Paul Tscherrig.

July 10, 1992 marked the start of Catholic Church presence in Mongolia, as the Congregation of the Immaculate Heart of Mary (CICM) sent 3 priests, Frs Wenceslao Padilla, Gilbert Sales (both from the Philippines) and Robert Goessens (from Belgium), to accomplish the mission of spearheading the presence of the Church. Previous to their arrival, expatriates had been attending Protestant services. Initially, none of the missionaries knew Mongolian, none of the native people knew English, and there were no Catholic liturgical texts printed in Mongolian.

Faithful to their mission, despite the difficulties encountered, the first 3 members of the CICM team slowly made their way into Mongolian society through personal contacts. Very soon, they observed the many roving children in the streets of Ulaanbaatar and concluded that caring for these children would be one way of cooperating with the people of Mongolia, doing something about their social problems and thus giving the Christian message of love a concrete human face.

Since then, the number of CICM missionaries working in Mongolia has increased substantially. They were joined by many other missionaries, including religious Sisters. This has allowed the CICM community to extend its activity and commitments to different fields, always keeping in mind the Vision and Mission of building the Reign of God through different services they render.

Before the coming of the 3 CICM pioneers, no Church structure existed in the country. Some expatriate Catholics connected with embassies, international organizations, commerce and trade living in Mongolia had been attending protestant services. When the CICM team arrived, these expats started attending the Catholic Sunday liturgies. Then, after a while they started bringing with them some Mongolian friends. Bit by bit, local people started attending even the weekday liturgies.

At the start, English was the language used in church celebrations, because the Catholic community consisted mainly of expatriate Catholics. Moreover, there were no existing liturgical texts in Mongolian - not even the sign of the cross - and the missionaries needed more time to understand and express themselves in the

Mongolian language. One of the first major challenges, therefore, was the difficult task of translating and adapting of texts and songs for liturgical celebrations.

### **C.3 PREFECTURE APOSTOLIC (2003-Present)**

On August 23, 2003, Cardinal Crescenzo Sepe (head of the Vatican Congregation for the Evangelization of Peoples) arrived and consecrated Fr W. Padilla as the first bishop of Mongolia, although the country is not yet a diocese. Pope John Paul II apologized for being unable to attend the ceremony in person, as he had previously been planning to visit Mongolia, a first for a Pope. He had originally been invited by the President of Mongolia during the latter's visit to the Vatican in 2000.

The Catholic Church is now slowly making her way into the Mongolian society and the number of Mongolians who are interested in joining the Catholic fold is increasing.

As for now, the Catholic Church in Mongolia has a new face: a strong and effective group of foreigners and a dynamic community of Mongolians - some of them baptized, the majority not (yet). Meanwhile, this new situation brings along a new challenge since most of our Mongolian brothers and sisters do not speak English. As missionaries we are sent first of all to the Mongolian people, and Mongolians have the right to use their own language and culture in living and expressing their faith. Thus, masses are now celebrated in Mongolian only or in a mixture of English and Mongolian. This is a way for us to show and pay our respect to the culture of the people to whom we are sent.

## **D. CARITAS MONGOLIA**

When on August 25, 1864, Theophile Verbist<sup>3</sup> left Belgium for China it was to commit himself to missionary work, especially in the field of abandoned children because of the shortage of orphanages in China. Thus this very aspect, namely commitment for social issues has always been part of the CICM identity, as reflected in their ministries. Caritas Mongolia was started under the leadership of Fr Gilbert Sales and now continues with Fr Pierrot Kasemuana at the helm, both being CICM Missionaries. CICM association with Caritas has always been a factor of confusion for some Caritas MOs who think that Caritas *belongs* to CICM. First of all it needs to be clarified that the ecclesial mission is entrusted to CICM and that Caritas is founded by the local Church. As in all countries where Caritas is established, in Mongolia, likewise, Caritas and CICM are two separate entities. The founding of Caritas was entrusted to CICM because they have a regular administrative recognition and are accepted by the Mongolian government. As such CICM contributed to the creation of Caritas and still stands by Caritas Mongolia by providing qualified personnel for the structure.

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<sup>3</sup> The Congregation of the Immaculate Heart of Mary (CICM), whose principal house is located in Rome, was founded in 1862 by Rev. Theophile Verbist, a Belgian priest. Appointed National Director of the Work of the Holy Childhood in 1860, he became interested in missionary work in China, and eventually set out, in 1865, with a group of priests to take over from the Lazarist Fathers (CM) the arduous mission of the Ordos (N-China).



In some instances Caritas Mongolia is wrongly perceived as a *religious* entity, trying to reach and convert people through its humanitarian and socio-developmental commitments. Caritas Mongolia is a Catholic Church-based organization and so constitutes the social arm of the Church. It is not in the mission of Caritas Mongolia to be involved in proselytism or other religious activities. Its vision and mission clearly underline its area of social activities. It is also equally important to emphasize that the staff at Caritas Mongolia are both Christians and non-Christians; they participate at all levels of management.

## **D.1 CARITAS MONGOLIA'S FIRST STEPS: 2000-2005**

Caritas Mongolia was founded as a result of a *Zud*<sup>4</sup> in 1999-2000 that directly affected 450,000 herders (a fifth of the total population) and killed about 3 million animals. For the first time in living memory the country was struck by a *Zud* in two consecutive years, before pastures could regenerate. Many herders, their livestock destroyed, moved to urban areas where they struggled to find work and shelter. Mongolia launched an emergency appeal through Caritas Internationalis to help herders in the countryside who bore the sufferings caused by the *Zud*. Projects undertaken during the period from 1999 to 2003 were food relief, medical assistance (especially medicines and medical equipments provided to hospitals in the disaster areas), educational assistance (especially repairing dormitories where children of herders traditionally sent their children for board and lodging) and repair and rehabilitation of 17 deep wells.

This very project 'Rehabilitation and Repair of Deep Wells' is indeed an ongoing project that Caritas Mongolia has been conducting for many years now. This suggests that the need is still there; on the other hand, less is being done for the herders at the governmental level. This will still be a field wherein Caritas Mongolia will have to express its concern for many years to come.

Caritas Mongolia has highlighted the high imbalance of incomes between those living in the city and those in the country to which the transition from central to a market-driven economy in the late 1990s has been a contributory factor. It has helped herders renovate wells, and carry out follow-up work to ensure the water source is not being abused, for example through individuals charging for water. Other work included training farmers to plant fruit trees, so that juices and jams can be produced.

## **D.2 THE FIRST STRATEGIC PLAN: 2007-2009**

In the beginning of 2006, Caritas Mongolia was able to come up with a three-year Strategic Plan, its very first statement of intent: *The Prospective planning for three years. 2007 – 2009. Actions and coordination*. Taking into account the newness of the organization, one can only appreciate the effort made to be able to formulate and present the document.

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<sup>4</sup> A *Zud* (Mongolian: Зуд) is the Mongolian term for an extremely cold winter, which almost always includes a blizzard and a lot of snow. It usually occurs after an especially hot summer. The term is usually used to distinguish a *zud* from other winters when a considerable number of lives are lost, whether human or animal. It is not uncommon for *Zuds* to kill over one million head of livestock in a single incident, with one record set in 1944 of almost 7 million head of livestock lost in a single winter.

The document, with its four main parts, started by studying and presenting the *Mongolian Present situation*, focusing its attention on aspects such as the *Human Developments after 1990*, *health and educational situations*; as well as the economic and environmental sustainability. Through this part, the document, on the one hand, presented some positive realizations in the society but, on the other hand, it underlined different aspects that needed attention, concern and action in order to bring about a more humane society.

This first part was followed by a descriptive presentation of the Catholic Church in Mongolia, from 1992 to 2006. The Church's beginnings; the different missionaries present in Mongolia and their socio-humanitarian, educational and developmental works are all well presented.

In the third part, the document presented an analytic study of the so-called *SWOT Analysis*, wherein a certain number of *Strengths, Weaknesses, Opportunities and Threats* of both the Mongolian society and the Catholic Church were extensively presented.

Taking into account all its premises, the documents ended with *The Prospective planning* for the coming years. This fourth and last part presented different fields and strategies. Seven fields were chosen wherein Caritas Mongolia deemed it necessary to get involved:

1. Community building: organizing women, youth and adult populations;
2. The marginalized, namely scholarship for poor children and concern for street children;
3. The physically and mentally handicapped;
4. The alcoholics, women at risk and single parents;
5. Senior citizens;
6. Agriculture;
7. And finally, environmental protection.

### **D.3 EVALUATION OF THE FIRST STRATEGIC PLAN**

As said earlier, the very project was the result of a good and careful social study, which came about barely 6 years after Caritas Mongolia was established. Thus, one expects a lot of aspects that still need improvement. Indeed this is what Caritas Mongolia today agrees with and why it is trying to come up with a different and a more systematic Strategic Plan, taking into account different past lessons and inputs that came to the fore during this journey.

The very first shortcoming of this first Strategic Plan was that it spoke almost exclusively about the Catholic Church in Mongolia: its vision, its works, its missionaries, its weaknesses and strengths, and its plan for the future. This presentation did not sufficiently put into evidence the distinction between Caritas Mongolia and the Catholic Church in Mongolia, up to the point that one could easily misinterpret it in the sense that Caritas Mongolia and the Catholic Church could be seen as in fact one and the same.

The other shortcoming was that the Strategic Plan mostly brought together works and commitments of different missionaries and presented them as its own, Caritas thereby somehow positioning itself in the role of *coordinator* of the social works of these missionary Congregations. This created further confusion. Being the social

arm of the Church was understood as coordinating social actions *within* the Church. It was overlooked that these different social actions are very specific activities of the congregations and pertain to their religious and missionary identity and charism.

As a result, when the Strategic Plan was submitted and presented to all Catholic missionaries, many found it difficult to adopt, since they saw the plan as an interference in their internal apostolic works. Thus, the plan stayed at the level of the written document. On top of all that, the Strategic Plan did not follow the required guidelines to be accepted as a well elaborate document.

This first effort was just a beginning to building Caritas. At least it started the whole process of trying to systematize Caritas Mongolia in its vision, methods and works. Thus, given the changing context and the results obtained, and the fact that the first Strategic Plan was motivated and initiated from outside (which was indeed a good initiative) and keeping in mind its achievements, Caritas Mongolia felt it necessary to revisit its Strategic Plan and come up with a new plan, adapted to the present needs in a changing context.

#### **D.4 CARITAS MONGOLIA: TOWARD THE FUTURE**

The evaluation of the first Strategic Plan clearly indicated that Caritas Mongolia must reflect on its mission and vision, and that some important aspects of its being, its vocation and its commitments needed to be dealt with more adequately in order to be able to foresee and plan for future. It was obvious that our identity, our mission and our works needed to be clearly identified and explained.

##### **D.4.1 Caritas Mongolia – a way forward for the future**

Since its creation, Caritas Mongolia is a growing and ever learning organization in the sense that it has to adapt itself to the changing context in Mongolia just after the Soviet retreat. It is highly committed to its cause and undeniably willing to fulfill its mission. Caritas Mongolia has the necessary energy and spirit to become a dynamic and creative organization. Yet, in spite of its (administrative) independence, its capacity remains limited.

In a context where its presence is well recognized by the society and wherein the beneficiaries have established a relation of mutual trust, there is still need to formalize and define clearly the vision, mission and goals. It is also necessary to define clearly the roles and responsibilities of the national staff, and establish monitoring systems to assess performance. Now it is also appropriate to define the internal rules and regulations. All this will certainly help Caritas Mongolia to become more professional. The outcome of the Strategic Plan will certainly induce these changes which Caritas Mongolia must adequately address and implement.

#### **D.4.2 Our Vision**

In association with the poor,  
Caritas Mongolia  
Wishes to build a just society  
wherein the poor are relieved  
from the clutches of poverty and injustice,  
in order to have better sustainable living condition  
and be able to live in dignity.

#### **D.4.3 Our Mission**

Caritas Mongolia  
as a Church-based organization,  
having for guiding principles  
the Gospel values and the social teaching of the Church,  
and in solidarity with the poor,  
commits itself to :

- Promoting more justice and equality by responding to the needs of the poor and empowering them through awareness building;
  - Promoting all activities that will lead to sustainable self-reliance through community based activities;
  - Collaborating with all like-minded partners in the fight against poverty;
- thus, contributing to the holistic development of the human person.

#### **D.4.4 Guiding Principles**

The Caritas approach is based on the social teaching of the Church, which focuses on the dignity of the human person. Caritas' work on behalf of the poor manifests God's love for all of creation. Caritas believes that the weak and oppressed are not objects of pity, but agents of change, leading the struggle to eradicate dehumanizing poverty, unacceptable living and working conditions, and unjust social, political, economic and cultural structures.

##### **Dignity of the human person**

The dignity of the human person is our foundational moral value. We reject the reification of the poor and seek to make them not objects of our pity but subjects of their own development and agents of change. In this way, Caritas makes God's love for creation manifest in the world.

##### **Option for the poor**

Caritas commits itself to combating poverty, which deprives people of their dignity and humanity, and to promoting the rights of the poor. We commit ourselves to restoring their sense of co-responsibility in building a better world. We also need to underline the position of women in the society.

##### **Universal destination of the Earth's goods**

Any economic, social, political or cultural structure which opposes or oppresses and prevents change towards justice is sinful. We seek to encourage our membership to redress the balance by working to transform these structures into graced social structures which favor the poor.

##### **Solidarity**

Caritas seeks to inculcate in its membership and its dealings with other non-governmental organizations and global institutions a genuine sense of solidarity, not as a feeling of sympathy but of empathy, of putting oneself in the shoes of the poor and seeing the world from their perspective.

### **Stewardship**

Caritas commits itself to being in solidarity not only with people but with the whole of creation and therefore seeks to act in an environmentally sustainable way at all times.

### **D.4.5 Structure**

In order to fulfill this mission Caritas will review its structure and reorganize itself in a different way in order to be more efficient and effective.

Caritas Mongolia is organized as follows:

- A. President
- B. National Executive Director
- C. Program Officer
- D. Finance Officer
- E. Projects Officers
- F. Social Workers
- G. One driver

CM will be governed by a governing body presided by the Bishop President; the executive director acts as the secretary.

A good number of volunteers join Caritas Mongolia activities as part-time collaborators.

### **D.4.6 Our works**

Our work is community based, rather than guided by an individual approach. This approach is based on sound development practices, cost effectiveness with less administration costs, and on the Catholic Social Teaching principles of inclusiveness and participation. It recognizes the importance of family and community in a person's life.

Caritas-Mongolia has 6 major projects:

- **Savings and Credit Scheme:** helping to alleviate abject poverty by making access to credit available to the poorest members of society. Abject poverty in Mongolia is characterized by an insufficient food supply, insufficient access to health, water, education and lack of access to credit facilities for the vast majority of the population.
- **Women and Children Issues:** empowering women through education and access to credit. Women are marginalized and discriminated against in almost every sphere of the society. Although they contribute greatly to the socio-economic development of the country they only get a minor share of its wealth, property and other resources. Empowering women economically and

educationally develops and strengthens their self-confidence and improves the lives of their families.

- **Social Welfare Program:** offering assistance to those members of society who are outside the economic system and are unable to care for themselves. It also concerns members of society who for one reason or another need material assistance at a particular time, e.g., widows without an ability to earn an income. How does society assist? Are we our sisters/brothers' keepers? According to Christ, yes, we are responsible for one another.
- **Informal Education:** We try to provide education to children who are not able to study because of extreme poverty and lack of schooling. We do believe that the shortest way of getting out of the vicious cycle of poverty for the future generation is education. This very program includes the possibility of improving the health condition of poor children by giving nutritional food during lunch breaks, periodical vaccinations, vitamins and physical check-ups. Since health and hygiene, and normal growth, are related to human life, these children may enjoy a healthy life by preventing disease and disabilities. We also aim at offering humble ways of making the extremely poor children continue to study without dropping out from school because of lack of fees for transportation, school supplies, examinations and even tuition. Last but not least, we try to organize parents and teach them responsible parenthood so as to bring up their children with more love and concern despite their poor condition.
- **Developmental and humanitarian:** There are stark differences in the quality of life of people in the rural areas and urban areas. The extent of rural disadvantage in Mongolia is very striking even though a higher proportion of the poor live in urban areas. The cost of providing infrastructure to a population of 2.8 million dispersed over such a vast territory is high, and a challenge for a small, underdeveloped nation with a weak rural economy. It is difficult to reach many of the poor in Mongolia because they are isolated and highly mobile. The challenges raised by the vast amount of space that separate communities in Mongolia are often referred to as the 'tyranny of distance'. The country's harsh climatic extremes – including long snowstorms, short growing seasons, dust storms, and droughts – add to the vulnerability of rural residents who depend on livestock.
- **Social Reintegration:** more and more young people opt to leave their motherland in the hope of finding a *better life* overseas. Many young people, both men and women, as well as older ones, are after a better life outside their own country. Japan, South Korea, Singapore, the USA and Europe are the main destinations. Thus, *companies* promising *paradise* are flourishing in Ulaanbaatar: through certain advertisements, easy visa access, good opportunities of work or studies abroad are *just at hand*, as they pretend. However, most of the time, *dreamers* end up becoming victims of such enterprises; having paid considerable amounts of money, some will never get the visa they longed for while others will go out of Mongolia but just to start a long journey of exploitation and misery. This situation has urged Caritas Mongolia to look for ways, not only to welcome back those who *failed* overseas but also to try and prevent some from getting into this vicious circle.



## **Chapter II:**

# **ELABORATION OF THE STRATEGIC PLAN**

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### **INTRODUCTION: METHODOLOGY**

As said earlier, the Strategic Plan came about following reflections regarding partnership with Caritas Mongolia. The then still Fr Yvon, during his tenure as coordinator for Asia, was already pleading partners to support Mongolia to build up its structure, and a first Strategic Plan was initiated at the time of Fr. Gilbert Sales with the help of Caritas Asia. When Fr. Gilbert left and Bishop Yvon also quit his coordinating role, the follow-up of the already existing structure had to be ensured - keeping in mind the changing context of Mongolia.

In June 2006, at the Asia Forum in Manila, a meeting was held between Caritas Mongolia, Caritas France, Caritas Europe and DCV and the president of CI Mr. Denis Viénot to reflect on how to continue the support to Caritas Mongolia. At this time the outgoing director Fr. Gilbert and the incoming director Fr. Pierrot Kasemuana once again emphasized the need for a coordinated effort to support Caritas Mongolia. At the same time they requested that there be a reflection on the support to be given to Caritas Mongolia to strengthen its structure through an ODP. The partners agreed to study the request.

In March 2008 during the IEC Asia, Caritas Czech Republic, which is implementing programs in Mongolia, expressed concerns about developing partnership with Mongolia and the need for an in-depth reflection. It was also said that CCR would like the IEC-Asia partners MO to get involved in understanding and reflecting with Caritas Mongolia on its structural planning.

Given the experience of coordinated accompaniment of Caritas Cambodia and other Caritas in Asia, the partners present suggested that SC-CF, which had been a partner of CM since the beginning, study the situation with CCR and work out a strategy to empower Caritas Mongolia. After dialogue and discussion with CM a four-day workshop was organised in Ulaanbaatar for CCR and CM to reflect on different ways for collaboration and also to develop a coordinated partnership. Aloysius John of SC-CF facilitated the workshop in August 2008: its main aim: reflecting on Caritas organisations in Asia, analysis of the structural problems of CM and, above all, reflecting on how to move forward to strengthen Caritas Mongolia.

At the debriefing session, given the good partnership relation and its experience, Fr. Pierrot and his team expressed the desire that SC-CF continue to accompany and help CM with an OD process, perceived as necessary at this juncture of its growth. After dialogue and discussion this was initiated in September 2008. A meeting was held in Mongolia with CM to understand the request and work out the future course of action, which eventually gave the possibility of defining the scope of the work and the methodology to be initiated. A follow-up plan was prepared and the different steps undertaken consisted of the following:



- ✓ Based on the diagnostics made during the workshop, Fr. Pierrot was to work with his team and assess the situation of Caritas Mongolia;
- ✓ Prepare a relevant Strategic Plan to be submitted to the partners for support;
- ✓ Caritas Mongolia to work on a participatory internal assessment of the situation in Caritas and the external environment;
- ✓ Enforce the accounting system and the project reporting;
- ✓ Regular sharing of information with SC-CF to move forward with a strategic plan;
- ✓ A strategic workshop to define, in a participatory manner, the different strategies of Caritas Mongolia and the Strategic Plan, taking into account all the preparatory work already accomplished by CM.

There has been a regular exchange of information between Caritas Mongolia and the Asia department of SC-CF, regular telephone conferences to monitor the work undertaken and accomplished by CM and to guide them in the process.

In August 2009 a strategic planning workshop was organised in Ulaanbaatar; it was facilitated by Aloysius John of Secours Catholique/Caritas France (and attended by the National Office staff).

At this juncture it needs to be recalled that the areas of work of Caritas Mongolia and the know-how that has been accumulated by the organisation are valuable assets; they represent the collective project and its ownership by the institution. All strategies for the future can but be constructed on the basis of the strengths and weaknesses of Caritas.

## **A. ENVIRONMENT SCANS**

*First step of the Strategic Plan is the analysis of the environment in order to have a clear picture of the environment (external, the stakeholders, internal, and institutional environment) in which the organisation is working.*

### **A.1 EXTERNAL ENVIRONMENT ANALYSIS**

An analysis of the external environment is needed to assess the economical, social, political and cultural situation of the country, to know in which context Caritas Mongolia is working, how this situation might affect its work, and how Caritas Mongolia can respond or adapt its response to changes since the 2002-2006 Strategic Plan.

The analysis of the environment shows clearly that its positive impact is rather more important than in the past. Caritas has gained significant experience in the development fields where it is working; there is a general **recognition of Caritas Mongolia** at the national level. Yet, is evident that the country has not yet fully recovered from the Soviet occupation. Mongolia still has to reach **a more stable political situation**. Ever since the first elections there has been a whisper of hope for an improved political landscape in Mongolia, but more and more these hopes are turning into a mirage. Many people are now convinced that nothing will change

and, with corruption spreading, they do not hope to get any benefit out of these first steps towards democratisation.

There is a growing disillusion among the population, especially among the ever-growing throngs of the poor, that their conditions will not improve in the near future. The extremely volatile laws and regulations imposed by the government rather invoke fear in the minds of the people who are tending to become more and more subservient and are accepting these realities with fatalism.

From the **economical point of view** Mongolia is confronted with the ever-increasing unemployment of unskilled workers who are left out of the job market. The educated youth also find it very hard to secure a job and eke out a living. The consequence of such a situation is that most of them opt for the last, desperate alternative, that is to leave their country and make a living abroad. But their dreams often turn into nightmares. Soon these migrants run the risk of joining the multitude of illegal migrants, or worse end up as victim of human trafficking. Often they are deeply disappointed and affected by their failure to secure a job and the difficulties of living in economically well-off countries. Going back to their home country is seldom an option, because they may expect to be stigmatized as migrant returnees; they fear being looked upon as failures who have tarnished the reputation of the nation in developed countries.

As a result of the global crisis, the country is confronted with a high cost of living. Due to market fluctuations and inflation the poorest have absolutely no means to make ends meet. Basic food items are unreasonably expensive and not within reach of the poor who find their already meager financial means further drastically reduced. Moreover the high taxes levied on the people are indiscriminately exorbitant and those who were already reduced to the bare minimum for their survival are rendered poor.

Most of the people living in dire poverty in the country side show a tendency **to move** to Ulaanbaatar, where they only further enlarge the circle of slums within, and on the outskirts of, the city. Mongolia clearly depicts a society where the unjust economical system has contributed to create a gap between the poor and the rich, and this gap is widening day by day. It goes without saying that the **global crisis** has also contributed to the national economic crisis, because Mongolia is dependent on import for most of its food and other basic needs.

The economic problems are also affecting the **social life of the people**. Many youngsters, being out of a job, have a tendency to resort to all sorts of delinquency and marginal activities and, above all, entertain an attitude that creates insecurity within the society. Theft, physical violence, sexually-oriented violence toward women and girls, etc are some of the problems that the post-communist society is confronted with.

**Health and education** systems seem no longer a priority for the state in this situation of economic chaos and turmoil. The consequence is that there are more and more people who are not able to get properly medically treated. Children are not able to attend classes, loiter in the streets and so become the potential agent of marginal activities. It also needs to be underlined that old people have more and more difficulties to have access to decent health care.

Mongolia is also confronted with important social problems like **migration, alcohol, divorce**, prostitution, aids... The state is not able to respond to these

problems adequately. It is known that girls end up in prostitution simply to pay for their studies.

In such a situation the **cultural dimension** affects the society. Post-communist Mongolia is strongly influenced by **foreign culture** (Korean and Chinese in particular), resulting in a loss of identity and of traditional values and the sense of security that these evoke. The contradiction between the lingering Soviet regime society and the new social trends offered by other foreign cultures create a sentiment of frustration. Especially the young are struggling with this cultural identity crisis.

These frustrations bring **the youth** to getting into drugs and other criminal activities; this tendency is further aggravated by the declining family values.

This creates a **mentality of dependency**; people do not know how to plan and work. This will be major challenge for collaboration with the people.

Added to these problems are the **natural disasters** and other environmental problems which make the people more fragile and totally dependent. The herders and the farmers, in particular, are no longer in a position to ensure for themselves the basics of human livelihood.

Mongolia is also affected by **global warming**. Local weather is totally affected by climate changes. The floods of July 2009 are a clear indication of things to come. Nature having it her own way is further aggravated by human factors: greedy mining investors are destroying forests to carry out their lucrative activities; it is further negatively affected by crop failures and also by the loss of livestock. This totally deprives the poorest of their last means of economical subsistence.

The above mentioned social, economical and political problems threaten the **implementation of programs**: market fluctuation and inflation for example could prevent activities from being executed as planned, while on the other hand the ever growing demands are yet another factor that will affect Caritas Mongolia.

Since the Soviet Union withdrew from Mongolia, the civil society is progressively getting organised. It is now getting to be more and more recognised by the government. INGOs and local NGOs are beginning to function properly, and the fairly open attitude of the government gives the possibility for them to share and learn from each other. In the future it is very important that Caritas and other NGOs join hands to gain credibility by synergising their forces on particular topics, creating platforms to lead more efficiently advocacy actions towards government policies.

**Caritas Mongolia**, as the social arm of the Church in Mongolia, and recognised as NGO, can link with 1) likeminded NGOs, 2) with its Caritas network, but also with 3) regional authorities, private companies and individuals.

But the presence of all these NGOs can also be a threat to Caritas Mongolia, when they provide easy assistance to the beneficiaries for example, or because they attract Caritas collaborators through high salary scales. This is all the more true given the fact that Caritas Mongolia is perceived as a rich organisation.

Among these external factors influencing Caritas Mongolia's work, Caritas Network appears to be one of the strongest opportunities for Caritas Mongolia, financially

and in terms of institutional support. However, Caritas Mongolia is fully depending on its partners' support, which is not definitely gained or achieved once and for all.

Another positive point is the changing attitude of the grass roots; they have a particular appreciation for the work of Caritas and look up to Caritas Mongolia as a partner for sustainable development. They know that CM could help them to become actors of their own development and empowerment. This motivates Caritas Mongolia to implement its community-based programs and to make them successful.

### **Challenges identified from the external environment:**

#### **1. Impact of the national Economy**

The national economy of Mongolia is evidently very poor and is still dependent on external help. Mongolia is a poor country where rural poverty is still on the rise. The impact of the increase in poverty is deficient health care, unemployment, lack of basic education for the youth, all of these especially in the countryside.

The above factors are not taken up as a priority at the political level and are often generally neglected. The poorest are in a vulnerable condition because they lose the benefits of the communist regime and at the same time the democratic regime turns its back on them.

In this period of transition towards democracy, where the political leaders have not yet achieved empowerment, the civil society is looked at to respond to the needs of the poor and contribute to their development.

#### **2. Migration**

Due to dire poverty and the difficulty to find a way out to lead a decent life there is a tendency for the rural poor to migrate to the urban areas. Some are lured into migration to foreign lands and often end up enduring miserable conditions of life, if not becoming victim of the flesh trade itself. The rural exodus increases the urban poverty while the flesh trade contributes to aggravating the risk of aids.

#### **3. Gender Issues**

Women are still suffering from discrimination in society, although the Mongol tradition favours respect for women. Today women are subject to harsh treatment, hard work, bringing up the children and enduring a hard life, while men may drink and spend their days in idleness. Due to lack of education most women undergo this unjust situation with fatalism. In the urban areas, divorce is becoming prevalent while there are more and more single woman are forced into the role of family head.

#### **4. Corruption and good governance**

Some members of the different political parties are corrupt and serve but their own interests. These politicians do not hesitate to sell the wealth of the nation to foreign investors for their own personal gains. Corruption is wide-spread. Ultimately it is the poorest that are left to fight for themselves.

## **A.2 STAKEHOLDER ANALYSIS**

The stakeholder analysis puts into evidence the fact that Caritas Mongolia is a well recognised organisation, known for its capacity to work in difficult conditions and open to different kinds of social problems - above all to all the beneficiaries. It is also perceived as an NGO having a dual identity - both national and international.

The analysis of the stakeholders and their relation with Caritas show that some of them contribute to enrich the work of Caritas Mongolia while others find that the work of Caritas Mongolia is detrimental to their interest.

### **A.2.1 The Catholic Church**

Caritas Mongolia was one of the first institutions to be founded by the Church in the aftermath of the Soviet retreat. As the social arm of the church, CM is firmly rooted in the social teachings of the Church; it is animated by the vision of the Church.

The presence of the Church in different parts of the country influences the geographical scope of action of Caritas Mongolia. As such CM is an instrument of the Church to Share human values with the needy and be the advocate of the poor.

The Church gives its full support to Caritas to carry out its mission in good conditions. In Mongolia the presence of CICM has also been a means of promoting this social mission, and this in the spirit of the Congregation: *Caritas in Action*.

### **A.2.2 The Donor Agencies**

In particular Caritas Network has always played a very effective role in building partnership and has contributed substantially to strengthen Caritas Mongolia in its mission. Most of these partners have not only supported Caritas Mongolia financially, but also with technical and structural support. In the forthcoming Strategic Plan, this partnership will certainly be an asset to build Caritas Mongolia and take it to a higher level.

For Caritas Mongolia this partnership with the donor agencies is indispensable at a time when the whole structure is being developed. This means CM must communicate regularly; it will also propose a coordinated partnership meeting to become more efficient.

### **A.2.3 Government Departments and Politicians**

They have over the years developed a good collaboration with Caritas Mongolia at the national level as well as the provincial and local levels. Consequently the good relationship enables Caritas Mongolia to carry out its activities easily, i.e. to deliver service to the poor. Advocacy, although difficult, is still possible and CM's voice is heard. Such recognition is important for Caritas Mongolia to continue its works.

Although there is such an acceptance, yet some suspicions remain about the work of Caritas. In some cases Caritas also needs to be vigilant to avoid being instrumentalised by the government. This calls for regular communication on the part of Caritas Mongolia.

#### **A.2.4 The Beneficiary Groups**

The beneficiaries are highly appreciative of the quality work done by Caritas and its continued presence in the community. They expect that Caritas will contribute to their integral development.

Caritas is also confronted with the difficulty of satisfying the needs of the beneficiaries due to lack of funds and of bringing the beneficiaries together with a common vision. The confidence and trust that Caritas enjoys from the beneficiaries however contribute to keeping good relation with the local authorities and also the government.

Caritas Mongolia's aims at making the beneficiaries self-reliant, because when they become self-reliant and strong, they can build an effective partnership with Caritas, based on mutual respect and support. As the social workers are well accepted by the people, the beneficiaries play a participative and cooperative role among the community.

#### **A.2.5 The NGOs**

Caritas Mongolia is highly recognized by the NGO community - both INGOs and local NGOs.

Any NGO can contribute to reinforcing the knowledge of CM in a specific area where CM is lacking through sharing of experiences and ideas. They also expect that there be collaboration in their activities (funding, sharing of experience), and even cooperation in some areas.

The main purpose of networking with the NGOs is to synergize with them and to benefit from their experience in order to complement and mutually enrich the different experiences, knowledge and expertise.

The biggest challenge for CM with these stakeholders is to elaborate a common goal and a common strategy. In order to realize this CM will adopt a three-pronged strategy:

- ✓ Regular communication with the NGOs;
- ✓ Collecting information about other NGOs and prioritizing partnership according to needs;
- ✓ Initiating an NGO forum of likeminded NGOs in Mongolia.

### **A.3 INSTITUTIONAL ANALYSIS**

Caritas Mongolia was created in 1999 in the aftermath of the Russian retreat, i.e. after almost 8 decades of communism. The main aim of creating Caritas was to witness universal solidarity in a society where people are living in dire poverty. Caritas was founded following the guiding principles and values of the Gospel and the Social Teaching of the Church. Its main aim is the "realization of a just society, where rights of people are respected and integral development of people is promoted, and where renewed and empowered communities are built;" the mission of Caritas Mongolia was to "build a sharing and caring community in solidarity and partnership for the well-being, and to restore human dignity of the poor through an empowerment process." After 10 years of existence, these guiding lines still form the basis of Caritas Mongolia's work.

In order to achieve this mission Caritas Mongolia as a priority commits itself to build a community of empowered beneficiaries through capacity building and an empowerment process that will aim at organising different beneficiaries into a basis for integral development, thus leading to “economic, social, cultural, educational and political empowerment.”

### **A.3.1 Systems and Structure**

Since its inception Caritas was entrusted to the CICM who have a thorough knowledge of the Mongol culture thanks to their work as missionaries. The work of Caritas is also complemented by the charism of the CICM Congregation whose aim is to empower the most vulnerable by organising them and giving them the means to liberate themselves.

Caritas Mongolia’s management consists at the moment of the bishop and the executive director who are foreign missionaries, and 11 staff who are Mongolians. At the operational level the executive director is helped by a project officer who is also the finance manager. The project officer is the key person ensuring organisational memory because she has been with the organization since about 5 years. However the basic management structure will be reviewed in light of the present structural planning, in order to be in line with the present needs and developments of Caritas.

The institutional management is ensured by the executive director in close consultation with the bishop who is the President. In the coming years Caritas will work out a plan for putting up a governing body that will ensure good top management and facilitate relevant policy decision making.

So far no management committee exists, but the Strategic Plan pleads in favour of one so as to ensure quality management and good governance.

### **A.3.2 Organisational Structure**

Caritas, within the scope of the present Strategic Plan and for effective and efficient fulfilment of its mission, has no choice but to strengthen and reinforce the structure. The executive director will have a program manager who will also assist him in some of his important tasks.

The structure at this juncture of growth requires the recruitment of a finance officer to ensure good financial management of the projects, through transparent accounting and conscientious budgeting. The different social workers will be strengthened; they will work on the basis of regions wherein the different themes will be addressed.

The new organisational structure will certainly have financial implications and Caritas will come up with a clear Human Resource Strategy and Plan. In the first place Caritas will try to reallocate responsibilities to the existing employees and will then envisage new recruitments.

### **A.3.3 Human Resources**

Caritas Mongolia will introduce during the implementation process relevant management structures and as a priority introduce ‘Rules and Conditions’ for HR management.

Gender balance will be a priority in the hiring processes and in future promotions.

#### **Hiring a Finance Officer**

This will benefit the relevant finance management in Ulaanbaatar. Caritas will also introduce a new accounting system, which will improve transparency and accountability.

#### **Decision-making**

A participatory approach is promoted in decision-making processes at all levels. A core-team at the national office will be formed for effective management and delegation of responsibilities.

### **A.3.4 Project Implementation**

Caritas Mongolia works in 5 main sectors:

- 1/ sustainable agriculture
- 2/ anti human trafficking
- 3/ social reintegration
- 4/ youth rehabilitation development and
- 5/ community-based development programs.

Four programs (divided into different projects) were running in 2009 in 4 areas of Mongolia.

Caritas Mongolia's effectiveness and efficiency are recognized by all the institutions and NGOs in the country.

The programs are financially supported by Caritas Japan's regular partners with whom Caritas Mongolia has built a strong relationship.

The coordinating role of the National Office is a key component of the transparency with the funding partners, and it will be strengthened as a priority.

Communication: Caritas Mongolia will introduce effective infrastructures at the National Office to inform regularly the funding partners, the NGOs and other stakeholders.

## **A.4 INTERNAL ENVIRONMENT ANALYSIS**

Caritas Mongolia was set up in 1999, with the active participation of Caritas Asia and at the suggestion of Caritas Internationalis. The CICM Congregation was asked to build Caritas. It started as a relatively small structure, in the aftermath of the Zud of 1999 but soon came into prominence because of its commitment to the most vulnerable; it thereby gained the support of the local political leaders. Almost after a decade and a half, it has developed into an experienced organization, with major strengths that are now well acknowledged by the society.

In spite of its strengths, there are a certain number of challenges for the organization which it constantly tries to take into account. Even though staff commitment and involvement are achieved, grass-roots participation has not yet fully materialized, especially in the decision making process.



## **B. STRENGTHS AND WEAKNESSES THREATS AND OPPORTUNITIES**

This part of the chapter will discuss in depth, resulting from a thorough analysis, the different strengths and weaknesses.

From the above result, a SWOT analysis was conducted to classify the Strengths, Weaknesses, Opportunities, and Threats in order of importance and to measure how positive (strengths and opportunities) and negative (weaknesses and threats) forces interact and influence the organisation.

### **B.1 INTERNAL FORCES**

#### **B.1.1 STRENGTHS**

##### **B.1.1.1 Commitment to associate with the grass root poor to empower them.**

This is an important **asset** for the organisation and it lies in the **quality** of its staff, its continuous **commitment** toward the poor and the marginalized. Caritas' determination to work **WITH** the people is well appreciated and recognised not only by the grass roots itself but also by the local and government leaders and the NGOs. Caritas Mongolia offers to its staff opportunities for **training and capacity building**. For example, during the floods of 2009, when about 240 families were affected, both the local authorities and the people contacted Caritas with requests for help; until today only Caritas is present with the people in some of the affected areas.

Caritas Mongolia by offering **Capacity building and training** opportunities to its staff maintains quality service and professional interventions.

The participative approach adopted by the leadership motivates and mobilises the staff. Consequently the relationship between the staff and the leadership, and between the members of staff themselves, is good. This contributes to the success of the project.

##### **B.1.1.2 Belonging to the Caritas Internationalis Network.**

Caritas Mongolia has a triple identity. It is recognised as a local NGO, it is recognised as an INGO belonging to an international network, and, finally, it is known also known as a Church-based organisation (CBO).

These are means for Caritas Mongolia to work within the parameters of legitimacy, as well as in dialogue with politicians, local leaders and community members. It also gives CM the possibility to witness to universal solidarity and the spirit of Caritas without any difficulty. This belongingness also gives CM the possibility of being present in areas where other NGOs are not active either due to lack of funds or lack of human resources.

##### **B.1.1.3. Caritas Mongolia is highly respected by the grass roots.**

Caritas Mongolia's principle of working closely with the grass roots and empower them is highly appreciated by the local leaders. Caritas was able to establish a relationship based on a long-term project; in some cases the relation created with

the communities continue and people look up to Caritas as an organization which will not abandon them.

In a social context where the most vulnerable have got used to not being cared for, Caritas extends its arms of compassion and this is strongly appreciated and respected, so much so that people still remember the programs introduced ten years back and even remind Caritas to implement them (e.g. deep wells in the Gobi desert).

In view of these achievements, the local government and other INGOs are ready to collaborate with Caritas Mongolia in order to run effectively certain programs in remote areas which are accessible only to Caritas, because of the presence of the Church.

Consequently, this gives the possibility to Caritas Mongolia to count on its partners for long-term commitment and partnership.

#### **B.1.1.4 Capacity to network with other partners**

Caritas Mongolia is well organised and, as an NGO, is present in some well-identified strategic locations. Its national organisation and the relevant grass root organisations are recognized. Its implementing capacity of projects in various fields at the national level through grass roots organisation are important strong points.

Given the proven capacity and a well-organized structure, Caritas Mongolia is a relevant partner for both local NGOs and INGOs.

In this regard, Caritas is perceived as a partner of the civil society in addressing different issues and in implementing programmes.

Caritas will use this influence to create a NGO platform in order to strengthen the civil society in a more coordinated manner.

#### **B.1.1.5 Committed efficient and dedicated staff**

Caritas Mongolia is both a learning and a growing organisation. Its team of efficient and committed staff, having obtained a high degree of professionalism, is one of the important success factors. The legitimacy that Caritas enjoys among the people is due to the good rapport that the staff succeeded in creating with the grass roots. They are the intermediary between the national office and the grass root.

Regular analysis and participatory reflection at the national level has proven to be beneficial for the institution, above all from the grass root perspective.

It needs to be emphasized that this constant participatory reflection enriches the programmes, empower the institution and the people, and contribute to the growth of Caritas Mongolia. In the implementation phase CM will give priority to capacitate the staff so that their efficiency will be further enhanced.

#### **B.1.1.6 Caritas capacity to work with all beneficiaries.**

Caritas Mongolia is reputed for being able to work under any difficult condition, wherever there is a need and where no one wants to go. This is recognised both by the beneficiaries and the government officials.

This is also an asset for CM allowing it to team up with the NGOs and the government structures.

## **B.1.2 WEAKNESSES**

### **B.1.2.1 Lack of strategy for external and internal communication.**

Caritas Mongolia is lacking in clear external and internal communication strategies. All the relevant and good work done is not sufficiently communicated and, as a result, is being taken for granted. This is detrimental to CM's image. As a consequence Caritas is not known at the international level, while at the national level its experience and commitments are not valued enough.

Deficient communication results in a lack of understanding of the real value of the mission of Caritas Mongolia. At a stage where CM is becoming well known and its mission is appreciated, and in as far as it aims at organisational sustainability, internal and external communication will become vital.

This is also a major issue for Caritas Mongolia because the success of the programmes depends to a large extent on the funds that can be mobilised both within and outside Mongolia.

### **B.1.2.2 Lesser number of staff and high turnover due to lack of financial resources.**

This is one of the major weaknesses of Caritas Mongolia. These past years, Caritas Mongolia has been confronted with the problem of turnover of trained staff who are being more and more attracted towards other NGOs or INGOs which offer relatively better salaries and benefits. This in a way affects the human resources of Caritas Mongolia, because there is a regular need both for qualified staff and for training them.

The turnover for qualified staff affects the efficiency of the work and mission of Caritas Mongolia.

### **B.1.2.3 Dependency on funding agencies (financial and other supports).**

Caritas Mongolia is a young institution and to a very large extent totally dependent on external resources. It is dependent on funding agencies for its structural survival. This dependency puts Caritas Mongolia in a fragile situation, and relevant long term planning and programming of activities become difficult.

The different activities which give credibility to Caritas Mongolia are rendered vulnerable due to the uncertainties related to the flow of funds from the partners. Even the structural planning, once finished, will be a success only if there are long-term commitments from the partners.

### **B.1.2.4 Limited skills and capacity of the staff.**

Although staff members are committed and professional, there is a need to enhance their skills in terms of responding adequately to the needs of the people. There is also a need to capacitate them with more tools and methods in the area of community organization and building peoples organisations. At a moment when CM is growing and getting to be more and more recognised there is a need to enhance the capacity of the staff in certain priority areas.

This can be counteracted by a good capacity building policy and strategy to train staff and give them adequate tools and methods.

The limited capacities and skills of the staff influence the relevant implementation and, on the whole, the success of the programs.

#### **B.1.2.5 Structure, systems and management tools are lacking.**

At a stage when Caritas Mongolia is getting organised into a full-fledged organization, there is a need to introduce new systems, policies and management tools for effective and efficient management of the structure.

This aspect is felt as a weakness. Even though Caritas Mongolia is a learning organisation and reflection is undertaken, it is necessary to go for a more systematic professional organization of the structure.

This is especially important in a context of high turnover of staff and limited skills.

## **B.2 EXTERNAL FORCES**

### **B.2.1 MAJOR OPPORTUNITIES**

#### **B.2.1.1 The government is open to civil society organisations**

The political situation of Mongolia has been improving these last few years. It allows Caritas Mongolia to work with the institutions in various geographical areas in the country and the identified strengths can be used effectively in this favourable context, contributing to the implementation of the programs.

Even though the government still needs to make progress in the Human Rights field, at least the fact that it is willing to support NGO activities in integral development is a strong asset to Caritas Mongolia's activities and especially in spreading them to new locations. This, added to a strong recognition of its efficient and effective work toward the poor, makes it easier to work in new areas and be accepted by the population and local authorities.

#### **B.2.1.2 Caritas fully accepted by the grass roots.**

Until today Caritas has a legitimate and trust-based relationship with the beneficiaries and the grass roots. Caritas' commitment and willingness to establish a longstanding partnership with the people through community organisation is well appreciated.

#### **B.2.1.3 Belonging to the Catholic Church.**

Caritas' identity as a church-based organization is well recognised and accepted by the people. People are confident that Caritas will be with them at moments of difficulties especially when it comes to lobbying on issues like mining and use of chemicals that destroy the health of the poorest. It also creates the possibility for an enduring presence in the Mongolian society.

#### **B.2.1.4 Possibility to link with other partner NGOs.**

In the current context of Mongolia, where democracy is progressively being set up, the civil society is more and more accepted compared to the past. Caritas Mongolia's recognition for its expertise entitles it to build other partnerships not only with local NGOs but also with the INGOs. It is all the more accepted because of its unique presence through the Church, which gives it the possibility of reaching out to and serving areas that are not accessible to other NGOs.

#### **B.2.1.5 Caritas' capacity to mobilize funds and resources for actions.**

Caritas Mongolia has gained a positive reputation for its capacity to mobilise funds at the international level. With the coming of multinational companies this is

becoming another area where Caritas Mongolia can tap into resources for funding the projects or for helping the people who are in need.

#### **B.2.1.6 Caritas recognised as an INGO belonging to a network.**

Caritas identity as an INGO is fully recognised and accepted by the authorities and also by the local NGOs. This is an asset especially in the area of lobbying and advocacy which CM can take up in close collaboration with the network.

Its status as INGO also gives it a clear recognition from the government.

### **B.2.2 MAJOR THREATS**

*Six threats appear to have a risk factor and could likely have a negative influence on the future strategies:*

#### **B.2.2.1 Growing poverty and high demands.**

Mongolia is already a poor country dependent on external resources and help. The recent global economic crisis and the change in climatic conditions have largely affected the society. There is a constantly growing poverty and people have difficulty to obtain good food. Food security has become a major problem. To provide for one good meal a day is already a major challenge. The different natural disasters that occurred frequently further impoverished the poorest

Caritas Mongolia will have to identify priority areas and strategize its interventions towards the poorest by giving the appropriate help to them.

#### **B.2.2.2 Caritas identified as a Church-based organisation.**

Even though Caritas Mongolia is known for its belonging to the Caritas network and to the Church, yet its identity as a Church-based organisation is a threat, because there is a growing fear that CM gets involved in religious activities. This is aggravated by the fact that there is no real communication strategy; the elaboration of a good communication strategy would help tackle this issue.

#### **B.2.2.3 Political instability.**

The country is still facing political instability even though there is a newly elected democratic government. In a society where corruption and bad governance are rampant, there is always the potential risk that the government will come down on the foreign institutions. Since Caritas is perceived as a foreign institution, it will have to keep up constant dialogue, and be vigilant in all its activities.

#### **B.2.2.4 Growing nationalism.**

This is one of the major threats to Caritas Mongolia. In a situation where democracy is progressively being set up and the government does not provide a social project to the people, while at the same time corruption is on the increase, some parties are already advocating an increased sense of nationalism and Mongolian traditional identity.

This is also partly due to some foreign investors -such as the Chinese and the Koreans- who are generally perceived as modern 'invaders' of Mongolia.

This nationalist attitude will have its impact on any international set-up in the country.

#### **B.2.2.5 The Government's control of and vigilance toward NGOs.**

Although the Government is appreciative of the NGOs and their contribution to society, there is also a growing fear that the hegemony of the state is questioned by civil society organisations. There is a certain anxiety about the government bringing out new regulations as it is doing already for the foreign investors – so as to exercise control on the activities of the NGOs and make sure that they are not involved in destabilising the oppressed nature of the communities. This is a real threat for any NGO and for CM as a CBO, because it will also have direct implications on the church.

#### **B.2.2.6 Caritas is perceived as a rich organisation.**

Caritas Mongolia is perceived as a rich organization having international backing and endless recourse to foreign funding. This is a major threat in the community organization activities because people look up to Caritas to do everything for them. In the same way this is also source of another problem with local governments or national authorities that look to Caritas for money in the same way as they would toward any corporate sector or investor. Caritas is aware of this threat and manages the relation with the authorities and the people by playing its triple identity of NGO, INGO and CBO.

### **C. ELABORATION OF STRATEGIC OPTIONS AND DEFINITION OF STRATEGIES**

*The above analysis and reflection enables CM to define and identify its major strengths and the related strategic issues so as to define the strategic options that would lead to the definition of future strategies.*

- The major weakness (W3 and W4) brought to evidence that staff today has limited skills; this is affecting our overall performance; this is further aggravated by the high turnover of staff.

Facing such a reality the strategic issue was to build up the capacity of the staff and also review the HR management; this was perceived as one of the priority strategies for Caritas Mongolia if it was to keep up its credibility.

- Analysis of the strengths and weaknesses especially considering the good recognition from the grass roots on one hand and the incapacity for Caritas Mongolia to be able to plan its activities due to its dependency on the partners, on the other hand, counters sufficient visibility for partners to plan out their support to Caritas Mongolia. This was highlighted as one shortcoming which needed attention.

The strategic issue identified here was for Caritas Mongolia to prepare a long-term plan in order to get partner support on programs in a more systematic and planned manner. This would also bring about commitment from the Caritas MO on different programs to which they could contribute.

- One of the strengths of CM is its ability to network with NGOs; this has to be taken as one of the strategic areas for CM where it can increase its effectiveness in close coordination with the other NGOs.

The strategic issue identified is to promote collaboration with the local NGOs and INGOs in order to synergise different forces.

- At a time when CM is redefining its strategies, one of the major issues is image building through communication, both internally and externally. This needs to be taken up because this was also highlighted as a weakness of CM.

In this context the strategic issue was to raise awareness on the work of Caritas and the Mongolian realities through regular communications both in Mongolia and at the international level.

- Need to prepare for emergency situations.
- Advocacy.

## **Chapter III: FUTURE STRATEGIES AND ORIENTATIONS**

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### **A. OPERATIONAL**

#### **STRATEGIES:      ORIENTATIONS, PRIORITIES AND DEFINITION OF ACTIVITIES**

The different activities undertaken by Caritas Mongolia since its inception were mostly related to post emergency activities in the agricultural field. The crying need for intervention came especially in the aftermath of the *Zud* of 1998-1999. Different activities in favour of the farmers were initiated, such as the repair of existing wells and the drilling of new ones in the southern provinces. This was one of the best opportunities for Caritas Mongolia to make itself known to the public and in particular to the beneficiaries.

However, the work of Caritas was not undertaken with a clear strategy or planning. It was rather a matter of seizing opportunities and responding to needs as and when they came up. Although this was important for CM at the beginning stage to make itself known to the general public, yet it did not help CM in its relationship with the Caritas network, which found in Caritas Mongolia a lack of planning and a tendency toward too much 'ad hoc' project management. Moreover partners were unable to identify the priorities of CM and its areas of intervention. This made it all the more difficult for Caritas Mongolia to concretely start off with a professional team until lately. This was a period of organisational survival strategy rather than of strategic approach.

However Caritas benefited a lot from the experience gained through the activities carried out by the CICM Congregation, especially in the field of gender issues, victims of violence, and basic education. CICM carried out such projects in the absence of any other social arm of the Church. Previously, since there was no civil organization and Caritas did not exist, Fr. Pierrot initiated women promotion activities, which were a means to fight domestic violence against women. But later it was deemed appropriate that Caritas take over these programs. These programs were then linked with the APHD program in the field of human trafficking. In the same manner CICM also started the projects for children and street apostolate, as well a program tackling alcoholism. Caritas also got involved in a program for the handicapped, at the request of the government.

At this juncture, partners at Caritas Asia, and also Caritas Mongolia itself, felt that there was a need to plan and strategize the different activities of CM and identify priority areas of intervention in terms of target groups and geographical priority. This was deemed necessary for two reasons: first of all for CM to identify priority areas of action so as to avoid dispersion and, secondly, for the partners to plan and be able to support CM based on a clear plan of action.



With the context in Mongolia changing day by day, it was absolutely important for Caritas Mongolia to contextualize its intervention so that any intervention be in line with the needs of the priority groups. The different strategic orientations were prepared keeping these realities in mind.

The future strategies, based on the different analyses and needs of the society, will have a double orientation: first of all CM will continue with the programs already initiated because they will have to be maintained for a certain period of time, and secondly Caritas will also respond to new needs that have been identified.

As for the programs already in existence which will continue, the main areas of activity are the Gobi desert (the herders), women victims of domestic violence (urban or rural) and finally, through the victims of domestic violence, involvement in the alcohol-abuse issue, since it is the women as well as the children who are foremost victim of their drunk husbands and fathers. In response to violence against children, Caritas started a kindergarten, which is a means to prevent child delinquency and tackle psychosocial trauma.

The handicapped (the blind and physically disabled) are the most vulnerable groups which are not cared for by the Mongolian society, both civil and political. Handicapped are still kept as prisoners. Caritas intends to get involved in this area.

At the same time Caritas Mongolia, during the evaluation and different analysis exercises, also identified new areas for action.

The following table puts into evidence the new priority areas, where they will take place, the different issues that will be tackled and the activities to be undertaken.

<b>Geographical area</b>	<b>Target group</b>	<b>Issues</b>	<b>Activities</b>
<b>Arvaiheer</b> Request coming from the local governor	Women	In Soviet times these women were working in the textile mills; when the Soviets left the mills were closed, leaving these women without job. Some of them are their family's bread winner; skill training is needed.	Skill training: sewing, knitting and cooking.
<b>Gobi-Altai</b>	Herders	Lack of water and loss of livestock.	Drilling of deep wells and carrying out community-based activities.
<b>Umnu Gobi</b> At the request of the governor	Population suffering from health hazards and hindrance to traditional agricultural activities	Mining companies are using chemicals which have a direct impact on the families and the new-born. Deforestation brings about ecological imbalance.	Helping these families by initiating community-based organization; Take up lobbying and advocacy in close collaboration with other NGOs and with the Caritas network.

In order to realize these new orientations Caritas has identified the following 6 strategic options for the near future. These strategies will be implemented over the coming three years:

**1. Strengthen and enhance the institutional capacity of CM by ensuring capacity building and skill training for the staff**

Although Caritas is recognized by the government, the NGOs and the grass roots, it is still a young and inexperienced organization. In order to be more professional and efficient in its intervention towards the communities, Caritas must capacitate its staff, while at the same time look into the salary scales in order to secure retaining competent employees. This will be an important success factor for the activities of CM and for its credibility; it will also allow for continuity, next to effective and efficient quality services. This will create greater trust among the partners and society.

**2. Ensure sustainability of activities through quality long-term strategic planning of programs**

Caritas, at this juncture of growth, must systematically program and plan its activities by identifying target groups and focused projects. Such strategic program planning will help the partners to get into a long-term partnership.

**3. Collaboration with INGOs and local NGOs in order to be more effective in the IHD activities**

While civil society is slowly getting organized and the government is open to Civil Society organizations, CM -as a Church-based organization in a minority situation- needs to cooperate with other like-minded organizations in order to address social issues not only from the operational point of view (projects) but also in terms of lobbying and advocacy. The INGO status of CM will be an asset to play a leading role in bringing together likeminded NGOs in order to be more effective in the struggle against poverty by collectively getting involved in the Integral Human Development process by sharing responsibility with others. This will also enrich CM's capacity.

**4. Create and strengthen internal and external channels of communication**

After a decade of existence, CM is progressively getting to be known within the Caritas Internationalis network and in Mongolia. It has attained a certain level of growth both from the operational and structural point of view. It has a unique presence in a country, which has known communist oppression. Christians are a negligible minority and the Church is still a relatively new feature in Mongolian society (1992). In spite of these realities, CM has been an instrument of witnessing universal solidarity, sometimes even in hostile situations. At the current stage, when CM is recognized by the government, the society, the NGOs and accepted by the GR, communication -both internal and external- has become of capital importance. For CM it is also a means to witness both to the outside world and within Mongolia the socio-pastoral work of the Church and its contribution to the Mongolian society as a civil society organization.

## **5. Elaborate strategies for effective disaster response and risk reduction**

Mongolia is confronted with different kinds of disaster (hard winter, volatile agricultural and food security, floods and excessive rain). Even though situations of dire need emerging from such events are often tackled by the people themselves, sometimes they are so all-encompassing that they become real disasters (e.g. Emergency appeal 2009...). In this context, CM will respond to emergency situations while at the same time capacitate its staff to integrate the concept of community-based disaster risk reduction. This strategy will help preserve and protect life, respond to a real need and above all prepare the community for future disasters. This is a new but important area for CM.

## **6. Strengthen advocacy activities at the national and international levels**

Mongolia is confronted with different kinds of problems related to human rights such as human trafficking, child labor, gender and domestic violence, and migration. In a country where civil society is taking shape, CM is already involved in some areas such as HR, anti-trafficking, aids, gender and domestic violence and migration; but these activities have been undertaken solely by responding to the needs of the people. Now CM wants to get involved in lobbying and advocacy activities with NGOs at the national and international levels and in close relation with international networks.

## **B. STRUCTURAL**

*Caritas Mongolia will reinforce its structure in order to become more professional and systematic in its approach. Good governance and transparency will be the key words for the future structure.*

### **ACTIVITIES**

### **AND IMPLEMENTATION OF THE STRATEGIC ORIENTATIONS**

The boxes below clarify in a concise and yet comprehensive way the activities and their implementations for the years to come.

## STRATEGY 1

<b>Strengthen &amp; enhance institutional capacity of CM by ensuring capacity building and skill training for staff members</b>
<b>Activities</b> Organize capacity building for key staff members (1. Project management skills. 2. Project writing, monitoring and reporting skills); Immersion visits to well-organized CMO within Asia;
Strengthening the management structure; Enhance the skills of the staff through capacity building: Project management Project and report writing Monitoring skills Immersion Program in view of gaining experience from the other Asian Caritas; Organize study trips to other Caritas in the region to learn from their experience in the area of project implementation and monitoring, finance management and community organization skills. In the same way invite other Caritas to Mongolia for giving input to a wider group.
<b>Observations</b> These activities will have financial implications but will certainly enhance not only the capacity of Caritas Mongolia but also its creditability towards the civil society, which really needs such investments wherein CM can play a legitimate role.

## STRATEGY 2

<p style="text-align: center;"><b>Ensure sustainability of activities through quality, long-term strategic planning of programs</b></p>
<p><b>Activities</b>            Caritas Mongolia continues existing activities within the present context as explained above;            Given the credibility earned with the government, local governments as well as the civil society, Caritas Mongolia will also respond to new challenges, which are posed by the communities with whom it is in contact;            At the same time CM will also strive towards professionalism when setting up sustainable development programs.</p>
<p><b>Integral Human Development programs (development of existing programs)</b>  <u>Rural</u>            Women development program through skill training in Erdenet;            Community based development programs through water management (construction of deep wells ) in Gobi;            Community based IGP in Erdenet.  <u>Urban</u>            Rehabilitation-of-women development program, victims of domestic violence, through skill training in Bayankhoshuu;            Socially sustainable reintegration of migrant returnees through micro business and study opportunity in Ulaanbaatar;            Building awareness and prevention through publication, workshops on human trafficking and gender equality;            Awareness building on rights of migrants and returnees to help them get integrated into the society.</p> <p><b>Rehabilitation of children and youth in situation of delinquency and youth delinquency prevention</b>            * Life education including formal education for street children (youth) and children coming from ‘ger areas’ in Ulaanbaatar and Erdenet;            * Prevention through promoting training of the most vulnerable youth through scholarships and educational facilities;</p> <p><b>Agricultural and Environmental programs</b>            Sustainable agriculture and food security in Turgenuii Gol;            Environment awareness building through tree planting in Ulaanbaatar, Selenge and Erdenet.</p> <p><b>New areas of intervention envisaged</b>            Integral human development – women promotion in Arvai kheer;            Community building of herders through deep well construction in the Umnu Gobi.</p>

## STRATEGY 3

<b>Create and strengthen internal and external channels of communication</b>
<b>Activities</b> CM will establish a communication strategy in order to inform the Caritas network and the different stakeholders within Mongolia by establishing a web site; by publishing a quarterly news letter on its activities. Sharing of the Strategic Plan with the Caritas network, with the different stakeholders and even with the government and embassies; Regular sharing of progress reports with the funding partners; Motivate the staff to report regularly on projects with relevant information and pictures.
Creation of a website before the end of 2009; Publication of a newsletter which will be issued at the time of the strategic plan; Organize monthly meeting with the staff to collect information for communication purposes; Strengthen the communication with the local authorities for sharing information and progress of CM;

## STRATEGY 4

<b>Strengthen advocacy activities at the national and international level</b>
<b>Activities</b> Raising public awareness through publication, conferences and youth gatherings; Teaming up with like-minded local NGOs, INGOs and in particular with the Caritas network.
Caritas Mongolia will take up advocacy activities on human trafficking with Caritas Asia and CI. Building into all the agricultural and IHD programs a focus on environmental awareness; At the request of the government of the Gobi province CM will get involved in advocacy for environmental protection to sensitize the mining companies and the local authorities on issues of health and environmental hazards; Advocacy at the national level on both the rights to migrate and to return without being punished by the authorities; Advocacy with the other NGOs on human rights issues (child labor, women prisoners and their children).

## STRATEGY 5

<b>Promote collaboration with INGOs and local NGOs in order to be more effective in Integral Human Development activities</b>
<b>Activities</b> Organize regular forums on a specific issue of common concern/interest; Share on issues affecting the effectiveness of the civil society as far as politics and society are concerned; Attend relevant meetings/forums organized by any local NGOs or INGOs.
Caritas to promote an NGO platform with likeminded NGOs; Delegate one person from CM to participate in the NGO forums; Identify common issues and lobby with NGOs or team up with NGOs whenever there is a need for common action.



## STRATEGY 6

<b>Elaborate strategies for effective disaster response and risk reduction</b>
<b>Activities</b> Prepare an emergency manual for quick response at the time of emergencies; Capacity building on community-based disaster alert, disaster risk reduction (DRR) and disaster management linking emergency (CBDP), rehabilitation and development (DM-LRRD); To create funds for immediate action in emergency situations.
Preparation of an emergency manual; Organize capacity building on CBDP, DRR and DM-LRRD; Based on the EA 18/2009 humanitarian response, devise a project-monitoring tool.

**CARITAS MONGOLIA**

**CONSOLIDATED  
LOGICAL  
FRAMEWORK  
2010-2013**



# CARITAS MONGOLIA

## CONSOLIDATED LOGICAL FRAMEWORK

### 2010 – 2013

Project Description	Results	Indicator	Means of Verification	Assumptions
<p style="text-align: center;"><b>Strategy 1:</b> Strengthen/ enhance institutional capacity of CM <i>by ensuring capacity building and skill training to the staff</i></p>				
<p><b>Goal 1:</b></p> <p>To professionalize Caritas Mongolia in order to promote quality service in the field of Integral Human Development.</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Caritas Staff are trained in different fields related to Integral Human Development through community organization.</li> <li>• Caritas Mongolia is able to deliver quality programs with a community based approach.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Staff are trained.</li> <li>◆ They acquire good tools for analysis and methodological approach.</li> <li>◆ The quality of the staff input is well reflected in the quality of the project management.</li> <li>◆ Sense of fulfillment and belonging.</li> </ul>	<ul style="list-style-type: none"> <li>• The quality of the programs and the results are positive.</li> <li>• Project management is effective and efficient.</li> <li>• The capacity to deal with challenges in a professional way.</li> </ul>	
<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• To organize the structure of Caritas Mongolia.</li> <li>• To organize capacity building for key staff members (1. Project management skills. 2. Project writing, monitoring and reporting skills).</li> <li>• To plan immersion visits to well organized CMO within Asia.</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Key staff are trained and able to implement the programs with professionalism.</li> <li>➤ Communities are organized and become the basis for IHD.</li> <li>➤ Capacity building through immersion gives access to different experiences of Caritas in the region; this serves as a reference and enriches the input of</li> </ul>	<ul style="list-style-type: none"> <li>◆ All the staff are trained in their specific area.</li> <li>◆ Quality programs are written.</li> <li>◆ Number of activities carried out by CM staff members.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Good programs are prepared and presented.</li> <li>➤ Caritas is able to mobilize back donor funding.</li> </ul>	<p>The staff turnover must be solved by a good HR policy.</p> <p>Good management system needs to be put up.</p>

	<p>the staff.</p> <ul style="list-style-type: none"> <li>▪ Caritas Mongolia gains the trust and confidence of the partners.</li> <li>▪ Caritas Mongolia is able to access back-donor funding.</li> </ul>			
<p><b>Activities:</b></p> <p><b>1. Strengthening the management structure.</b></p> <p><b>2. Enhance the skills of the staff through capacity building</b></p> <p><b>1. Project management</b></p> <p><b>2. Project and report writing</b></p> <p><b>3. Monitoring skills.</b></p> <p><b>3. Caritas to introduce new policies and guidelines for effective and efficient management.</b></p>	<p><b>Output:</b></p> <ul style="list-style-type: none"> <li>➤ CM defines a relevant national structure and defines clearly the roles and responsibilities of the different staff.</li> <li>➤ A governing board is put in place.</li> <li>➤ Key staff are trained in their respective field.</li> <li>➤ Caritas organizes Capacity Building programs in the area of project management and project monitoring.</li> </ul> <p>⇒ Caritas Mongolia introduces Organizational Policies such as:</p> <ul style="list-style-type: none"> <li>◆ HRM</li> <li>◆ Gender and Anti Trafficking</li> <li>◆ HIV/Aids</li> <li>◆ Disability</li> <li>◆ Financial manual</li> <li>◆ Food security and Environment</li> <li>◆ Disaster Management Manual</li> </ul>	<ul style="list-style-type: none"> <li>◆ A structural flow chart is defined.</li> <li>◆ The roles and responsibilities of the staff are defined.</li> <li>◆ The work of Caritas is more and more appreciated.</li> <li>◆ Program management quality is developed, partner confidence is gained.</li> <li>◆ Periodic reporting is appreciated by partners</li> </ul> <p>To have written related documents available.</p>	<ul style="list-style-type: none"> <li>- Flow chart of the new structure is prepared.</li> <li>- Job descriptions are written.</li> <li>- Regular meetings are held.</li> <li>- Quality of the proposals, project implementation and management;</li> <li>- Good project monitoring systems.</li> <li>- Proper use of documents.</li> <li>- Work/activities planned accordingly.</li> </ul>	<p>A good delegation mechanism must be put in place for relevant management of the structure.</p> <p>The training takes place in the beginning of 2010 for quick implementation of the program.</p>

**Strategy 2:**  
Ensure sustainability of activities  
through quality long-term strategic planning of programs

<p><b>Goal 2.1:</b> <b>To improve the quality of life of the poor, the marginalized and the most vulnerable communities through</b> long term programming in view of promoting integral human development of these communities.</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>➤ Caritas Mongolia comes out with a long term plan for action.</li> <li>➤ Quality of life has improved.</li> <li>➤ The poor are empowered, They are gradually breaking the culture of silence.</li> <li>➤ There is a greater sense of ownership.</li> <li>➤ Gender impact is significant as women carry out some of the main activities.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Level of living standard.</li> <li>◆ Level of food security.</li> <li>◆ Level of participation and decision making.</li> <li>◆ Rights of people are respected.</li> <li>◆ Leadership capacity of community leaders.</li> <li>◆ Level of advocacy conducted by the community.</li> <li>◆ Number of women leaders emerging and participating in decision making.</li> </ul>	<ul style="list-style-type: none"> <li>- Quality of the programs and partner confidence to fund them.</li> <li>- The communities are progressively getting to be autonomous.</li> </ul>	
<p><b>Objective 2.1.1:</b></p> <ul style="list-style-type: none"> <li>- <i>To continue the existing activities given the present context as explained above.</i></li> <li>- <i>To respond to new challenges given the credibility earned with the government, local government as well as the civil society.</i></li> <li>- <i>To formulate sustainable development programs with a</i></li> </ul>	<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>➤ The existing programs are managed in a professional way.</li> <li>➤ Communities are organized, in the different working areas.</li> <li>➤ The new program orientations are concretely translated into programs for obtaining the support of partners.</li> <li>➤ The poor are able to look at the issues critically and look for solutions.</li> <li>➤ The grassroots groups are able to identify their needs and take</li> </ul>	<ul style="list-style-type: none"> <li>◆ Programs are prepared professionally and sent to the partners for funding.</li> <li>◆ Number of groups to be formed.</li> <li>◆ Level of awareness of community on their issues.</li> </ul>	<p>Regular Assessment Report on progress of the programs and their status.</p>	<p>Participation of people in the community.</p> <p>Political stability.</p> <p>Cooperation from the local authorities.</p>

<b>long-term perspective.</b>	<p>collective decisions.</p> <p>➤ More women participate in the programs.</p>			
<p>• <b>Activities:</b></p> <p><b>1. Integral Human Development programs (Development of ongoing programs):</b></p> <p><b>a. <u>Rural</u></b></p> <p><b>i. Women development program through skill trainings and IGP in Erdenet</b></p> <p><b>ii. Community based development programs through water management (construction of deep wells ) in Gobi</b></p> <p><b>b. <u>Urban</u></b></p> <p><b>i. Women rehabilitation development program for victims of domestic violence, unemployed women, single mothers through skill training in Bayankhoshuu.</b></p> <p><b>ii. Social sustainable Reintegration of migrants and</b></p>	<p><b>Outputs:</b></p> <p>Women are empowered through skill training in sewing, cooking etc., thus leading to their economic empowerment.</p> <p>➤ The herder community in Gobi area have their wells dug and collective water management is taking place.</p> <p>➤ Communities are trained on water shed management.</p> <p>➤ Women are empowered through skill training in sewing, cooking etc., thus leading to their economic empowerment.</p> <p>➤ Victims are given appropriate information on how to deal and face the reality of domestic violence</p> <p>➤ To help returnees re-integrate into the society by offering them with different opportunities</p>	<p>▪ Number of trained women who get tools for their IGP.</p> <p>▪ Level of leadership capacity to work as a community.</p> <p>▪ Number of wells dug.</p> <p>▪ Number of communities formed.</p> <p>▪ Self confidence and sense of belonging to the community.</p> <p>▪ Envision the future with optimism.</p> <p>▪ Capacity of sharing one's suffering openly with others.</p> <p>The feeling of being welcomed and accepted by families and</p>	<p>Records/ Attendance list.</p> <p>Group discussion.</p> <p>Capacity of good management of wells by locals.</p> <p>Sense of ownership by the community.</p> <p>- Open in sharing of ideas.</p> <p>- Active and undertaking.</p> <p>Community Capacity assessment/ Group</p>	<p>Participation of people in the community.</p> <p>Political stability.</p> <p>Cooperation from the local authorities.</p> <p>Number of natural and manmade calamities.</p> <p>- Discouragement and fear of long term commitment.</p> <p>- Family pressure.</p>

<p><i>returnees through micro business and opportunity to study Ulaanbaatar.</i></p> <p><i>iii. Building awareness and prevention through publication, workshops on human trafficking and gender equality</i></p> <p><b>2. Prevention and rehabilitation of children and youth in situation of delinquency:</b></p> <p><i>i. Life education including formal education for the street children (youth) and children coming from “ger areas (slums)” in Ulaanbaatar and Erdenet</i></p> <p><i>ii. Prevention by promoting training of most vulnerable youth through scholarships and educational facilities.</i></p> <p><b>3. Agricultural and Environment programs:</b></p> <p><i>i. Sustainable agriculture and food security in Turgenuii Gol</i></p> <p><i>ii. Environment awareness</i></p>	<p>To provide necessary information to a larger public to raise awareness on the issue in view of prevention.</p> <p>For those in “ger” areas, to offer possibility of formal education to children; thus preventing children to end up in the street.</p> <p>To allow capable young from poor families to continue and finish their studies to avoid the temptation of ending up in prostitution.</p> <p>To promote organic and environment friendly farming, food security and balanced diet.</p>	<p>surrounding society.</p> <p>Positive adjustment and accepting their new situation</p> <p>Level of awareness increases.</p> <p>Feedback from parents</p> <p>Feedback and increase in applications from other candidates.</p> <p>More farmers interested in the program. Knowledge of organic farming.</p>	<p>discussion.</p> <p>Reports.</p> <p>Performance evaluation.</p>	<p>Drop out because of family needs.</p> <p>Negative influence of the surrounding.</p> <p>Nature (calamities). Long term commitment.</p>
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<p><b><i>building through tree planting in Ulaanbaatar and Selenge and Erdenet</i></b></p> <p><b><i>New areas of intervention envisaged</i></b></p> <p><b><i>1. Integral human development – women promotion in Arvai kheer</i></b></p> <p><b><i>2. Community building of herders through deep well construction in the Umnu Gobi.</i></b></p>	<p>To bring people become aware of environmental issues and deforestation.</p> <p>Women are empowered through skill training in sewing, cooking etc., thus leading to their economic empowerment.</p> <p>➤ The herder community in Gobi area have their wells dug and collective water management is taking place.</p> <p>➤ Communities are trained on water shed management.</p>	<p>Willingness to adopt the techniques. Participation in environmental activities.</p> <ul style="list-style-type: none"> <li>▪ Number of trained women who get tools for their IGP.</li> <li>▪ Level of leadership capacity to work as a community</li> <li>▪ Number of wells dug.</li> <li>▪ Number of communities formed.</li> </ul>	<p>Records/ Attendance list.</p> <p>Group discussion.</p> <p>Capacity of good management of wells by locals</p> <p>Sense of ownership by the community</p>	<p>Participation of people in the community.</p> <p>Political stability.</p> <p>Cooperation from the local authorities.</p> <p>Number of natural and manmade calamities</p>
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**Strategy 3:**  
Promote and strengthen advocacy activities at the national and international level  
in collaboration with other likeminded organizations  
to address Human Rights issues and influence policy changes

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<p><b>Goal 3.1:</b></p> <p>To synergize with the other partners to channel the energies in a coordinated manner in order to demand for justice, human rights, and to influence policy changes.</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>➤ Human Rights, especially of women and children, are more respected and protected at all levels.</li> <li>➤ Government is influenced by the pressure of the NGOs.</li> <li>➤ Voices of the poor are being heard.</li> </ul>	<p>The issues of the most vulnerable (herders, women and children) have been noticed and considered.</p>	<p>Annual/ progressive report.</p> <p>Assessment report.</p>	<p>Commitment and Participation of People.</p> <p>Collaboration from other NGOs.</p> <p>Collaboration from the CI network.</p> <p>Political stability.</p>
<p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>Raising public awareness through publication, conferences and youth gatherings.</li> <li>Teaming up with likeminded local NGOs, INGOs and in particular with Caritas network.</li> </ul>	<p><b>Outcome</b></p> <p>The communities will be made aware of their rights and will take action.</p> <p>NGOs along with Caritas will have addressed the Human rights' issues with the government.</p> <p>Caritas will have taken up advocacy activities against:</p> <ul style="list-style-type: none"> <li>Human trafficking</li> <li>Illegal mining and use of chemical</li> <li>Corruption and exploitation</li> <li>Women's right</li> </ul> <ul style="list-style-type: none"> <li>Solidarity among the people at different level is broadened.</li> <li>Small and marginalized people participate in decision making.</li> </ul>	<p>- staff are trained to address the human rights issues with the beneficiaries.</p> <p>- advocacy activities are undertaken by Caritas.</p> <p>-Peoples' organizations are put up to address these issues.</p>	<p>- Records</p> <p>- Focus</p> <p>- Group discussion</p> <p>- Interview</p>  <p>Records</p> <p>Focus group discussion</p> <p>Interview</p>	<p>Commitment and Participation of People.</p> <p>Collaboration from other NGOs.</p> <p>Collaboration from the Government.</p> <p>Political stability.</p>



<p>back without being punished by the authorities.</p> <p><b>6. Advocacy with the other NGOs on the Human Rights issues (child labor, women prisoners and their children).</b></p>	<p>dialogue with officials in order to respect human rights related to “movement”.</p> <ul style="list-style-type: none"> <li>➤ In collaboration with local NGOs and INGOS, Caritas Mongolia to undertake dialogue with officials in order to respect Children’s rights.</li> <li>➤ Several platforms created which allow people and civil society to share their problems and experiences.</li> <li>➤ Advocacy campaigns will take place to act on certain issues such as: <ul style="list-style-type: none"> <li>• Environmental</li> <li>• Human Rights</li> <li>• Human trafficking</li> <li>• Corruption</li> </ul> </li> </ul>	<p>Advocacy forum or platform organized with the other NGOs.</p>		
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**Strategy 4:**  
Create and strengthen internal and external channels of communication

<p><b>Goal 4.1. :</b> To build the Image of Caritas Mongolia both in Mongolia and at the international level.</p>	<p><b>Impact:</b> The work of Caritas Mongolia is known to the CI network and in Mongolia to the other NGOs and Government authorities.</p>	<p>Improved communication and responsiveness from partners within CI network.</p> <p>Caritas accepted as an institution of reference in Mongolia.</p>	<p>Introduction of relevant channels of communication.</p>	<p>Commitment and capability of management and staff to be able to communicate effectively.</p>
<p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• To establish a communication strategy in order to inform the Caritas network and different stake holders within Mongolia <ul style="list-style-type: none"> <li>• By establishing a web site</li> <li>• A quarterly newsletter on its activities.</li> </ul> </li> <li>• To share the Strategic Plan with the Caritas network, with the different stakeholders and even with the government and embassies.</li> <li>• To share regularly progress report with the funding partners.</li> <li>• To motivate the staff to report regularly on the projects with relevant information and pictures.</li> </ul>	<p><b>Outcome:</b> To make Caritas Mongolia, its vision, mission and activities known to the CI network and different stakeholders for better understanding.</p>	<p>The works of Caritas get known by stakeholders and likeminded people.</p> <p>Positive responses and reactions from the network, stakeholders and likeminded.</p>	<p>More solicitation to team up and work with others.</p> <p>More support and contribution from others in view of supporting CM works.</p>	<p>Commitment and capability of management and staff to communicate effectively.</p> <p>Strong support from partners.</p>

<b>Activities:</b> <ol style="list-style-type: none"> <li>1. Creation of a website before the end of 2010.</li> <li>2. Publication of a news letter which will be issued at the time of the strategic plan.</li> <li>3. Organize monthly meetings with the staff to collect information for communication purpose.</li> <li>4. Strengthen the communication with the local authorities for sharing information and progress of CM.</li> </ol>				Commitment and capability of management and staff.
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**Strategy 5:**  
*Promote collaboration with INGOs and Local NGOs  
in order to be more effective in the Integral Human Development activities*

<b>Goal 4.1:</b> Network with the INGOs and NGO in order to synergize all efforts for more effective Integral Human development activities.	<b>Impact:</b> Caritas will have taken a lead role in bringing together the NGO as a platform.	Coordinated action on commonly identified issues has been taken up.	Regular NGO forum meetings are organized.	Commitment and capability of management and staff.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>To organize regular forums on specific issues of common concern/interest.</li> <li>To share on issues affecting the effectiveness of the civil society as far as politics, society are concerned.</li> <li>To attend relevant meetings/forums organized by any local NGOs or INGOs.</li> </ul>	<b>Outcome:</b> <ul style="list-style-type: none"> <li>To become more effective and efficient.</li> <li>To gain more knowledge through sharing of information.</li> </ul>	Caritas Mongolia and its programs become more known to other NGOs, INGOs.  Staff of Caritas gains more knowledge and experience.	Participation in forums.  Application of learnt experiences to CM works.	Commitment and capability of management and staff.
<b>Activities:</b> <ol style="list-style-type: none"> <li>Caritas to promote an NGO platform with likeminded NGOs.</li> <li>Delegate one person from CM to participate in the NGO forums.</li> <li>Identify common issues and lobby with NGOs or team up with NGOs which call for common action.</li> </ol>	<ul style="list-style-type: none"> <li>- To become more effective and efficient.</li> <li>- To gain more knowledge through sharing of information.</li> <li>- To become an active member among INGO and NGO.</li> <li>- Caritas to share its specificity with others.</li> </ul>	<ul style="list-style-type: none"> <li>- Mutual knowledge within the civil society.</li> <li>- Collaboration based on common fields of interest.</li> </ul>	Participation in forums. Willingness and readiness to work together based on specific issues of common interest.	

**Strategy 6:**  
Elaborate strategies for effective disaster response and risk reduction

<b>Goal 6.1. :</b> To enhance the professional capacity of Caritas Mongolia towards effective and efficient disaster management and preparedness.	<b>Impact:</b> Caritas disaster response is effective and efficient. Staff has its capacity enhanced and is competent enough to take up emergency programs.	Good emergency programs are put up. Disaster management is integrated in to the development programs.	Quality of the programs. Quality of the results obtained.	Commitment and capability of management and staff.
<b>Objective:</b> <ul style="list-style-type: none"> <li>• Prepare an emergency manual for quick response at the time of emergencies.</li> <li>• Capacity building on community based disaster preparedness, Disaster Risk Reduction (DRR) and disaster management linking emergency (CBDP), rehabilitation and development (DM-LRRD).</li> <li>• To create funds for immediate action in emergency situations.</li> </ul>	<b>Outcome:</b> Caritas, based on the recent flood experience will prepare an emergency management manual.  Key staff and the field staff will have received capacity building on disaster management.  Key staff will have integrated CB disaster preparedness in their community organization program.	Level of change in project management.  Level of improvement in communication.  Level of achievement of program implemented.	Evaluation Reports Audit Reports Group discussions Interviews	Commitment and capability of management and staff.   Strong support from partners.
<b>Activities</b> <ol style="list-style-type: none"> <li><b>1. Preparation of an Emergency manual.</b></li> <li><b>2. Organize capacity building on CBDP, DRR and DM-LRRD.</b></li> <li><b>3. Based on the EA 18/2009 humanitarian response, devise a project-monitoring tool.</b></li> </ol>	Caritas Mongolia will prepare an emergency manual based on the CI emergency guidelines.  Capacity building programs will have been organized and the staff made competent for professional handling of the emergency activities.  Caritas Mongolia will have written a project monitoring tool to manage emergency programs.			



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Though this document is not an *intellectual* dissertation, we needed to use and consult different sources of information to come up with this *Strategic Plan*. All our gratitude to those different sources.

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