



Urban Governance Project



Since the 1990s, Mongolia has undergone dramatic political and economic transitions. Despite Mongolia's mining-led economy, rampant poverty in ger areas of Ulaanbaatar persist. With a population of three million people according to 2015 figures, almost half of the country's three million people now live in the capital city. However, with a lack of affordable housing and limited space in Ulaanbaatar, migrants from the countryside mostly settle in ger districts, which have become sprawling unplanned neighborhoods.

PROJECT GOAL

The Asia Foundation signed an agreement with the Swiss Agency for Cooperation and Development to implement the Urban Governance Project (UGP) that has an overarching goal to have subnational governments which are empowered, democratic, and accountable to citizens, providing sustainable services responding to citizen's needs. The project is implemented in 33 *ger area khoros* (small scale administrative unit), identified across all nine districts of Ulaanbaatar, and reach 330,000 citizens. Khoros were selected based on those that rated unsatisfactorily in environment and infrastructure; social and human development; economy; and governance in the Health and Safety Index conducted by the City in 2014.

PROJECT OUTCOMES AND RESULTS

Sub-municipal governments' capabilities in Ulaanbaatar have been strengthened for planning and delivering local public services and investments in ger areas that are responsive to the priorities voiced by citizens.

- Piloting of innovative civic engagement measures on participatory budgeting resulting more inclusive citizens' participation.
- Priority improvements to local public service delivery in ger areas identified through participatory approaches of service providers and citizens and funded through a competitive grant.
- Comprehensive capability-strengthening program developed and piloted to empower ger area residents (women and men) to improve interactions with local government.
- Comprehensive capability-strengthening program developed for subnational governments to become more participatory, transparent, and accountable in their interactions with citizens and public services (institutionalization of the capacity-building efforts for both citizens and local officials).

PROJECT AREAS

PARTICIPATORY BUDGETING

UGP aims to increase citizen participation in Local Development Fund (LDF) processes by developing innovative mechanism and utilizing technology as well as engage citizens

in LDF transparency initiatives. The Integrated Budget Law (IBL) that came into effect in January 2013, introduced the authority of the LDF to local governments and prescribed public consultations and inputs to government decision-making. UGP, in close cooperation with program partners, is working on clarifying and amending the Citizen Input Form used to survey citizens on their priorities LDF projects. Also, project partner Ger Community Mapping Center is mapping projects in local communities and helping to identify vulnerable groups in the community who can most benefit from the LDF projects.

SERVICE DELIVERY

UGP collaborates with communities to improve service delivery in the ger areas. Community Scorecards in all 33 project khoros to rank public services in ger areas have been developed for citizens to rank services related to water and sanitation, public transportation, electricity, solid waste, public safety, urban planning, street lights, land administration, health, and social welfare. The project is supporting the implementation of the Action Plans developed by communities through providing Citizen Friendly Service grants to service providers for select improvements.

CITIZENS' CAPABILITY STRENGTHENING

UGP empowers citizens to share information within and across households to overcome challenges to reach all khoroo residents given the target

size of the project. The project is developing a Citizen's Handbook on participation and local governance. The guides are used in a dynamic training of trainers that mobilizes active citizens, including kheseeg volunteers, to serve as peer trainers. Community-based training sessions will be organized frequently to ensure that key learnings reach ger area residents

GOVERNMENT CAPABILITY STRENGTHENING

UGP aims to introduce comprehensive capability-strengthening program for Ulaanbaatar city, district and khoroo officials in order improve participatory, transparent, and accountable local governance. Training modules to improve the personal and social skills of the khe-seg leaders in regards to their professional duties, roles, and responsibilities are also being developed under the project.

INSTITUTIONALIZATION OF THE CAPABILITY STRENGTHENING PROGRAMS

UGP will foster a professional development culture to strengthen public service capacity and to motivate municipal government officials to improve their skills and knowledge through training and certification during and beyond UGP. UGP is continually engaging with the City Municipality of Ulaanbaatar to instill the training program for government staff and citizens as a built-in part of the city government.

The Asia Foundation is a nonprofit international development organization committed to improving lives across a dynamic and developing Asia. Headquartered in San Francisco, The Asia Foundation works through a network of offices in 18 Asian countries and in Washington, DC. Working with public and private partners, the Foundation receives funding from a diverse group of bilateral and multilateral development agencies, foundations, corporations, and individuals.



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URBAN GOVERNANCE PROJECT

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Partners: The Municipality of Ulaanbaatar, Open Society Forum, Transparency International-Mongolia, and Democracy Education Center

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