



BEST PRACTICES FROM THE COMMUNITY-BASED INCLUSIVE DEVELOPMENT PROGRAM IN MONGOLIA



Ulaanbaatar
2019



НИЙГМИЙН ХАМГААЛАЛ,
ХӨДӨЛМӨРИЙН ЯАМ



Best Practices from the Community-Based Inclusive Development Program in Mongolia

Ulaanbaatar, 2019



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FOREWORD



The development of persons with disabilities is in the core of the policy towards population development. It needs multi-sectoral coordination. The principle of the state policy to include persons with disabilities in politics, economy, and cultural activities without any discrimination.

The Government of Mongolia is paying attention to implement Law on the rights of persons with disabilities, where described the rights, roles and participation of state organizations, citizens and legal bodies in order to providing an opportunity to enjoy the basic human rights to

participate in politics, socio-economics and cultural relations as others, equal access to social wealth, and contribution to the development.

The Parliament of Mongolia adopted Law on the rights of persons with disabilities in 2016, respecting the human dignity of persons with disabilities and in line with the principles of UN Convention on the rights of persons with disabilities. We also adopted “Standard of community based inclusive development service for the persons with disabilities” in 2018.

General Authority for the development of persons with disabilities, the Government implementing agency is established in 2018 with Resolution No 56 of Parliament and Mongolia and Government Resolution No 250 within the framework of acting issue under Minister of Labor and Social protection.

As a result of numbers of activities taken into implementation in stage by stage, today persons with disabilities of Asia-Pacific region gathered to deliver and discuss Community-based rehabilitation and community based inclusive development issue.

In relation to the Congress we are pleased to hand the Best practices on Mongolia CBR “Tegsh Duuren” program, which is implemented successfully in all over the country with the financial support of AIFO, Italian NGO working in Mongolia since 1991.

We do hope that the handbook on Best practices of Mongolia CBR program will become your desk book.

The Collaboration between state, non-state organizations and international organizations is very crucial for the development of persons with disabilities.

We would like express our gratitude to AIFO, Italian NGO and Tegsh Niigem NGO that collaborating with the Government to implement the project successfully.

May all good-acts become blossom.

S.MUNGUNCHIMEG
VICE MINISTER OF LABOR AND SOCIAL PROTECTION

INTRODUCTION



It was 1991, when Dr D. Jadamba, the focal point of Disability & Rehabilitation (DAR) activities in the South-East Asia Regional Office (SEARO) of the World Health Organisation (WHO) in New Delhi asked for support for the Community-Based Rehabilitation (CBR) program in Mongolia.

In 1992, Dr Enrico Pupulin, head of the DAR team in the WHO head-office in Geneva (Switzerland) and Dr Enzo Venza, president of Italian Association Amici di Raoul Follereau (AIFO) had a joint visit in Mongolia to discuss the possibility of starting a CBR program with the national Government. Dr. Nymadawa Pagbajav, Minister of Health met with delegation and CBR

program started to be implemented in Mongolia. CBR program has been supported by AIFO for over 25 years with technical support of the European Union.

Initially, rehabilitation training visits were organised for four Mongolian doctors in Poland and Vietnam. Then a cascade of training courses for doctors and health personnel were planned, where external experts would have trained the doctors, who would have then trained nurses and community health workers (feldschers).

The first national training courses were carried out by two experts - Ann Goerdts from the WHO head-office and Lorenzo Carraro from AIFO/Italy. In 1996, the first AIFO office was established in Mongolia.

Thus, started the long collaboration between AIFO and the Government of Mongolia, which continues even today. AIFO made a collaboration agreement with the Ministry of Health, the Ministry of Labor and Social Protection, the National Commission of Human Rights and the National Authority for the Children.

Over the years, the program has evolved and gained a wider network of partnerships, including the national Non-Governmental Organisation Tegsh Niigem and national Disabled Peoples' Organisations (DPOs). In this period, the CBR program expanded to cover the whole country and its activities grew to cover other domains of the CBR matrix including livelihoods, social and empowerment.

In 2011, the CBR program became a national program of the Government of Mongolia. Today this program is based on the Community-Based Inclusive Development (CBID) approach as it promotes the inclusion of disability issues in mainstream community development, by creating a network with other marginalised population groups. CBID became an essential method to implement UN Convention on the rights of persons with disabilities (ratified in 2009) and National Law on the rights of persons with disabilities (adopted in 2016) and National program to promote the rights, participation and development of persons with disabilities (2017-2021).

Over the past two decades and a half, numerous documents, reports and studies have been produced about the implementation of CBR/CBID process in Mongolia, its challenges, achievements and impacts on the lives of children and adults, men and women with disabilities and on the wider community.

This document focuses on the Best Practices of CBID – practices which created a significant impact on peoples' lives. It has been distilled from the experiences of the CBR program over the past decades. Persons who had worked with the CBR program over the past years in the different provinces (province), districts (soum) and villages (bag) of Mongolia were asked to share their most significant experiences through their stories. All those stories were then analysed to identify these Best Practices.

These "Best Practices" strategies arose from many trials and errors. Sometimes, strategies did not work, so they were modified, till they found a way to overcome the challenges. The purpose of sharing these practices is to learn from them and to share their lessons with others.

There are six themes under these Best Practices:

- Mainstreaming and working with the Government
- Strengthening DPOs and their networks
- CBID approach and working with other vulnerable groups
- Learning materials and training courses
- Persons with disabilities as the change makers
- Promoting social relationships and sports

It is rare to find national CBR programs across the world. It is even rarer to find national CBR programs which started in a pilot area with support from an outside agency and which were taken over by the national Government. The credit for this achievement goes to the Government of Mongolia for being attentive to the voices and needs of those citizens who were persons with disabilities.

We take this opportunity to thank the Government of Mongolia and all our different partners who made it possible.



Antonio Lissoni
President AIFO

A HISTORICAL OVERVIEW OF MONGOLIA COMMUNITY-BASED REHABILITATION (CBR) PROGRAM



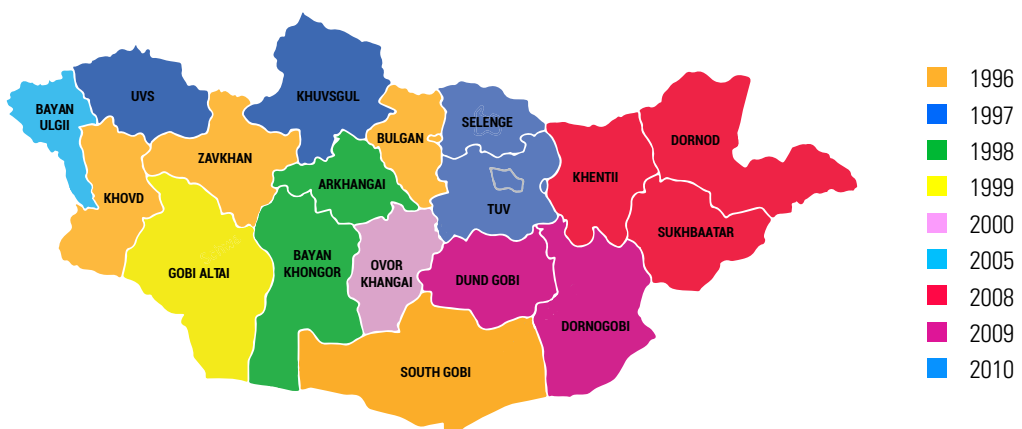
1992-1996: Training of National Trainers on CBR was carried out. The first course was held in 1992 when 15 Rehabilitation doctors from 6 provinces (provinces) and hospital advisory boards of Ulaanbaatar city were trained. It was conducted by Ann Goerdts, from WHO head-office and Lorenzo Carraro, AIFO consultant. The trained persons started the implementation of the CBR program in their areas.

1997-2001: EU and AIFO co-funded project. It covered 11 provinces and 6 urban districts of Ulaanbaatar city.

2001-2007: AIFO funded the CBR program. In 2005 Bayan-Ulgii province and 2 additional districts of Ulaanbaatar city were also covered under the CBR program.

2008-2010: EU and AIFO co-funded project. It covered the remaining 9 provinces and one Ulaanbaatar district.

2011-2015: It became the National CBR program (by Order No.216 of Minister of Health, July 2011) covering the whole of Mongolia.



Some of the key mile-stones of the National CBR program in Mongolia



- Established small scale Orthopedic workshop in every province (21 provinces);
- Equipped Public Health Information Center in 21 provinces, 9 districts of Ulaanbaatar city
- Equipped Rehabilitation Cabinets of 21 provinces and 9 districts of Ulaanbaatar city



- Equipped Rehabilitation Cabinet in Neurological department of Shastin memorial Clinical Hospital No. 2



- Established Rotating Credit Fund in every province and in all urban districts (21 provinces and 9 districts of Ulaanbaatar city)
- Established Revolving Cattle Fund in 30 rural districts (soums) of 21 provinces



- Translated the main training manuals into Mongolian (for example: CP Guide, Guide for spinal cord injury, Guide for Stroke, WHO Training manual on CBR (35 volumes), CBR Guidelines, CBR joint position paper, APCD Position paper: CBR and Inclusive development, Disabled Village Children, Home exercise for the people with disabilities, Child development under five etc.)



- Organized training courses for medical doctors, nurses, parents of children with disabilities, school teachers, persons with disabilities and representatives of Disabled People's Organizations for over 25 years.



- CBR core curriculum is developed by the National University of Medical Science for the undergraduate students.

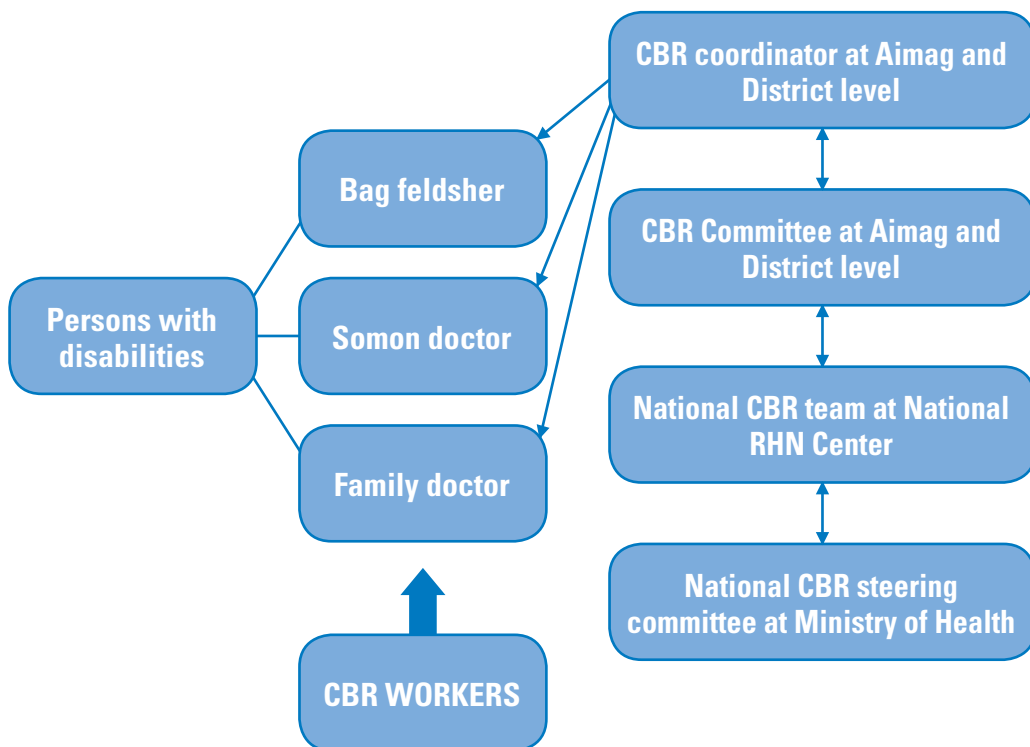


- Provided humanitarian aid (medical check-up, home pharmacy and “Ger”) to the community suffering from natural disaster “Zud” (the hard winter)



CBR Implementation in Mongolia

The CBR was implemented by CBR committees established at province (province) and district level using the existing health delivery system.



CBR committees at local level validated by the Order of Province/District Governors.

CBR committee consists of following members:

Chair	Head of Social Policy department, Chancellery
Coordinator	Health officer of Social Policy department, Chancellery/ officer of Health department/ Rehabilitation doctor/ Family doctor

Members of Provincial and District level CBR Committees:

- medical doctor
- school teacher
- person with disability
- Disabled People's Organization
- Volunteer
- Parent of child with disability

AIFO and National CBR program contributed to the following achievements:

2009 Mongolia ratified UN Convention on the rights of the persons with disabilities and Optional Protocol. (AIFO implemented a project)

2009 Common requirement to plan a space for persons with disabilities in public facilities and construction MNS 6055: 2009 (The norm of the accessibility was elaborated with AIFO support in 2006.)

2012 Disability development department is newly established at the Ministry of Population development and Social Protection to implement Article 33 of CRPD.

2016 Law on the rights of persons with disabilities, in line with CRPD, adopted by the Parliament of Mongolia. The Law introduced new terminologies including: universal design, independent living, reasonable accommodation and community based inclusive development service. (Tegsh Niigem NGO implemented EU and AIFO co-funded project).

2017 National program to promote the rights, participation and development of persons with disabilities (2017-2021) adopted by the Cabinet of Mongolia. It was elaborated on the basis of the CBR matrix.

2017 CBR guideline on health was approved by the Minister of Health (Order A/512, December 14, 2017). It was elaborated on the basis of CBR Guidelines (WHO, ILO, UNESCO and IDDC, 2010).

2017 National Disability Steering Committee (Cabinet resolution No.27, 2017. Amended with a Cabinet resolution No.289, 2018, September 14, 2018)

2018 Community based inclusive development service standard adopted by the National Standardization and Measurement Office of Mongolia. (Tegsh Niigem NGO and AIFO played a leading role in elaborating the standard).

2018 CBR Core Curriculum was elaborated and adopted by the National University of Medical Science. Undergraduate students will learn CBR philosophy. (AIFO and National CBR program supported the activity since 2013)

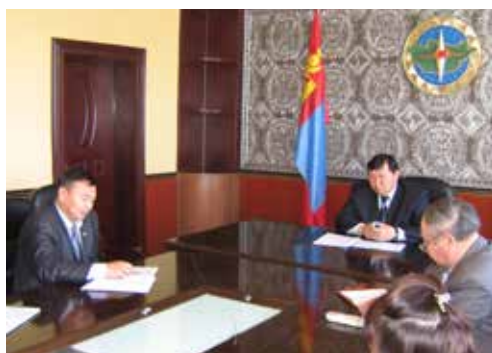
2018 Disability Action Plan to implement the National program to promote the rights, participation and development of persons with disabilities (2017-2021) approved by the joint order of the Minister of Labour and Social Protection (Order No.A/116), Minister of Education, Culture, Science and Sport (Order No.A/304) and Minister of Health (Order No. A/197).

2018 General Authority for the development of persons with disabilities, the Government implementing agency is established. The National Rehabilitation and Vocational Training Centre (the implementing agency of National CBR program) belongs to the General Authority.

Until 2001, CBR was implemented with a top-down approach. Since 2001, CBR was implemented with the twin-track approach.

CHAPTER 1. WORKING WITH THE GOVERNMENT AND THE PEOPLE OF MONGOLIA

Mongolia CBR programme started as a joint collaboration between the Government of Mongolia and the Italian NGO Amici di R. Follereau (AIFO) with technical support from the Disability & Rehabilitation unit of the World Health Organisation (WHO) in early 1990s. Thus, from the beginning, the CBR programme belonged to the Government of Mongolia, which had appointed a national programme manager who worked in close collaboration with AIFO.



Dr. Sunil Deepak, who was head of project office of AIFO during that period explained, “The support from Government of Mongolia was excellent from the beginning. During the initial years, Dr Nyamdawa, who was Minister of Health of Mongolia at that time, took personal interest in ensuring support to CBR programme. Every year, during the World Health Assembly in Geneva, he organised a meeting with officials from the Ministry, WHO and AIFO to review the progress of CBR programme.”

During the initial period, for a few years, there was an AIFO expatriate coordinator with a tiny staff but all the persons working in the CBR programme were persons working for the Government of Mongolia and persons from local communities. Over the years, AIFO brought in short-term consultants for conducting training courses and provided scholarships to build up the national capacity.



The Mongolian name of the CBR program was ‘Tegsh Duuren’, which means ‘Full Equality’



Dr. Mrs. Dulamjav, the ex-CBR coordinator of the Zavhan province of Mongolia when the CBR program had started, shared his memories about the national forum organised for the visit of Dr Pupulin and Dr VENZA in the following words – “In those days, we used to call the disabled people as ‘invalid people’. In 1991, a Forum of invalid people was organised in the national capital Ulaanbaatar. At that time, I was in charge of the out-patient services of the Provincial Hospital of Zavhan. I was asked to attend this forum. Five persons with disabilities from Zavhan accompanied me – one was a deaf person, another had a hip dislocation, one had intellectual disability and one had vision disability. It was an opportunity for us to visit Ulaanbaatar city, where

the doctors took us around to show us the specialised rehabilitation services. The people who attended the Forum were impressed by the respectful tone of the discussions. Probably it was the first time that we all heard about the principles of the fundamental human rights and about freedom and equal dignity for all people regardless of their difficulties and disabilities.”

Dr. Mrs. Dulamjav was the CBR coordinator of Zavhan province between 1993 to 2012. Regarding the first CBR training course he said, “CBR started in Mongolia when the country was transitioning from the communist regime to the market economy. When AIFO organized the first CBR training for the trainers in collaboration with WHO in 1993, besides myself, there was Dr. Mrs. S. Nina from Hovd province, Mr. A. Nasanjargal from Uvs province, and Ms. S. Narantuya from Bulgan province. The training lasted for 45 days and it was conducted by Mr. Lorenzo Carraro, AIFO consultant, Dr. Mrs. Dulmaa, who was an officer of the Ministry Health and Dr. Jadamba, who worked in the Regional office of WHO. They all contributed to introduce the CBR approach in Mongolia. After the training, we all started the CBR program in our provinces and worked as CBR coordinators for many years, while Dr. Mrs. Dulmaa was appointed as the national CBR program manager.”

Initial Years and expansion of the CBR program

As the program expanded, for managing all the activities which were not part of the national CBR programme under the Mongolian Government, AIFO identified a national NGO called “Tegsh Niigem”, which promoted activities in 3 areas of the CBR matrix – livelihood, social and empowerment, and worked in close cooperation with different Disabled Peoples’ Organisations (DPOs) and DPO-Federations. From the beginning of the program in 6 provinces in 1992, Tegsh Duuren/CBR program gradually expanded to cover the whole country.

To ensure multi-sectoral participation and collaboration of the different stakeholders in every new province (province) where CBR program was started, a CBR committee was setup, which included representatives of different government departments and DPOs.



Ms. A.Gantsetseg, from the Khentii province explained the starting of CBR in her province in 2007-08, *"When CBR program started in our province, we first organised a meeting of Management teams of the provincial stakeholders from health and social sectors as well as representatives of people with disabilities. Then, the provincial Tegsh Duuren committee was established. By the order of the Governor, the following persons were appointed: Mr. Battuya, Head of Social Policy department of the Governor's chancellery as Head of the committee while Dr. Ariunaa, a neurologist, became the CBR Coordinator. The committee members*

changed after the election of the new Governor when Mr. Ts.Erdenejargal, the Head of Social Policy department of the Governor's chancellery, became the Head of the CBR committee and Mr. E.Khongorzul, the social welfare officer of the Chancellery, became the CBR Coordinator."

Collaboration between the different departments may not be easy. Ensuring the order of the governor of the provinces for the nomination of the CBR committees was important to ensure multi-sectoral collaboration.



Ms. Yo.Gereltsetseg, CBR coordinator of the Bagakhangai urban district of Ulaanbaatar, explained her acquaintance with the CBR program and the initial steps necessary for starting it. At that time, it was not planned to start CBR in the Bagakhangai district. However, the Governor's office felt that CBR program was important and they wanted someone from their district to be trained and Ms. Gereltsetseg was chosen.

Ms. Gereltsetseg said, *"In 2010 I was working as an officer in the Governor's Chancellery of Bagakhangai district. Mrs. Densmaa, our Head of Social Policy Development Department, told me that a 3 days training program of CBR was going to be held in Dundgobi province and that I should participate to this program. We were having discussions about the implementation of this program in our district and it would have all depended upon my learnings from that training."*

Persons from other provinces going to this training picked her up. This visit was an opportunity for her to meet the different CBR coordinators and to learn from them. She said, *"I met persons like Ms. Norjin, who was the coordinator of 'Tegsh duuren' program in Bayankhongor province, she shared a lot of information with me. We had a lot of fun on the way to Mandalgobi. We sang songs and visited families in the countryside. I learned about the proposal and activities of CBR. After I got back to Bagakhangai, I spoke to the Governor and the order for our district CBR committee was issued. It had 9 members and our first activity was to train them.*

Then with support from AIFO office and Tegsh Niigem, we organised a training for parents of children with disabilities. After the training, those parents created their self-help group and they were lent some money from

Rotating Credit Fund to start their own business. They are now involved in many activities such as cell phone repairing, potato and vegetable cultivating, sewing and crafting goods. That is just one example, we have many other activities."



There is a turn-over of staff in the CBR program in the provinces and new persons need to be trained. Peer learning from other CBR coordinators plays a key role in this training. Ms. Sarantuya who became the CBR coordinator in Zavhan in 2010 shared her experience, *"After my appointment, I was invited to a meeting in the Health ministry in Ulaanbaatar. I was expecting to sit and listen to information about CBR. Instead, the first thing I saw was an exhibition of different products like beads, handicrafts and dairy products, made by self-help groups. It was like a market and it was completely unexpected. Besides gaining new experiences and new ideas from the exhibition, I was very impressed by the other coordinators, who have been working for many years and who shared their experiences with me. In the next two days I learnt a lot*

about CBR approach. Coming back to home, I organized a refresher training course for the physicians of 23 districts (somons) of our province. One of the very best practices of CBR program is that the trainings are organized in the field, where we can see the practical implementation and learn from the grassroots."

Importance of having CBR committees and trained medical and social professionals in the provinces



Persons in the provinces already know about their existing government services. Personnel of those services are part of the CBR activities. This allows persons with disabilities in the villages to take advantage of the existing services, thus receiving treatment from persons they already know and trust.

Ms. Gantuya from Arkhangai province shared her experience of receiving support from the CBR program in the Government run health centre: *"I had spinal tuberculosis and it caused weakness in my legs. I was unable to stand on my feet. I stayed at home for almost two years and felt very discouraged. A person from our village, Mr. Sandagdorj who had an amputated arm, came to our house and told me to visit the health centre. There I met Dr. Buyandelger who was our CBR coordinator. He taught me several rehabilitation exercises*

that I could do both at the Clinic and at home. After a lot of hard work, I saw an improvement in my health and was able to stand on my feet, which gave me confidence."

Rehabilitation therapies and medications can resolve some of the issues of persons with disabilities. However, many persons with disabilities face isolation and discrimination in their communities. For persons with chronic mental illness, lack of support and negative attitudes in the communities can result in relapses and complications. CBR approach can provide opportunities for bonding, for example within peer-groups, to overcome some of these difficulties. For example, a group of physicians working at a Health-Care Clinic in Sukhbaatar province who were looking after persons with mental illness, tried such an approach. Dr. D. Damdin, consultant psychiatrist, explained, *"With my colleagues Dr A. Adiyasuren, who is a psychiatrist, and Ms. A. Tsetsgee, who is a nurse, we decided to create a peer group of 15 psychiatric patients. It was an opportunity for them to get together for coffee,*

crafts making, games, or celebrating birthdays and holidays. They were meeting on every Tuesdays and Fridays. Moreover, they started sewing protective masks, hats, gloves and creating a safety box for income generations. It has been very helpful to them."

Sometimes, persons with disabilities form their own self-help groups for peer support. Awareness raised by the CBR programme, helps them to get support from the government institutions. Mr. Bathuyag, who has epilepsy and lives in Bayangol district explained, *"I have come out of isolation. There are 28 persons in our group who meet regularly in a room at the hospital. Dr. Batjargal, Director of the hospital (who was our National CBR manager) support us very much. He provides a room for us to meet."*

CBR program, being a part of the Government services, facilitates the CBR coordinators and workers to meet persons with disabilities who need support and to involve them in different activities. Ms. Nina works at the family doctor's centre in Bulgan district of Hovd province. She shared the story of Buyandelger, a deaf girl she had met in the centre, *"Buyandelger grew up in the orphanage, along with 2 of her sisters, who were also deaf. She had completed 8th grade at the special school No. 29 in Ulaanbaatar. In the school, she had learnt sign language. She writes very well and is very accurate. I invited her to join the CBR activities. Gradually she started bringing her friends to our activities. Now we have 10 young girls and boys with hearing and speaking difficulties, who come to our activities and create awareness about the needs of deaf persons and the importance of sign language in our district."*

Mainstreaming and Synergies between different government and non-governmental services

Working through the social welfare and health services of the provinces, CBR program has information and links with all the different services and programs and can guide the persons with disabilities needing support. This helps in mainstreaming and networking between different governmental and non-governmental services. Here are some testimonials from the CBR program which illustrate this point.



Mr. Soltanmurat in Bayan Ulgii province was worried about his son Nurbakhyt, who was deaf and faced discrimination in the village school. They decided to shift to the provincial town where one day Soltanmurat met Mr. Amalkhan, the provincial CBR coordinator. Amalkhan advised him to send his son to provincial rehabilitation centre where they have sign language teachers. Finally, Nurbakhyt could study, make friends and come out of his isolation.

With the support of CBR program, kindergarten No.3 of Saintsagaan district in Dundgobi province implemented a project titled "Equal inclusion of children with disabilities in education based on community involvement". The project aimed to mainstream the education of children with disabilities and promote support from other non-disabled children. In 2009, they started a mixed class of 8 young children with disabilities and 12 non-disabled children. CBR program provided accessible environment, teaching tools, toys and materials for this school as well as training for the school teachers. As a result, there has been notable progress in the socialization of the children with disabilities, while their communication skills and behaviour improved. Following the success of this initiative, a district survey was conducted to identify other children with disabilities and to include them in the education system.



At the community level, persons are aware of the vulnerable part of the population who needs support and can create synergies to answer those needs. For example, when CBR program was started in Orkhon province in 2004, the volunteers' training was organized. One of the training participants was a nurse, Ms. M. Bayantsetseg. Following this training and understanding the needs of severely disabled persons as well as those of severely ill bed-ridden persons, she started an initiative for providing home care through volunteers, that is still going strong and in these years, helped hundreds of families. They also run the "Centre for Prospering Goodness" and provide well-being education to the elders and people with disabilities, giving them opportunities for social interaction and sports.

Ms. Otgongerel, mother of Dorjzodov, a boy with cerebral palsy and learning disabilities in the Uvs province, explained how their local health centre became a meeting place for the parents, *"My son was lonely, he could not communicate properly and was very aggressive. One day Dr. Nasanjargal, the CBR coordinator of the province, came to our family doctor's post and conducted a training for parents. Our family doctor, Dr Oyunchimeg encouraged us and gave space in the centre and thus 12 parents joined together and decided to meet regularly. Together we helped each other and learned from each other. My son improved, he communicated better and became friendlier. Even today we meet there, because now they are my friends. At the same time, we can advise parents of other children."*

Promoting awareness and changes in the Government system

Being part of the Government system means that CBR program and persons with disabilities have many more opportunities to influence policies and decisions of different governmental departments.

For example, for the implementation of the UN Convention on the Rights of the Persons with Disabilities, the Government of Mongolia established the 'Department for Development of People with Disabilities' at the Ministry of Labour and Social Welfare. Mr. D. Ganbold from Khovd province who had a disability in one arm and had been associated with the CBR program and national DPOs for many years, was selected and recruited as a clerk in the new disability department. As part of his work he helped drafting the national law on the 'Rights of the People with Disabilities' and could influence the work of different departments and ministries.



Dr. Batdulam had a child with cerebral palsy, which prompted her to learn more about disabilities and attend training courses such as one on production of orthopaedic appliances. CBR program gave her a chance to learn and to share her knowledge and skills with others. She was the National CBR manager between 2006 to 2013, when she became head of Disability development department at the Ministry of Population development and social protection. She worked until 2018 in the Ministry and influenced different national laws and policies related to disability.

Conclusions

As the above examples show, working with the Government systems resulted in a national program which covers the whole country and has managed to have a specific disability department under the Ministry of Population Development and Social Protection. The CBR program has been taken over by the Government of Mongolia and is thus assured its sustainability.

During this period, training about CBR has been integrated in the medical, nursing and health workers' teaching curriculum and thus, all new health care staff knows about it. They see it as part of their role and not something to be done by some NGO.

Working through the Government system has also created positive synergies between the different government departments, and between the Governmental institutions and persons with disabilities and their organisations. Initiatives of parents and persons with disabilities have possibilities of finding support from local institutions and multiply their impact.

Ms. D. Tulgamaa, AIFO representative in Mongolia and L. Enkhbuyant, president of Tegsh Niigem were asked about the disadvantages of working with the Government. They pointed out the following difficulties:

- high turn-over of the Government staff. (every four years there is Parliament election and the staff at policy level is changed quite often);
- weak knowledge and information;
- weak in implementation of legal framework;
- no monitoring system
- weak reporting system
- no follow up
- it depends very much on the sustainability of the Government staff responsible for the program

Yet, they agreed that in spite of all these difficulties, it is important to work with the Government because it means that paid human resources are available for the program at all levels, the orders of the Ministry are valid at all administrative levels and it is a powerful body so that a lot can be achieved which would be impossible for a NGO on its own. According to them, the most important advantage of working with the Government is that it mainstreams disability into all national policies.

CHAPTER 2. WORKING WITH AND STRENGTHENING DISABLED PEOPLES' ORGANIZATIONS (DPOS)



Persons with disabilities and their families are the first and most important stakeholders of the CBR programs. The CBR Guidelines published in 2010 asked for promotion of *“empowerment through facilitation of the inclusion and participation of disabled people, their family members, and communities in all development and decision-making processes.”*

The national CBR program in Mongolia, working through a Community-Based Inclusive Development (CBID) approach, works in close collaboration with the national Disabled Peoples' Organisations (DPOs). Representatives of persons with disabilities are part of the CBR committees which manage the program activities at different levels – districts, provinces and national. It is a close and mutually reinforcing relationship – CBR program involves DPOs in its decisions and activities and provides support and networking for strengthening them; DPOs participate in, support and strengthen the CBR activities at all the levels.

Discussions with the different stakeholders in Mongolia brought out the following aspects of Best Practices in Mongolia related to the relationships between CBR and DPOs:

- It helps in creation of grassroot level DPOs, which may start as Self-Help Groups. It promotes networking between grassroot level DPOs and national DPOs.
- CBID programme supports capacity building of DPOs and promotes the formation of national federations of DPOs. It facilitates a dialogue between single and cross-disability DPOs. It promotes networking and sharing of experiences between national federations and DPOs with international federations and DPOs.

- CBID programme supports and promotes different activities of national DPOs and federations including advocacy activities for the respect of their human rights and the implementation of United Nations' Convention on the Rights of Persons with Disabilities (CRPD).

Working Together with DPOs

In early 1990s, Mongolia CBR program started as a trilateral partnership between (1) the Government of Mongolia which provided the political support, as well as the manpower and infrastructures for its implementation; (2) Italian non-governmental organisation (NGO) Amici di Raoul Follereau (AIFO) which provided financial and technical support; and (3) Disability and Rehabilitation (DAR) team of the World Health Organisation (WHO), which provided technical guidance. At that time, the program focused on activities in health sector. Though its strategy envisaged active participation of persons with disabilities, it did not consider the DPOs as its partners.

AIFO started the collaboration with National Federation of DPOs in 1998. In the beginning, the collaboration was limited to support for sports and leisure events and for organising exhibitions and marches for the international day of the persons with disabilities. A member of the Mongolian national federation of DPOs explained, "In the beginning DPOs didn't understand CBR program well. We all thought it was a program for doctors and professionals."



Mr. D. Ganbold, a person with disability who works for the Government of Mongolia explained, *"20 years ago, the non-governmental organizations of the people with disabilities had literally no support from the government and had only been working by their own efforts."*

The first project implemented jointly by Mongolian DPOs and AIFO was in 2005, almost ten years after the starting of CBR program. This situation is common in most CBR programs. There is a lack of trust and understanding between organisations of persons with disabilities (DPOs) and organisations working for persons with disabilities (NGOs).

In Mongolia, it took them 10 years to cover this gap and find a common ground for collaboration. However, once it started, it never stopped, and the partnership between DPOs and NGOs became a key part of the CBR program.

In 2006, some persons from the CBR program formed a national organisation "Tegsh Niigem", which worked closely with the Mongolian DPOs at different levels. In the past 15-20 years, the partnerships between national authorities, DPOs and NGOs has resulted in a number of achievements, including signature and ratification of the international Convention on the Rights of Persons with Disabilities (CRPD) and its Optional Protocol, the monitoring of the implementation of CRPD in Mongolia and the preparation of shadow reports by the DPOs, the creation of the Disability Development government department and adoption of CBR as a national program of the Government of Mongolia.

Annex 1 at the end of this document provides a detailed list of joint activities between AIFO and Mongolian DPOs, many of which were supported by the EU.

Grassroot level DPOs in the Provinces and districts of Mongolia

Persons with disabilities and their families often live in isolation, surrounded by different kinds of barriers, with limited knowledge about their conditions and without the opportunity to speak with others who are facing similar challenges. Persons often identify with their specific impairments and are unable to see their common identity as persons with disabilities. Knowing that there are other persons with similar conditions and understanding how similar barriers limit the participation of persons with different kinds of disabilities can be a first step towards empowerment. CBR program can promote this awareness, bring together persons living in the same communities to form self-help groups and link them with grassroot level DPOs.

D. Ganbold, a person with a disability in an arm from the Khovd province, explained the importance of meeting with other disabled persons for self-confidence improvement: *"Although a person with disability who has a job can have colleagues, they usually treat the person with pity due to his/her disability. This was how I felt. Being among those who have disabilities themselves, working with them, listening to their voices and opinions, it has instilled confidence in me that the people with disabilities can also work in the society, the same way as others, and have their voices heard."*



Mr. Bathuyag, has epilepsy and lives in Bayangol district of Ulaanbaatar. He shared his experience of becoming part of a peer support group, *"I felt very isolated and depressed. I had no friends, I was divorced, my wife had left me. In 2003, Dr. Ichinhorloo, a neurologist working at the Bayangol district hospital, who was also the district CBR coordinator invited me to a meeting of people with disabilities. I went to the meeting and saw so many persons that I was surprized. There were over 250 people in that room, I had never imagined that there were so many persons with disabilities in our district. There were many persons with epilepsy there. I realized that I am not alone. After that meeting, I joined a self-help group named "Quality of Life" which has some persons with epilepsy as members. Since then, our SHG has organized many*

different activities. I like meeting regularly with other persons who have epilepsy. They are my friends, they understand me. I have also started to understand many different issues related to persons with disabilities and I became able to see our problems from other perspectives. I felt more confident about myself. I found a woman I liked and we got married."



Ms. B. Enkhnyam, a person with mobility problems who uses crutches, is from Bayanzurkh urban district of Ulaanbaatar. She explained the role played by the local DPO in changing her approach to life. She said, *"In 2011, when I was working from home as an English-Mongolian translator, I met Mr. Oyunbaatar from the National Federation. He asked me: 'Why are you locked up in your house? You need to go out and have a social life.' He suggested that I meet Enkhtuya, who was coordinating CBR activities in Bayanzurkh. At that time, AIFO was organising a training course and I was invited to participate. I found out about the social, economic and legal conditions of people with disabilities in Mongolia. I also met many of other people with disabilities, I was not*

expecting to see so many of us. We are hidden and we are weak in expressing ourselves. I thought that I have to do more in helping other persons with disabilities, so I started to work with the Bayanzurkh committee for persons with disabilities. On 3 December 2015, on the international day of persons with disabilities, Bayanzurkh Citizens' representative asked me to work as disability specialist for our district. To help me, they even shifted my office from the second floor to the ground floor."



It is equally important for parents of children with disabilities to meet other parents, to share experiences, learn from each other and form their own self-help groups. Ms. Gereltsetseg is the CBR coordinator in Bagahangai district of Ulaanbaatar. She explained, *"We organised 7 different training courses for the families. 138 parents of children with disabilities took part in our trainings. Later, many of them formed their self-help groups. We facilitated them to get loans from the rotating credit fund, so that they could start their own income-generation activities."*

Once persons gain self-confidence and understand the situation of other persons with disabilities, they can become a resource for others. Mr. Ganbold from Khovd province said, *"I was working in Ulaanbaatar. I contacted the national federation to ask them in which way I could contribute to help other disabled persons and I started participating in DPO's activities. It made me forget about my disability. As everyone has a disability, we do not look at each other as someone with disability. To us, we are all ordinary persons."*

CBR program can also be an opportunity for persons who are already active in a DPO, to gain new skills and improve their effectiveness. Ms. A. Gantsetseg from Khentii was a farmer who became disabled in 2004 following an illness. She joined the provincial DPO and was elected as its head in 2006. CBR program was started in Khentii province during 2006-07. She said, *"When the CBR program started, there were different training courses in which I took part. They helped me to understand the role of DPOs and how we can become more effective."*

National level capacity building and networking

Often DPOs are national bodies of a small group of persons with disabilities who live in urban areas and are articulate to express their challenges and needs. Sometimes, DPO members are not aware of the different groups of persons with disabilities and the challenges they face. Some groups of persons with disabilities such as persons with mental illness, persons with intellectual disabilities, persons with conditions like epilepsy and leprosy, face barriers even in the DPOs. CBR programs can contribute to creating a wider network of DPOs, where new leaders can rise up from peripheral and more isolated areas, from among the poor persons and from all the different groups of persons with disabilities.

At national level, there may be existing national federations of specific groups of persons with disabilities. CBR programs can facilitate their coming together in cross-disability umbrella bodies, strengthen their national and international networking, and reinforce other skills such as those for advocacy and implementation of CRPD.



Mr. Ya Avirmed, was a researcher in a renewable energy institute when he became paralysed in the lower part of his body following a car accident. Today he is a disability activist and founder-president of Independent Living Movement Centre in Mongolia. He explained his interactions with CBR program and AIFO, *"I had an opportunity to participate to the capacity building training courses organized by AIFO, started in 2005. One of the training courses was on the 'Human rights of persons with disabilities. It was about the introduction of the text of UN Convention on the rights of the persons with disabilities. Mr. Giampiero Griffo from Disabled Peoples' International's Italy branch (DPI-Italy) was involved in this training. In 2006, human rights trainers were trained in collaboration with the National Commission of Human Rights with financial*

support from UNDESA. I also participated to a training course on advocacy and three-months management training course. These all help for my personal empowerment and helped me becoming a better leader who can fight for rights. Now I am teaching to the next young generations. We already have 8 independent living centers and the National Federation of Independent Living Centers has been established. It is implementing an EU co-funded project on independent living rights."



Ms. B. Chuluundolgor, president of the National Wheel-Chair Users' Association shared her experience, *"Then I had an opportunity to meet other persons in my condition, we were all facing the same difficulties. We talked about protecting the rights of the persons with disabilities and exchanged our views about ways to solve our challenges. That is how in 2005 I established the 'Wheel-Chair Users Association'. In 2006 I attended the very interesting training about the UN Convention on the Rights of the Persons with Disabilities and ways to ratify it in Mongolia, by Giampiero. It opened my eyes, allowing me to see the world in a different way. In that same year I attended a capacity building training for DPOs at the Management academy, organized by AIFO.*

Now I am leading the National Association of Wheel-Chair Users. We were part of the Working Group which prepared the Country report in 2009 on the implementation of CRPD. I participated in elaborating the DPOs' Shadow report to CRPD Committee in 2014. We have collaborated with state authorities in the elaboration of the National Law on the Rights of the Persons with disabilities in 2016 and National Disability Action plan in 2017."



Mr. Ch. Undrahbayar became paralysed following a head injury when he was studying in university and is the head of the Independent Living Centre (ILC) in Ulaanbaatar. He said, *"One thing leads to another. I met with Mr. Avirmed, who was at that time a Board member of National Federation of DPOs. He gave me a lot of inspiration. In 2010, I attended the training course conducted by Giampiero on CRPD and its ratification process. Then I had an opportunity to study in Japan in the 'Leadership' program for young persons with disabilities. I learned about management of NGO and social welfare."*

Independent Living Centre of Mongolia is playing an active role in an on-going Emancipatory Disability Research (EDR) in Ulaanbaatar. Regarding the EDR, Undrahbayar says, *"It is strengthening the capacity of DPOs. Emancipatory research is implemented in Mongolia for the first time, it responds to our social needs, requirement and desire of the people. It is important that persons with disabilities participate in the research and identify solutions based on their own desires and interests. We feel that it is the beginning of process for empowering young persons with disabilities. It involves young persons with disabilities who were isolated and closed, without a social life. They were trained to become the researchers. As they participate in the research process, they are starting to open up and the approach is very interesting. They have selected the research topics and, for the first time, they are talking about those issues with others. Their self-esteem is improving and they learn from each other. Every month they discuss about a new issue and they look forward to these meetings. When they come, they are excited. They are starting to express their opinions openly, they greet with others, they are proposing to change the meeting venue, they are proposing to invite guests."*

International level networking



Just as it is important to link national level organisations with persons and groups at grassroots level, it is also important to network internationally and learn new approaches to tackle the challenges.

Ms. B. Enkhnyam from Bayanzurkh district of Ulaanbaatar had participated to different training courses organised by the CBR program. She was selected for the "Disability and Equality" training organized by Japanese International Cooperation Agency (JICA). She explained, "36 trainers were prepared by this program and 6 of them became the senior trainers, I am one of them. We have been leading "Disability Equality Training" programs at other companies and organizations. It is important for people to understand the concept of disability through their activities and personal experiences rather than just talking about it. When participants from companies and organisations understand how our surroundings create obstacles and disable us, they start to look for solutions, such as fixing elevator or moving office room down." . In one year (2017), they trained around 6000 people from 200 public service organizations in Ulaanbaatar.



Ms. B. Chuluundolgor, president of the National Association of Wheel-Chair Users shared her experience of a journey in Italy: *"During our trip, we needed to go to a city close to Milan. We used an express train. Giampiero Griffo, who is also a wheel-chair user, accompanied us in the train. In the train, there was space for wheel chair users. I saw how persons with wheel chairs can travel in train so comfortably. Giampiero explained to me that it did not come automatically, they had to fight for it."*

After coming back from Italy, she decided to advocate for an accessible train in Mongolia, *"After coming from the trip we talked with AIFO Country coordination office on how to start the advocacy to have accessible train service in Mongolia. We planned it in a simple but interesting way. Before asking for a meeting with the Minister of Road and Transport, we asked Mr. Zorigoohuu, wheel chair user of Darhan-Uul province to use the train and come to Ulaanbaatar. The whole trip was documented with photos, starting from buying the ticket, reaching to the wagon, and entering to the wagon. As our trains do not have a lift, someone had to carry him to enter the wagon. Since there was no accessible toilet, he could not eat nor drink for 7 hours. All this was documented."*



Then they asked for a meeting with Mr. M. Zorigt, Minister of Road and Transport. AIFO supported this advocacy meeting. Mass media information was organized. The Minister Zorigt came with persons of his departments. In their presentation, they did not talk about data, statistics and laws. Their presentation lasted 5 minutes. They didn't make any speeches. They only showed pictures from train journey in Italy and pictures of the journey of Zorigoohuu. The meeting was very successful. The Minister promised them that he would have paid special attention to the issue and that, in three months, a working group would have been established to make accessible train wagons. All the main

TV stations broadcasted this meeting and showed an interview with the Minister. One week later, Chuluundolgor and Enhbuyant, were invited to the Monday meeting of the Minister's cabinet. She was nominated as a member of the working group and a plan of the work was made. According to the plan, the National Association of Wheel Chair Users started training for all staff of Mongolian Railway, MIAT (Mongolian Airlines) and Bus service organization. A total of 1500 people were involved in almost 40 training courses.

B. Chuluundolgor concluded her story, *"The team for making the train wagon accessible started their work in close collaboration with the DPO. It took three months of work to have an accessible wagon for the first time in Mongolia. When it made the first journey, the passengers were members of the National Association of Wheel Chair Users."*



Challenges and Conclusions

During the socialist period, in Mongolia there were only two DPOs: Blind association and organization of the Deaf and Mobility-limited persons. The Government had provided them with a building. Blind association had a factory, where blind persons worked. It was a Government factory, paid by the Government. In the 1990s, when Mongolia transitioned to the market economy, any one could start their own organization. Thus, persons with disabilities established their DPOs, but most of them had neither building nor resources.

In 1998, the National Federation of DPOs was established. Persons with disability asked the Minister of Health and Social Protection to become their President. Mr. Sh. Batbayar agreed to be a president of the Federation, while the executive director of this DPO was a disabled person, Mr. Zinaamider, a deaf person. They started to establish the association's branches in each province and district, where the Head of Social Welfare Offices headed them. This situation continued until 2000, when the DPOs decided that it was not the right way to continue and a person with disability, Mr. Ts. Oyunbaatar, became president. By 2008, 33 organizations had joined the federation.

Today, the majority of the DPOs are single disability organizations. The first cross-disability organizations started in 2006.



Mr. D. Ganbold, who has a disability in an arm and works for the General Authority for the development of persons with disabilities says, "Although the legal environment has improved, only the foundation has been made. Many issues are waiting to be resolved such as the implementation of the national law and implementation of provisions related to labour and employment, so that persons with disabilities can benefit equally from the social resources, and to ensure fair access to education. There are

still many challenges such as removing the environmental accessibility barriers for the people with disabilities to enable them to have mobility on their own."

Ms. B. Chuluundolgor says, "The accessible train wagon is operating twice a week, connecting Sukhbaatar to Zamiin Uud (north-south). Our accessible transport service is called SOS service and it has plans for both Ulaanbaatar Railway and MIAT airlines. We should have chairs in the waiting halls dedicated for the persons with disabilities, along with accessible toilets and informative boards. Some train platforms along the Sukhbaatar-Zamiin Uud line are becoming accessible for the people with disabilities. But our work is not finished, so much needs to be done.

Ms. D. Tulgamaa, the AIFO representative in Mongolia and L. Enkhbuyant, president of Tegsh Niigem feel that the situation of DPOs is improving. Young generation of persons with disabilities have some social life. Young people want more than waiting for social welfare pension. They are starting many

different activities. The DPOs are in the National Steering Committee of the Disability headed by the Minister of Labour and Social Protection and in the sub-committees in each ministry. DPOs are learning the skills of negotiation. Government is listening to the voices of DPOs. The Ministry of Labour and Social Protection has fixed a day every month to listen to the DPOs.

In their opinion, the impact of collaboration between CBR, Tegsh Niigem and the DPOs has been crucial. For example, a training was conducted on preparation of a shadow report on the monitoring of implementation of CRPD. Following this training the Mongolian DPOs prepared a Shadow Report which was presented to the CRPD Committee in Geneva during the Country Briefing. A delegation of DPO-representatives from Mongolia participated in this meeting in Geneva.

In 2017-18, through the INSPIRED PLUS programme, a baseline survey on employment of persons with disabilities was carried out. Then, CBR and Tegsh Niigem together with DPOs participated in a process of making of road map for strengthening the economic rights of persons with disabilities, with inputs from Ministry of Labour and Social Protection. Now Tegsh Niigem has signed a Memorandum with the Government Implementing Agency for the implementation of this road-map.

However, they also feel that very few organizations are attending activities at international level. Mongolia is still lagging behind in international networking and much more can be done.



Annex 1

Joint Activities Between AIFO and Mongolian DPOs



In 2005 AIFO supported a Project to revise Social Security law of the persons with disabilities in collaboration with National Federation of DPOs and Lobby group of the Parliament members. The project failed. We couldn't submit the draft law to the Parliament. We didn't study the situation deeply. As Cabinet was drafting the same law.

In 2006 AIFO implemented project funded by UNDESA on improving capacity building of National Federation of DPOs and its members organizations. First time the persons with disabilities are trained on human rights issues and text of CRPD, before its approval at UN. The project collaboration with National Commission of Human Rights. The project trained head of DPOs in management training in Government Management Academy, English language training course and computer training. As a result, 9 human rights trainers are trained. The human rights training course was conducted by Mr.Giampiero Griffo, DPI-Italy. After the Mongolia project CRPD was ratified by UN.

In 2006 Tegsh Niigem (Equal Society) NGO, serves to the society, is established for the purpose of contributing to the implementation of CBR approach and CRPD.

In 2008 with EU and AIFO co-funded project the Networking of DPOs collaborated with National Commission of Human Rights to let the Government of Mongolia ratify the CRPD and its Optional Protocol. Tegsh Niigem NGO played leading role in Networking of DPOs. As result the Parliament ratified the CRPD and its Optional Protocol in May 13, 2009.

In 2013-2015 EU and AIFO co-funded a project on "Protecting the rights of persons with disabilities of Mongolia through capacity building of civil society organizations" (EIDHR/2013/316-059). The project is implemented by Tegsh Niigem NGO. As a result of the project:

1. First time DPOs submitted Shadow report to CRPD committee in 2015. And the representatives of DPOs attended in Country briefing in Geneva during the CRPD session. On the based of the Shadow report and Parallel report to the List of Issues, the CRPD committee developed its Concluding Observation to the Initial Country Report.
2. Tegsh Niigem NGO started to collect human rights violation cases from grass root level.
3. In collaboration with Disability development department of Ministry of Population Development and Social Protection, the project elaborated National Law on the rights of the persons with disabilities. The Law is adopted by the Parliament of Mongolian in February 05, 2016.



In 2017-2018 Tegsh Niigem NGO was awarded sub-grant (EPD/SUB-TEG/2017-01) on Employment issue of persons with disabilities INSPIRED+Mongolia project under GSP+. The project (EIDHR/2016/376-918) is implemented by European Democracy for Partnership (EPD), Club de Madrid (CdM) and Netherland Multi party institution (NIMD). The project conducted baseline survey on employment issue of persons with disabilities. And first time a Roadmap to improve employment of persons with disabilities was elaborated with close collaboration with DPOs. To implement a Roadmap Tegsh Niigem signed MoU with the General Authority for the development of persons with disabilities, Government Implementing Agency in October 2018.



In 2018-2019 EU and AIFO co-funded project on “Closing the gap: a right-based approach towards independent living of persons with disabilities”, implemented by Tegsh Niigem NGO. The project is contributing to the implementation of Article 32 “Independent living right” and Article 22 “Community based inclusive development service” of the Law on the rights of the persons with disabilities. Within the project framework DPOs submitted the second Shadow Report to CRPD Committee. Tegsh Niigem NGO submitted the Shadow report in collaboration with National Federation of Independent Living Centers focusing on 4 main points: accessibility, independent living, education and employment. The representatives of DPOs attended in Country briefing in September 2018. On the based of the Shadow report, the CRPD committee sent the List of Issues prior to reporting to the Government of Mongolia. The Government of Mongolia will reply to the List of Issues within one year.



With current project Tegsh Niigem signed MoU with National Commission of Human Rights on collecting human rights violation cases from grass root through Tegsh Niigem branches and local HR offices.

The current project is also doing Emancipatory research among young and severe persons with disabilities of Ulaanbaatar city, which is first time in Mongolia.



CHAPTER 3. INCLUSIVE DEVELOPMENT – BRINGING TOGETHER PERSONS WITH DISABILITIES AND OTHER MARGINALISED GROUPS

Community-Based Rehabilitation (CBR) approach was defined as a part of inclusive community development. Mongolia CBR Program had adopted this Community-Based Inclusive Development (CBID) approach by mainstreaming disability (which means promoting inclusion of persons with disabilities in programmes and services meant for all the people) and through inclusive development (involvement of other groups of marginalised persons such as single parents and poor persons in its activities).

This Best Practice presents some examples of mainstreaming and inclusive development from the Livelihood domain of the CBR matrix, especially in terms of income generation activities. Mongolia CBR program has promoted a number of activities to support income generation activities from rotating cattle funds to formation of self-help groups.



Income generating activities, especially Rotating Credit Fund (RCF), started between 1997 and 2001 with an EU and AIFO co-funded project. In the beginning it covered 11 provinces and 6 urban districts of Ulaanbaatar. The RCF program was expanded to 9 more provinces and 1 Ulaanbaatar district between 2008 and 2010 with another EU and AIFO co-funded project. Finally, in 2015 the remaining province (Bayan-Ulgii) and 2 more Ulaanbaatar districts had started RCF. Thus, today RCF program covers the whole country. In 2001 AIFO also started to fund micro projects for self-help groups and DPOs at local level. Three microprojects were started in three provinces as a pilot initiative - Hovd Provincial CBR program started to implement a micro project on inclusive education; Bayanhongor Provincial CBR program started a self-help group for felt-making; and, Zavhan province started a self-help group on ice cream-making. Local Authorities supported these activities: In collaboration with Hovd Governor's Chancellery the project was implemented in the regular schools of all districts; Bayanhongor Governor's Chancellery and Zavhan Governor's Chancellery both provided public buildings for the self-help groups (SHGs). The success of those initial projects contributed to further implementation of such initiatives. Since then, more than 200 SHGs of persons with disabilities have been established in 21 provinces and 9 districts of Ulaanbaatar. Many of these groups also include other marginalised persons.

The above-mentioned activities could not benefit the nomadic persons with disabilities. For them, a Revolving Cattle Fund was started in 2008. Now, this Fund is established in more than 65 somons (districts) of the

21 aimags (provinces). It is for the individual person with disability to increase family income and provides cattle such as goats. After a suitable period, persons give back cattle to the program so that it can be given to other persons with disabilities.



In 2007, AIFO invited a consultant from India (Jose Manikattan) to train the provincial CBR coordinators in setting up and running SHGs. After this training, the CBR coordinators organized training courses for the people with disabilities, who wanted to be involved in SHGs or who wanted to get a loan and other financial support. The training covered different aspects such as, managing SHGs, saving money, writing project proposals and reports, etc.

All the financial schemes are operated by the local CBR committees under the Order of the Minister of Health, and there are simple guidelines about how to handle the Rotating Credit Fund, Revolving Cattle Fund and other Micro projects of SHGs. For these loans no property guarantee is needed, which is one obstacle for getting loans from the banks. The CBR committee members are responsible for selecting the persons and getting back the loans. All the procedures are based on community relationships and mutual trust.

During the annual seminars of CBR program, the representatives of SHGs are also invited to share their experiences with other participants. A national exhibition and many provincial exhibitions are held every year for the occasion of the International Day of persons with disabilities, where SHGs can showcase their products. Some provinces have their trade-fairs and exhibitions every year. Some provinces provide a counter in the local market to the SHG to sell their products. All these activities show the positive impact of Livelihood support activities of the CBR program, which depended on a close collaboration between community organisations (DPOs and SHGs) and public institutions.

Different Persons Bring Their Specific Skills to Income Generation

In Mongolia, the small and scattered communities make it important to adopt the CBID approach and involve different vulnerable groups in the income generation activities, even though the main focus is on persons with disabilities. Different persons in SHG can bring different skills that will lead to the success of the group.

A representative of 'Ed Iveh' self-help groups from Gobi-Altai province shared their experience which illustrates this point: *"A SHG were started in Yesunbulag district during 2007-2008. Initially only the people with disabilities were part of this SHG, but it was not very successful. They were not able to produce high quality products and they did not have the marketing skills. In 2008, we decided to change and to include non-disabled persons as well. This new group was called 'Ed Iveh' (Friendly Materials). We started producing traditional leather winter boots for men and women, using the traditional techniques, which looked like reindeer skin shoes though they were made from livestock shank-skins. Such boots are good for thermal insulation and are resistant to snow, farmstead, dirt and water. This income generation activity started*

with 4 persons (2 male and 2 female). Two of us were people with disabilities. The leader of the group, can do machine sewing. One non-disabled member goes around to collect the sheep and goat skins from agricultural markets and buying other necessary materials. One disabled person is in charge of removing the skin from the animals and processing it. Another disabled group member does skin preparation including skin cutting. We have assigned the tasks according to the skills of each one and our SHG is very successful."



Mrs. N. Nadmid from a SHG in Bayanhongor province shared her experience, *"Our group has 8 members. I, Bayarmagnai, Sharavjamts, Regmaa, Ariunaa, Otgonsuren, Lhagvasuren and Undrakh. We come from different families. Among us, there are persons with disabilities, single mothers and poor persons. We did a training on how to produce wool and felt products. The Governor's Chancellery gave us a room where we have established our 'Tegsh Duuren center of production and service'."*

Mrs. Gantsetseg from Khentii province said, *"I became disabled in 2004, following an illness. I became active in the DPO and became its president in 2006. This was the period when CBR program was starting in our province, so I attended CBR training courses. Now, I am responsible for managing the Rotating Cattle Fund in our CBR committee. We have helped 300 nomadic families so far, many of them who had a disabled family member. It helps people to build-up their livestock and incomes and then they give back cattle to help others."*



Mrs. Chimgee from the Chingeltei district, is the sister of a persons with chronic mental illness. She was the founder of 'Uran Has' (Skillful Jasper) self-help group which also makes traditional Mongolian boots. She shared information about her group: *"We have 5 members. CBR program gave us a loan of 300,000 Mongolian Tugriks to start our production. In our group, we all have different duties according to our skills. I am the group leader and I can do machine sewing and make zig-zag stitch. Ms. Nomindalai is a single mother, she cuts the leather and stitches it. She also knits. Mr. Gantulga is a person with mental health disorder, Ms. Battuya is a lady*

with hearing difficulty and Ms. Tsetsegee is an elderly person – they all attach soles of the boots and make the final products. They all live close to each other. So they save time and work hard."

Scaling Up - From SHG to Promoting Cooperatives and Companies

Another aspect of Livelihood activities promoted by the CBR program in Mongolia is the scaling up, so that at least a few SHG expand and transform into cooperatives or commercial companies, providing employment to a greater number of persons with disabilities.

Mrs. Nadmid, who was heading a SHG in Bayanhongor province, shared the successful story of their group, *"As we became successful and had more orders than what we could produce, we started training*

others, telling them to make their own SHGs. We also transformed our SHG into a cooperative society called “Khongoriin sor”. AIFO gave us funds to expand our business. 30 persons were trained and they started income generation activities like making deel (traditional dresses) and deft knotting for making carpets. It was once again a mixed group including persons with disabilities, parents of children with disabilities and poor families.”



“Ed iveeh” SHG from Gobi Altai province was also very successful. With a new loan, they bought one high-performance electric sewing machine, which helped them in increasing productivity and, consequently, their income. They bought a new workplace which had connection to water supply and sanitation pipeline. Their representative explained, “We now have a plan to purchase a vehicle to transport the livestock shank-skin from the commodities

market. This will help us to produce more boots. We are not able to fulfill our orders. We hope one day to give work to other persons with disabilities, purchase modern equipment, improve the design and finishing of our products, and expand the level of production.”

Promoting Traditional Skills and Crafts of Mongolia

While providing the means of livelihood to persons with disabilities and other vulnerable groups, the income generation activities of CBR program are also an opportunity to strengthen the traditional arts and crafts of Mongolia, safeguard the ancient heritage and promote it in the form of high-value products.



Batsanaa Zambaga from Orhon province was a 22 years old student of engineering college when he had an accident and broke his spine. He needed to think about how to continue to live. He met with the CBR coordinator of Orhon province and attended different training courses. He told his story, *“After my disability, I could not continue my education. I needed to change my profession. So I learnt making the traditional Buriat boots and children’s boots. Buriat is an ethnic minority in Mongolia which has a tradition of working with leather products. I asked for a loan from the CBR program and started my activity. In 2006,*

we formed a SHG called “Chin sanaa” (Real idea) and we were able to get a loan from Employment promotion fund of the Social Welfare. Our work was successful. Now I teach my skills to others, like persons with disabilities in SHGs, since there is demand for this kind of traditional products. I even taught it to 5 students of a vocational training centre.”

SHG “Uran has” in Chingeltei district of Ulaanbaatar also produces traditional Mongolian products. Ms. Chimgee from this SHG explained, *“We have been making Mongolian Traditional Boots of different kinds for more than 20 years. We make Buriat (ethnic minority) boots, boots for the Monks and boots for the Wrestlers. We also make Mongolian traditional dresses. There is a good demand for our products, not only in Mongolia but also from abroad.”*



Revolving Cattle Fund can also lead to a traditional occupation – making cashmere wool from goats. Mr. Gochoosuren lives in Hulun Buir district of Dornod province. He has three children. He told about the help received from the revolving cattle fund, *“We had few cattle, but we were poor. In 2000 I became disabled and my working ability loss was described as 60%. CBR program gave me 18 female goats from the revolving cattle fund. Last spring, we had 20 baby goats. The number of my cattle increased every year. Now I have about 100 goats. One goat gives around 350*

gram of cashmere. So I collect around 25-30 kilograms of cashmere every year. It is a very good income for me. Now we are comfortable and I can start paying back to the revolving cattle fund. Next year I will give the first 18 goats to another family who needs such a support.”

Mrs. Nadmid from the “Khongoriin sor” cooperative said, *“We identified 10 persons with disabilities who were isolated at home and were not going out. We taught them how to produce hand-made yarn from sheep, camel and yak wools according to our tradition. We use this handmade yarn to make our felt, which is again made according to the tradition. It is a high-valued product, not easy to find in other places. Our Bayankhongor province gave to us a special merit certificate for our work. Nowadays, our ‘Khongoriin sor’ cooperative participates regularly to many trade fairs and we get top positions for the quality of our products.”*

“Ed iveeh” SHG from Gobi-Altai province also prepares the sheep and goat shank skin in the Mongolian traditional method. The boot-leg is sewn, then put into the mold while the sole is made sticking rubber, to create the final product. The boots come in different colors such as white, patchy brown and patchy black. Their traditional boots are in high demand and now they produce them only for the pre-received orders. Sometimes, in the winter season, the demand for their boots is so high that they are unable to supply all of them.

IGA as Empowerment - Working in Peer Support Groups

Livelihood activities through SHGs and other peer groups are opportunities for persons with disabilities to go out, to meet people, to learn new skills and feel more self-confident. Many persons involved in the process say that it empowers them.



Mr. Sharavjamts from Bayanhongor province has a mobility disability. He shared his experience with the ‘Khongoriin sor’ cooperative, *“I had studied till 4th grade and then I went back to the countryside where I was herding cattle. Then my father died and I came to live in the provincial town, but I was unemployed. The cooperative offered to teach me how to make felt products. I became a skilful worker and that gave me self-confidence. I started studying in school as an external student and finished high school. Then I joined the Technological University*

where I graduated as an engineer. Now I have a job in Ulaanbaatar. I could do all this because at the cooperative I gained self-confidence."



Dr D. Damdin, consultant psychiatrist at the mental health centre in Sukhbaatar province shared his experience of creating a peer support group of persons with mental health problems, *"It started about 10 years ago. A group of 15 persons with mental health problems created a peer support group. They were meeting in groups of 5-6 persons for having coffee, making crafts, playing games, and celebrating birthdays and holidays. They were meeting on all Tuesdays and Fridays. Moreover,*

they also started sewing protective masks, hats and gloves. Then they took used juice boxes and from that created safety boxes where hospital staff could put used syringes, needles and other waste, and sold it to the hospital. The yearly hospital admission rate among these persons decreased by 50% and they seemed less anxious and stressed. Initially they were deeply depressed, sullen, could not look into other people's eyes and could barely talk to each other. Through this experience, they became happier, they are able to express themselves freely, share laughter and have fun with the others."



Mr. Lhagvasuren from Uvurhangai province is blind. He attended a training course about SHGs organized by CBR program. During the training he learned about human rights, helping each other, and sharing knowledge and skills with others, together with much more different information. After the training, together with other four friends who also had vision disabilities, he funded a SHG. He said, *"Now our SHG has more than 100 members. Earlier, I used to feel so lonely. I was depending upon others. Now I have so many friends. We saved money and started our own rotating credit fund. We are making paper bags and selling them. I feel that our families' and community's attitudes have changed."*

Conclusions and Challenges

Ms. D. Tulgamaa from the AIFO-Mongolia office and Mr. L. Enkhbuyant from Tegsh Niigem say, “Since the beginning, income generation activities in Mongolian CBR program involved not only persons with disabilities, but also other vulnerable groups, including single mothers and people living under the poverty line. Sometimes parents of the children with disabilities are involved in the activity. The main purpose of income generating activity is to improve the quality of life of the persons with disabilities. As communities are small, scattered over a very big territory, it is difficult to form SHG composed only of persons with disabilities. Another reason is that often SHGs need persons with different skills to be successful and accepting other marginalised persons makes that easier.”

While promoting the income generation and economic independence of persons with disabilities, these activities also strengthened specific indigenous traditions of different Mongolian communities in the country by the valorisation of traditional expertise.



An overview of SHGs along the years shows that some groups started with more people and then they reduced. Other groups were successful but they didn't expand. There are many reasons of this. Since there are no densely populated communities in most of Mongolia, often persons live far from each other, while transportation is limited. In addition, winter is too hard to let them meet regularly. During Summertime communities move near the rivers where there is limited

access to meeting places. The local markets are small. Some of them do not try to expand their business, but only to provide enough benefits for the members. These are the challenges of promoting SHGs and cooperatives in Mongolia.

CHAPTER 4. SIMPLE LEARNING MATERIALS AND TRAINING COURSES

An important area of best practices in Mongolia CBR program was its focus on building capacities of different groups of personnel, persons with disabilities, and DPOs through specific training courses. A key element of this activity was translation and publication of simple and easy-to-understand self-learning manuals and books.



Training has been a key component of the CBR program in Mongolia from the beginning. In the early 1990s when CBR program was started, Mongolia was coming out from a regime change and many of the doctors and health personnel could speak Russian. Thus, 4 scholarships were provided to train rehabilitation doctors in Poland and Vietnam, where they had Russian speaking trainers.

A cascade of trainings from national level specialist doctors going to community health workers were carried out. One by one, persons from different provinces (Provinces) were trained and provincial CBR committees were created.

As the program expanded, other kinds of training courses were added such as training about self-help groups and about the International Convention on Rights of Persons with Disabilities (CRPD). These trainings involved other groups including persons with disabilities, their families, and disabled peoples' organizations (DPOs).

Along with the training courses, CBR program also translated into Mongolian and published simple manuals about different disabilities, especially those prepared by the World Health Organisation (WHO). Experts from other countries were invited to conduct specific training courses.

A full list of training courses conducted by external experts and the different learning materials translated and published in Mongolian language is given in the annex at the end of this document. The idea of having simple learning materials which explain about the disability and how can persons and their families help themselves to take care of their bodies and to prevent worsening and complications, was revolutionary. These manuals and training courses used simple language and plenty of pictures and diagrams, to make them easier to understand even for persons with limited education.

Starting CBR in a province – Different Trainings Courses



As the CBR program was initiated in a new province, it started with trainings for different groups of stakeholders. The following testimonies explain the impact of these training courses.

Dr. Mrs. M.Dulamjav, the ex-CBR coordinator of Zavhan province for more than a decade said, *“When AIFO organized CBR training for trainers in collaboration with WHO in 1993, I was there. Other persons in this training included Dr. Mrs. S. Nina from Khovd province, Dr. Mrs. A. Nasanjargal from Uvs province, and Dr. Mrs. S. Narantuya from Bulgan province. After this training, we all started CBR program in their provinces and worked as CBR coordinators quite many years. That training was long, it lasted for 45 days and it was conducted by Lorenzo Carraro, AIFO consultant, Dr. Mrs. Dulmaa, officer of Ministry of Health and Dr. Jadamba, who worked in the Regional office of WHO. That course taught us about how to introduce the CBR approach in Mongolia.”*



Ms. Bayantsetseg, a nurse at the central hospital of Orhon province talked about her experience of participating in the volunteer training course in 2004, *“When ‘Tegsh Duuren’ program for the people with disabilities was launched in Orkhon province, a training for the CBR volunteers was organized. Many feldschers (health workers) took part in this training. I also participated and obtained in-depth knowledge of providing care for persons with disabilities. After this training, I developed my work in the home care for the people with severe disabilities as well as those who were severely ill and bed-bound persons.”*

Ms. Gereltsetseg, the CBR coordinator of Bagahangai urban district shared her experience of attending a CBR training in 2010, *“At that time, Tegsh duuren’ program organized jointly by AIFO from Italy and our Ministry of Health was already being implemented in 18 provinces and 6 districts out of 21 provinces and 9 districts of Ulaanbaatar. It had not yet been implemented in Bagakhangai district. I was*

working for Governor's Chancellery of Bagakhangai district. One day, Mrs. Densmaa, Head of Social Policy Development Department, told me that a 3-days CBR training program was going to be held in Dundgobi province and that I should participate in it and then start this program in our province. During that training, I met a lot of warm-hearted persons who shared their knowledge and skills with me.

Dr. Mrs. D. Norjin, who was the coordinator of 'Tegsh Duuren' program of Bayankhongor province, she was so good in sharing with me. After that training, we started CBR in our district and our first activity was a capacity-building training for the 9 members of our new CBR Committee."

Dr. Mrs. Sarantuya, CBR coordinator from Zavhan province, shared her impressions regarding the CBR training courses, "During the next two days I learnt a lot about CBR approach. Coming back to home, I organized a refresher training course for the physicians of 23 districts of our province. We organized many meetings with people with disabilities and listened to them. The training courses for the CBR coordinators continued to update us about the approach, its evolution, its transformation into Community Based Inclusive Development (CBID). One of the good practices of CBR program was to organize the training courses at local level in communities. It was very good experience to learn from the grassroots.

Once CBR program started, external experts were invited to provide specific skills. One such training was on orthopaedic appliances conducted by Mr. Chapal Khanabis.



Dr. Mrs. T. Batdulam, mother of a child with cerebral palsy and later for many years, national CBR program manager, shared her experience of participating in the training, "I started to work in the Kindergarden, where I had brought my son when he was six months old. National CBR program had organized a 10 days training course for the children with disabilities, especially moving difficulty, and a training for orthopedic technicians from rural areas. My son was one-year-old at that time. The CBR program contacted to our Kindergarden, asking to get children with cerebral palsy for the physical exercises and

orthopedic aids. I together with a physiotherapist attended that training in 1998. It was the first time that such kind of training was organized in Mongolia. And everything was very new and was very interesting to all the participants. At the end of the training course every child received the needed orthopedic aids. In addition I made extra pieces of orthopedic aids for our kindergarden. Bilegsaihan, my son, got orthopedic aids for his needs. His movements and health status became better using the standing frame and other aids."

The CBR program had a focus on health, livelihood, social and empowerment sectors while it had limited activities in education sector. Still some trainings on inclusive education were also organised as told by Ariunbat from Sukhbataar district, "Meantime CBR-Tegsh Duuren project had organized training course for teachers of primary and secondary schools and kindergartens. My class teacher also attended in the training course. Because of that, I was treated like other children when I was in primary class. But the situation changed when I moved to secondary class. Several teachers needed to give a lesson and every teacher had his/her own attitudes to me."

Training for SHGs and income generation

A key area of training for persons with disabilities and local DPOs was about self-help groups and income generation activities. These courses also touched on issues like saving money, setting up rotating credit funds, and creating cooperatives. The following testimonies are about the impact of these training courses. To help the nomadic population groups, CBR program in Mongolia decided to set up a rotating cattle fund.

In Khentii province, several training courses were organized by the CBR project. Mrs. Gantsetseg attended many courses and became one of the activists in the province. In the CBR committee she was responsible for managing the Rotating Cattle Fund to choose the nomadic families who could benefit from the Fund. She has helped over 300 nomadic families to benefit from the Fund till now, many of them with a disabled child or a family member. She said, *"CBR has completely changed my life. I am so happy with the success of our rotating cattle fund. Those families, they have their own livestock and have increased their family incomes. Today, I am leading the provincial branch of "Tegsh Niigem", the NGO working with the CBR program in the province."*



Dr. Mrs. B. Galya, CBR coordinator of Sukhbaatar district in Ulaanbaatar shared the story of Ariunbat who had cerebral palsy and epilepsy, *"Ariunbat's mother was very active. She wanted to help other families with disabled children and became our volunteer. While Ariunbat continued to study as computer operator at the Vocational training school of National Rehabilitation Centre, I invited his mother to join several training*

courses. She gained knowledge and different skills. Then she became a member of the district CBR committee and she was responsible for managing the Rotating Credit Fund."

Ms. Gereltsetseg from Bagahangai district of Ulaanbaatar shared her experience of working with parents of children with disabilities, *"Our next activity was the training for parents of children disabilities. So far, our Tegsh Duuren committee has organized 7 trainings in which 138 parents of children with disabilities have taken part. After the training, many of them have established their self-helping groups. Some of them were lent some money from Rotating Credit Fund of Tegsh Duuren program so that they could start their own business."*

DPO and Human Rights Training

Another significant area of training has been the capacity building of DPOs at different levels, first to promote advocacy for signing of CRPD and its Optional Protocol by Mongolian Government and then to monitor its implementation and prepare shadow reports. The following testimonies are about these trainings.



Mr. Ya Avirmed, founder of the Independent Living Centre Movement in Mongolia shared, *"Starting from 2005, I had an opportunity to participate in capacity building training courses organized by AIFO. One of the training courses was on Human rights of persons with disabilities. It was an introduction to the text of UN Convention on the rights of the persons with disabilities. The training was organized together with DPI-Italy. In 2006, with support from UNDESA, human rights trainers were trained in*

collaboration with National Commission of Human Rights."

Ms. B.Chuluundolgor, president of the Wheel-Chair Users Association of Mongolia said, *"In 2006 I attended in very interesting training on the text of UN Convention on the rights of the persons with disabilities and ways to ratify it in the country. It was conducted by Giampiero Griffo, DPI. It was one of those training courses which opened my eyes to see the world in different way. In same year I attended in the Capacity building training for DPOs at the Management academy, organized by AIFO. The training was very helpful. Now I am leading National Association of Wheel chair users."*

Ms. B. Enkhnyan from Bayanzurkh district of Ulaanbaatar said, *"AIFO was organizing several trainings on the theme of "Empowerment of people with disabilities". By participating in those trainings, I found out about social, economic and legal conditions of people with disabilities in Mongolia. It was a surprise for me to see so many of disabled people in Mongolia. I found that they were weak in expressing themselves. They were facing a lot of discrimination and had no access to social life. So, I knew that I had to work with them."*

Manuals on specific disabilities and their impact



For persons with disabilities access to information was a big obstacle. Lack of information and isolation made them close themselves in their homes, thinking that there were no opportunities for them. Sometimes, coming across simple and easy to read manuals was the first step to open their minds and to go out. As the list in Annex shows, Mongolia CBR program translated into Mongolian language and published different manuals. The following

testimonies are about the impact of one of those manuals – that for persons with spinal cord injury.

Mr. Ch.Undrahbayar who leads the Independent Living Centre in Ulaanbaatar said, *"One day my mother brought a handbook for the persons with spinal cord injury, which was published by CBR program*

"Tegsh Duuren". She said 'Read this book. My son, now you must get up". She had met with doctors, who had given the book to her. I did not answer her but afterwards, slowly I started to read it and did the exercises explained in it. Gradually my health became better and even more important, I regained my spirit. Gradually I decided that I wanted to meet with other persons who had spinal injury and I decided that I also wanted to continue studying and complete my university degree".

Ms. B.Chuluundolgor, president of Wheel-Chair Users' Association said, "One day the district doctor came to my home. She had brought me a manual for the persons with spinal cord injury. That manual helped me a lot. Every day I did my exercises for 4 to 6 hours. As a result my body became strong, I was able to use my wheel chair better and I was able to wash my clothes, cook and clean my home. My father made an accessible wooden toilet outside in the compound for me, according to the instructions in the Manual. This helped me a great deal because now I was able to manage my bladder and bowel like other persons, and not do them at bed."

Mr. Ya.Avirmed, founder of Independent Living Centres Movement in Mongolia and board member of national federation of DPOs said, *"One day the family doctor arrived to my home and brought a rehabilitation manual for the spinal cord injury patients. This was first time I had seen such a manual and got understanding about spinal cord injury. Then the doctor brought me other manuals and hand-outs. I read all of them, like I had to give an exam. From the book, I understood very well that a person whose spine is damaged, he can't get up. I also understood that if I want to find a job, I will have to rehabilitate myself. In the manual it was written 'The manual is published by National CBR - Tegsh Duuren program for the persons with disabilities, implemented by Ministry of Health and AIFO, Italian NGO', and I knew that I had to contact them and meet them. That was the beginning of my journey."*



Conclusions

In 2001-02, the World Health Organisation (WHO) came up with the 'Building Blocks' strategy for dealing with chronic conditions, which recommended greater involvement of affected persons, families and communities in their care. Two decades later, this strategy is still struggling for implementation though progress has been made for some chronic conditions such as diabetes, where there are simple learning materials in local languages and affected persons are expected to take an active role in their self-care.

Today with the spread of mobile phones, internet and online learning materials, videos and training courses, it is much easier for persons with disabilities to find information about their conditions, interact with peer groups and exchange experiences and information. Perhaps, today the need for simple easy-to-understand manuals is less important though we need to evaluate the availability of the kinds and quality of information regarding different conditions in different local languages of the people.

Over the last couple of decades, new technologies have been developed. From surgery for cochlear implants for deaf children to Augmented Alternative Communication (AAC) for children with speech difficulties and different kinds of assistive devices, we have different new tools to help to improve the participation and inclusion of persons with disabilities. Thus, the old manuals are no longer enough and more work is needed to ensure that the benefits of the new and emerging technologies can reach all the persons who need them in different parts of the world.

Annex

A list of important training courses conducted with the help of outside experts

- CBR training for trainers (August 03- September 01, 1992) by Anna Goerdts, WHO consultant and Lorenzo Carraro, AIFO consultant
- National CBR seminar (August 02-04, 1993) by Enrico Pupulin, WHO-DAR and Lorenzo Carraro, AIFO consultant
- Training on medical rehabilitation: range of motion and muscle test (May 23-June 13, 1995) by Lorenzo Carraro, AIFO consultant
- Training on medical rehabilitation (November 11-21, 1996) by Betty D. Mancao, WHO consultant
- Training on stroke (August 04-10, 1997) by Lorenzo Carraro, AIFO consultant
- Training on inclusive education (1999) by Ms. Agnes Meera
- Training for orthopedic technicians (1999) by Chapal Khasnabis, Mobility India
- Training on introducing a guide "Rehabilitation after the Stroke" (October 15-17, 2001) by Lorenzo Carraro, physiotherapist
- Human rights training for DPOs representatives (September 05-09, 2006) by Giampiero Griffo, DPI-Italy
- Training on self-help group for CBR coordinators (August 18-24, 2007) by Jose Manikkatan, Country Coordinator of AIFO-India
- Human Rights training for DPOs representatives (August 25-28, 2008) by Giampiero Griffo, DPI-Italy
- Human rights training for DPOs representatives (September 17-21, 2009) by Giampiero Griffo, DPI-Italy
- Training on Emancipatory Disability Research for young disabled researchers (May 28-31, 2018) by Sunil Deepak, AIFO Consultant

A list of manuals translated and published in Mongolian

Training in the community for people with disabilities (WHO, 1989)

Disabled village children: A guide for community health workers, rehabilitation workers and families (David Werner, 1987)

Training manual on the Human Rights of Persons with Disabilities (edited by Francesca Ortali, AIFO and Giampiero Griffo, DPI-Italy, 2007) /English and Mongolian)

Promoting the development of young children with Cerebral Palsy (WHO, World Confederation for Physical Therapy, World Federation of Occupational Therapists, 1993)

Promoting Independence following a Spinal Cord Injury, Manual for mid-level rehabilitation workers (WHO, World Confederation for Physical Therapy, World Federation of Occupational Therapists, 1996)

Promoting independence following Stroke: A guide for therapists and professionals working in primary health care (WHO/DAR, AIFO, 1999)

CBR: A Strategy for Rehabilitation, Equalization of Opportunities, Poverty Reduction and Social Inclusion of People with Disabilities (WHO, ILO, UNESCO Joint Position Paper 2004)

Home exercise manual (Janet Bezner, PT, DPT, PhD, 1998)

Early detection of disability for children under Five (Professor Dr.Soeharso Community based rehabilitation development and training center, 1995)

Relevance of CBR and Inclusive development in post 2015 Development agenda (CBR AP network, APCD)

Transforming Lives: Mental Health Care of the Community (Dr. Lourdes Ladrado-Ignacio, and Dr. Anselmo Tronco)

Mental health care services in primary care (Yu.A.Aleksandrovskii, 2007)

UN convention on the rights of the persons with disabilities (simplified version) (National Commission of Human Rights, 2008)

Essentials of good communication (National Commission of Human Rights, 2008)

Community-based rehabilitation guidelines (WHO, ILO, UNESCO, IDDC, 2010) translated by AIFO, with Mongolia CBR program examples and published by World Vision

World report on disability: Summary (WHO, World Bank, 2011) translated by AIFO and published by WHO

CHAPTER 5. PERSONS WITH DISABILITIES AND FAMILIES AS CHANGE-MAKERS



CBR programs can promote a number of activities through which persons with disabilities play an active role, gain confidence, find ways to overcome barriers and become change-makers and leaders. Having persons with disabilities as CBR workers at different levels of the program can be a good way to promote positive role models to inspire and motivate others. There can be many other ways to reach this same goal.

Often persons with disabilities live in isolation caused by the barriers. They lack information about their disabilities and have no contacts with peers. Sometimes, even their families face stigma. Participatory and inclusive processes in CBR programs can bring them into contact with other persons with disabilities, promoting a sharing of experiences and building self-confidence.

In CBR programs, through the CBID approach, many persons with disabilities become change-makers by carrying information and ideas to disabled and other vulnerable persons in the communities. They may form single disability or cross disability groups. For income generation, they may join other vulnerable population groups to create wider initiatives. Even their family members can become resources for the communities, promoting activities which benefit other persons with disabilities.

Peer sharing of information and ideas to promote change

Meeting with other persons in similar conditions and sharing experiences and ideas with them is a common thread in many stories shared by persons involved in Mongolia CBR program, which marks a significant turning point in their lives. The following testimonies are about such encounters.

Ms. Gantuya from Arhangai province, had lost the use of her legs following an illness. Following this, she had closed herself in the home, thinking that her life was finished and she would not achieve anything positive. She was at home, isolated from friends, neighbours and community for almost two

years when a disabled person, Mr. Sandagdorj came to visit her. He had an amputated arm and had been part of the CBR program. Gantuya explained, *“He came to our house and told my mother about an opportunity for rehabilitation therapy through the Tegsh Duuren– CBR Program. He advised my mom to make an appointment with a CBR Program Coordinator of our province, Dr. D. Buyandelger. Later, I found that Mr. Sandagdorj was a member of local Tegsh Duuren Committee. Dr. Buyandelger gave me hope, he taught me different exercises. It was a lot of hard work but I saw an improvement in my health and could even stand up with support. It was like a miracle, it boosted my self-confidence. That was the turning point in my life.”*



Mr. Ya Avirmed, board member of the national federation of Independent living centers and founder of Independent Living Centres Mongolia had also closed himself at home following the car accident in which he had become paralysed. He recounted the story of what brought him out of his home, *“One day a guy came to my home. His name was Tsogtsaihan. He was a volunteer of the sub-district administration of Bayangol district, and he had come to my home because they were registering all the persons with disabilities. After talking with me he said, ‘You are educated, your brain is good, you can do so much. Compared to you I have serious problems in my head, I am not good at remembering and learning. If I can go out and work, why can’t you?’ After some days he came back and told me, ‘Let’s go out’. His words were completely unexpected for me. I used to think that I am paralysed, I cannot go out. When I go out, someone has to prepare me, someone has to support me to the lift or carry me. His words forced me to rethink about myself. On that day we went out to a place about 3 to 4 km from my home. It was the office of the National Federation of DPOs. There was a Federation meeting that day and in that meeting he proposed my name as a Board Member of the Federation. Till that day, I did not even know that there was an organisation of persons with disabilities. He opened up the world for me.”*

Formation of peer groups, self-help groups and voluntary organisations to promote change

Often persons with disabilities and their family members form groups, where they meet to talk about their challenges and learn from each other. Often such groups become registered as self-help groups and start income generation activities. Sometimes, persons with disabilities can gain autonomy and self-esteem and decide to form their own organisations to help other persons with disabilities and be change-makers in their communities. Sometimes, the group identity is wider and includes other vulnerable persons. The following testimonies concern this kind of development.



Ms. Saran had a mobility disability and was working in her family business in Bulgan province, when she first came in contact with the CBR program and went to one meeting. That meeting had a strong impact on her and she decided to become a CBR volunteer and later, became a CBR committee member. She told her story, *"Even though I was also disabled, but I had a job. So I really didn't understand the situation of other persons with disabilities who were living in the province. Attending that CBR meeting opened my eyes. I realized that persons with disabilities need support and they need communities to listen to their voices. So, I became a CBR volunteer. That experience gave me understanding about many other issues. I felt that we, persons with disabilities, need a place where we can meet and get information. So, I formed an NGO*

called "Orgil Meej". Together with other persons with disabilities, we formed 2 self-help groups. We got a loan from the Rotating Credit Fund of the CBR program and started a mobile phone repairing workshop and tailoring workshop. In October 2018, we have established a Development Center for the children with disabilities. Currently 12 children with disabilities are benefitting from this centre. We are also collaborating with "Tegsh Niigem" NGO and with the Human Rights officer of Bulgan province, to collect information about human rights violation cases."

In Bayanhongor province, a group of 8 persons (Nadmid, Bayarmagnai, Sharavjamts, Regmaa, Ariunaa, Otgonsuren, Lhagvasuren and Undrakh) were students of a vocational training course on producing wool and felt products. They were all poor and included single mothers and persons with disabilities. With the support of the CBR program, they decided to create a self-help group. Their SHG was successful and they earned good incomes. Nadmid, one of the group members explained, *"We wanted to reach out to other persons with disabilities. We proposed a project called "Supporting livelihood of persons with disabilities by teaching them felt product processing and knitting". We taught sewing and deft knotting skills to 30 persons. There was another group of persons with disabilities, about ten of them. They were isolated and not going out of their homes. We gave them washed wool so that they could spin yarn at home and earn money. This helped them to become more self-confident, to meet with others and come out in the community. Till now, we have trained more than 450 persons in our cooperative."*

Mr. Batsanaa Zambaga from Orhon province formed his SHG called "Chin sanaa" (Real Idea) in 2006. They wrote a project proposal and got a grant of 1 million Tugriks from the Employment promotion fund from the Social welfare scheme. He explained, *"We started to teach skills to other people. First, I taught making Mongolian traditional boots to the members of our SHG. Then as our work expanded, we taught it to 6 persons with disabilities and 5 students of vocational training center. Having a skill and earning money for our work, gives us self-confidence. To be together, to talk with each other, we make friendships and become stronger."*

Mr. Batkhuyag had epilepsy. In 2003 he met Dr. Mrs. M. Ichinkhorloo, who was a neurologist at the Bayangol district hospital and was the CBR coordinator of Bayangol district in Ulaanbaatar. Mr. Batkhuyag told, *"One day Dr. Ichinkhorloo called me and invited me to a meeting. I went to the meeting and saw many people with epilepsy and other disabilities. I had never seen so many people with disabilities together in one hall. There were over 250 people. That meeting made me realize that I was not alone, there are other persons who face the same challenges. We decided to create a self-help group named "Quality of Life" with other persons with epilepsy. Since then our SHG has organized many different activities. We like meeting quite often and spend time together."*

Before this SHG, I was mostly talking to nobody, staying at home and I was always afraid of going out. Now I am busy with other work, I don't want to waste time, though I try not to take on too much work and burden myself. In our group there are 28 people who meet regularly. We meet at the hospital. Dr. Batjargal, Director of the hospital is very supportive, he provides a room for us to meet."

Mr. Lhagvasuren is from Uvurhangai province. He shared his story, *"I was born blind. My parents sent me to Ulaanbaatar, where I stayed with relatives and studied in the special kindergarden school. But I was not happy. After finishing 5th standard I went back to my home. Even there I felt very lonely. I could not work with cattle rearing, which was our family business. So, I moved to provincial town. There in 2008, when I was 27 years old, I attended a CBR training course on SHGs. I learned about things that I had not thought about before such as human rights, about helping each other, and sharing our knowledge. After that training together with other blind persons, including some of my friends (A. Bayarjargal, B. Amarjargal, S. Baatar and G. Amgalantsetseg), we decided to form our SHG. Our main goal is to identify people with seeing difficulties, help them to become active in social life, and refer them to social welfare schemes. Now we have 100 members. We took a loan and started a paper-bag making business. The SHG has changed my life. I have friends, I am active and I think that community looks at us differently."*



Ms. Otgongerel is the mother of Dorjzodov, who was born with cerebral palsy and lives in Uvs province in the north-west of Mongolia. She shared her story: *"My son was very lonely, others could not understand when he spoke, he was very aggressive and unable to communicate with others. In 2004, one day Dr. Nasanjargal, CBR coordinator of Uvs province came to 'Munhbishrel' family doctor's post in our area and organized a training for parents of children with disabilities. I participated and liked it, because it was very informative. After that training, 12 parents, we*

decided to join together. We invited Dr Nasanjargal together with our family doctor K.Oyunchimeg for a meeting with our group. We got some more information how to work with and improve our child. We decided to meet at the family doctor's post every month. In the beginning we got acquainted with each other. We taught to our children how to greet others. We organised playing sessions with toys. As a result, our children liked to come to our meetings at the family doctor's post. Previously they didn't like to go to a doctor, they were afraid, they cried and used to run away. As they could not sit quietly, we were drawing, pointing to objects, using colors, playing puzzles, playing with toys, singing and using clays to make different objects. A visible change came to our children. The children started to play, greet with others, look at the persons, understand what the others were saying and became less aggressive. Among our group, 4 persons together formed a Self-help group named "Chin Husel" (Real Desire), got a loan and started income generation by processing sheep wool and making felt mattress and felt covers. Our children used to help us. After 15 years, we are still in touch with each other. Being part of that group made a real difference to our and our children's lives."

Promoting wider changes in the policies and services

Persons with disabilities, when they come together, form groups and organisations, and become more self-confident, they can promote even bigger changes in the country by fighting for their rights, and doing advocacy for changes in national and local policies, laws and institutional practices. These activities and their impact have already been illustrated under the chapter on creating grassroots DPO and strengthening DPOs. Some of those testimonies are shared here.

Mr. Ganbold Damdin from the Khovd province, who has a disability in one arm and works for General Authority for the development of persons with disabilities said, *"In order to ensure the implementation of the UN Convention on the Rights of the People with Disabilities, the Government of Mongolia has established the Department for Development of People with Disabilities at the Ministry of Labour and Social Welfare, in which I was selected and recruited as a clerk. As the Ministry staff in charge of the relevant affairs, I worked in the taskforce to prepare the 'Law on the Rights of the People with Disabilities'. My comments were also reflected in the drafting of this law. My personal experiences of being a person with disability as well as my experience of working with the DPOs and understanding the issues and challenges of other persons with disabilities, gave me an understanding about what was important in the law. The draft of the Law was based on the principles of the UN Convention on the Rights of the People with Disabilities. I had attended DPO-training course about CRPD, I knew it well. I had also done work on how to monitor the implementation of the law. So, in the Ministry, I could make suggestions to make sure that the law should be practical and implementable in real life. I could assess the aspects related to violation of human rights of the people with disabilities."*



Dr. Mrs. T. Batdulam is the mother of a young man with cerebral palsy. She explained, *"20 years ago, to help my son, I learned everything I could about his disability and I worked in the kindergarden where he was studying. That brought me in contact with CBR program and I attended the training course on technical appliances. My background and disability experience helped me to become the manager of national CBR program for the Government of Mongolia. During my presence in the Ministry, the national law on the rights of persons with disabilities*

was prepared and adopted by the Parliament of Mongolia. We included CBR concepts in the training of community health workers, nursing and medical students. Now I am teaching at the National University of Medical Sciences in Ulaanbaatar and we are looking at training of health and social personnel to answer our future needs about disability and ageing."

Ms. B. Enkhnyam, from Bayanzurkh district of Ulaanbaatar, has a mobility disability following an injury when she was a child. In 2011 she came in contact with the national federation of DPOs and attended different training courses organised by the CBR program. She shared her story, *"From those training courses I found out about social, economic and legal conditions of people with disabilities in Mongolia. I met many of other people with disabilities, and I had no idea that there were so many disabled persons. I thought that I have to*

do something to improve their condition. I spoke to my husband. He told me that since our children are now grown, I can devote more attention to working with other persons with disabilities. Thus, I participated in the "Disability and Equality" training organized by JICA of Japan. 36 trainers are prepared by this program and 6 of them became the senior trainer, I was one them. After that training, we have been leading "Disability equality training" programs at other companies and organizations. It is important for people to understand the concept of disability through direct experience rather than just hearing about it. We teach companies how they can remove barriers and have persons with disabilities as employees. In 2017, we trained around 6000 people from 200 public service organizations in the city."

Family members also become resources for the communities



Not just persons with disabilities, but also their families can become resources for other disabled persons as well for vulnerable persons in the communities.

Ms. Gantuya from Arhangai province said, "My mother saw how CBR program helped me to change my life. It served as a stepping stone for her to support children with disabilities by forming a community-based group for improving health of disabled children and enhancing their social

interaction. She became a CBR volunteer and does home visits to families with disabled children."

Ms. Chimgee from the sub-district No.12 of Chingeltei district of Ulaanbaatar is the sister of person with disability due to chronic mental illness. Following a CBR training, she was instrumental in setting up a SHG called 'Uran Has' (Skillful jasper). This group includes single mothers, poor persons, old persons and persons with disabilities. The group has experience of making Mongolian traditional boots for more than 20 years. Ms. Chimgee said, "I met with Mr. Yu. Tsolmon, the CBR coordinator of Chingeltei district. I attended CBR training courses and other activities. They gave us a loan from the Rotating Credit Fund of CBR program to start our work. We have been successful and we have helped many other persons."



Conclusions

In the starting years of CBR program in Mongolia, there were no specific services for persons with disabilities. Through the CBID approach, the CBR program was a stimulus to promote awareness and transformation in many persons with disabilities and their family members, who became change-makers and strengthened the fight for adequate services, mainstreaming, inclusion, participation and human rights. Many of them joined and created self-help groups and disabled peoples' organisations. They have played an active role in ensuring that Government of Mongolia signed and ratified the international Convention on the Rights of Persons with disabilities (CRPD) and its Optional Protocol and then contributed in the preparation of the law for implementing CRPD.

The work of those persons with disabilities and their families, continues even today. They are monitoring the implementation of CRPD and preparing shadow reports for the U.N. Commission on Human Rights. Through initiatives like Emancipatory Disability Research (EDR), groups of young persons with disabilities are continuing their work to understand the different barriers surrounding the lives of disabled persons in Mongolia today and to search for strategies to overcome those barriers. They are the leaders in promoting a positive change in their own lives and in those of other persons with disabilities.

Ms. D. Tulgamaa, AIFO Country Coordinator in Mongolia, and L. Enkhbuyant, the Head of Tegsh Niigem added, "There have been so many CBR activities in Mongolia where persons with disabilities took an active role in promoting changes. For example, in 2006, CBR programme collaborated with National Authority on Children in organising a national assembly. During this assembly 150 children with disabilities from different parts of the country came to Ulaanbaatar. For their participation, a ramp was built on the children's Palace in the capital. Groups of children with disabilities went around to different ministries to create awareness. During the assembly, they shared their experiences. As a result of this assembly, Deputy Prime Minister of Mongolia declared specific activities for supporting children with disabilities."



CHAPTER 6. PROMOTING SPORTS & SOCIAL INTERACTION FOR PARTICIPATION AND EMPOWERMENT



Facilitating participation in sports and ensuring an attention towards “leisure activities” play an important role in the promoting participation and empowerment of persons with disabilities through building of self-confidence, meeting and interacting with peers, opportunities for friendships and social relationships and providing positive role models.

Leisure and sports activities, have often been restricted to special schools and

institutions. However, the special schools and institutions are usually grossly insufficient to answer the needs of all children and young persons with disabilities. At the same time, they are cut-off from mainstream schools and services, so that after finishing the stay in those special institutions, young persons with disabilities often find themselves closed and isolated in their homes, without other options.

Mongolia CBR program adopted the Community-Based Inclusive Development (CBID) approach, promoting social inclusion, community participation and mainstreaming, and joining with other marginalised population groups. Promoting social interaction, leisure activities and opportunities for participation in sports are part of the CBR program in Mongolia. Ms. D. Tulgamaa, coordinator of AIFO-Mongolia office and Mr. L. Enkhbuyant, president of Tegsh Niigem NGO explained that *“We didn’t organize any specific sport activities in the CBR program. Instead, we support the sports, leisure and social interaction activities organized by DPOs at national, provincial and district levels. On the occasion of the International Day of the Persons with Disabilities, on 3rd December of every year, most DPOs organise such activities and CBR program has supported them. In districts, DPOs have indoor sports including darts and billiard. Though we ourselves did not provide any resources for the participation of disabled athletes in the Paralympics, when persons with disabilities won any medals, they become important role models for others and we involve them in CBR program. For example, when Mr. Dambadondogiin Baatarjav won the gold medal for archery at the Beijing Paralympic games in 2008, all the disabled community celebrated him. He was invited to many important events and shared his experience with the people. He is now the president of the United Federation of the persons with disabilities.”*

Every year the Paralympic competition is organized in Ulaanbaatar at national level. The provincial authorities provide funds for the participation of the persons with disabilities in this competition. Some provinces celebrate the achievements of persons with disabilities in this competition. Some of those athletes are part of the CBR program.



CBR program has also contributed to other sporting and social activities such as the walk of persons with disabilities from Darhan-Uul province to Ulaanbaatar. For example, in 2018 and 2019, Tegsh Niigem and National Federation of Independent Living Centers are organizing the Mongolia Try marches in the provinces. In 2018 the march was organized in Arhangai and Zavhan provinces. In 2019 it will be organized in Dornod and Suhbaatar provinces. These marches help in making disabled persons visible, and at the same time, they are social interaction opportunities.



Following the example of Mr. D. Baatarjav, many children and youth with disabilities have started participating in sports and some of them have won medals. For example, Mr. E. Sodnompeljee got a bronze medal for power lifting and B. Uuganhuu, got a bronze medal for judo at the 2016 Rio de Janeiro Paralympics. Children with Down syndrome attended to Special Olympics in 2019 in USA. A young woman, who teaches at

the National University of Medical Science in Ulaanbaatar, and who has a leg amputation, runs a group called Achilles club for disabled persons who like running and every year. They attend the Marathon in USA.

Below some more testimonies from Mongolia CBR are presented related to how CBR promotes social interaction, and leisure-sports activities for persons with disabilities.

Social Interaction

CBR program provides many opportunities for persons with disabilities and their families to meet, to have social interaction, and to make friends.

Mrs. Otgongerel from Uvs province shared her experience of social interaction for her son Dorjzodov, who has cerebral palsy, *"Parents of more than 10 children with disabilities started to come to the family doctor's post every month. In the beginning we got acquainted with each other. We taught our children how to greet the persons. We organised many interesting activities by using toys. We were drawing, pointing to objects and colors, playing with puzzles, playing with toys, singing and using clays to make different objects. There was a visible change in our children. The children started to play, greet others, look at the persons, understand what the others were saying, and became less aggressive. Now my son is grown up, and is 20 years old. He helps in house work, preapring fire woods etc. I am very happy for that and I am proud of my son."*

Dr. Mrs. Damdin, a psychiatrist, explains the changes among a group of persons who had mental illness, when they started to meet regularly outside the hospital surroundings, *“It became a routine that 5-6 of those persons, they gathered together for coffee, crafts making, games, or celebrating birthdays and holidays on every Tuesdays and Fridays. Moreover, they started sewing protective masks, hats and gloves and selling them. Then they came up with the idea of creating safety boxes from used juice cartons, in which nurses could put used syringes and other clinical waste in the wards. They were selling them to the hospital. They earned money and they were happier. Their need for hospital admissions decreased by more than 50%. They had less anxiety and mental stress.”*



Ariunbat from Sukhbaatar district of Ulaanbaatar, has cerebral palsy and epilepsy. As a child, he was in Kindergarden 10, where his teacher had attended a CBR training course. She encouraged him. He used to play music and dance in the school. During 2012-2015, he worked at “Altan Bolomj” (Golden chance) training centre as a computer operator. During this period, he also worked as a model, doing wheel-chair dancing and attended marathons. He won about 10 medals. Now he is studying English and Japanese, and he likes teaching and sharing his experiences with his friends and other young disabled persons. He is active in the DPO.



Sports



As explained above, CBR program supports sports and leisure activities of persons with disabilities through the DPOs.

Mr. Nurbakhyt from Bayan Ulgii province is deaf. CBR program helped him to attend school and learn the sign language. Then he went to the vocational training and production centre and studied as a carpenter. Now he is studying to become a welder as well. In his time outside his academic studies, he trains himself in various snow sports and competes in many provincial and regional competitions. For example, he won a gold medal in 50 meters ski-cross, a silver medal for 100 meters snowshoe race, and a silver medal in indoor hockey on ice. He is a model and inspiration to other persons with disabilities in his province and his parents are very proud of him.

Ms. Gantuya from Arkhangai province was helped by the CBR program to gain self-confidence and to come out of her isolation. Eventually she grew interest in sports and came in the 2nd place for 1500 metres marathon among wheelchair users in 2009. Then she won a gold medal for a team race in 2010. She founded a Sport Committee for disabled people and, ever since, members of her organisation always take part in 800–1500 metres marathons and frequently win medals. She is also elected as a Board Member of Wheelchair Users Association of Arkhangai province.

Mr. Batsanaa from Orhon province has a paralysis from spinal cord injury. He was helped by the CBR program to come out of isolation and started a self-help group where they produce traditional Mongolian boots. He also plays chess, checker and wheel-chair volleyball. He is considered as a role model by other people with disabilities in the province. He plays guitar and sings songs. Every year, he attends the Festival of the persons with disabilities. He is Head of Wheel-chair Volleyball association of Orhon province, which was started with 8 members and has now expanded to a team with 22 sportspersons. Their team is one of the top volleyball teams. They have won gold, silver and bronze medals at provincial games. Their male team won two bronze medals and female team won 2 bronze and 1 silver medals during the State championships.

Conclusions



When the provincial CBR coordinators were asked to share their experiences about the best practices of the CBR program in their work experiences, very few of them talked about social inter-action and sports. However, in many stories they had collected, the subject of social interactions and sports, directly or indirectly facilitated by the CBR program comes out very clearly.

During a training course conducted for the researchers of the Emancipatory Disability Research in 2018, many persons with disabilities had come out with stories about barriers faced by them in meeting friends, in having social relationships and in going out for leisure activities such as watching sports and going to cinema, and how this kind of opportunities were needed in the communities. This is one area in which CBR program can do much more in the coming years.