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Implemented by:



The Asia Foundation

Improving Lives, Expanding Opportunities

**Swiss Agency for Development
and Cooperation SDC**

URBAN GOVERNANCE PROJECT

FACTS

Programme name:

Governance and Decentralisation Programme

Project name:

Urban Governance Project

Duration:

July 2015 – December 2018

Budget:

SDC: CHF 2,300,000

TAF: CHF 190,374

Target group:

- Governor's Office of Ulaanbaatar City
- Citizen Representative's Khurals of Ulaanbaatar city and districts
- Khoroo civil servants and administrators
- Urban residents, especially ger area residents

Target area:

87 khoroo inclusive of all ger areas, in all nine districts of Ulaanbaatar



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Access to basic public services is a pressing issue in Ulaanbaatar's ger areas.

BACKGROUND

Since the 1990s, Mongolia has undergone dramatic political and economic transition. Despite the recent economic downturn, following years of unprecedented growth from 2010-2014, significant rural to urban migration persists as employment opportunities and living conditions are perceived to be better in Mongolia's capital Ulaanbaatar. As a result, almost half of the country's three million inhabitants now live in the capital. Migrants from the countryside often settle in ger areas, which have become

sprawling unplanned neighborhoods with unequal access to basic public services, including water, waste and sewage pipelines, the central heating system, and electricity. By increasing access to information about citizens' priorities for decision-makers and planners, enhancing access to public services at khoroo level, and improving the capacity of khoroo civil servants and administrators, the Urban Governance Project (UGP) seeks to contribute to better urban livelihoods.

SDC's Strategic Goal:

To contribute to equitable and sustainable social and economic development in Mongolia

GOAL

To improve the capacity of the Municipality of Ulaanbaatar to plan and deliver local public services and investments in ger areas in response to priorities voiced by citizens.

ACTIVITIES AND EXPECTED RESULTS

Improved access and use of citizen information for planners and decision makers

Since its start in 2015, UGP has worked to strengthen participatory budgeting through enhancing citizen engagement in Local Development Fund (LDF) consultations. The project will continue its work to enhance the knowledge of LDF investments among decision-makers and citizens through the development of visual maps of projects implemented in all ger khoros. LDF maps will be accompanied by poverty maps, which illustrate by population density, lower income neighborhoods and vulnerable groups to improve urban planning and development. In combination, this data will contribute to evidence-based and inclusive decision-making on local budget expenditures. This objective will be further supported by the creation of an LDF citizen input form application that will allow fast and easy access to aggregated data on local priorities across khoros for both decision-makers and citizens. Additionally, UGP will support better access and use of citizen supplied information beyond LDF by developing a "citizens' viewpoint" application that will aggregate and present citizens' needs and preferences expressed through various channels. In their entirety, these efforts are expected to strengthen MUB's responsiveness to citizen voice as well as increase citizen engagement in urban governance.

Improved access to public services

In consultation with MUB, UGP will identify and pilot the decentralisation of three public administrative services. The selection of the services will consider impact on poverty

reduction and take into consideration elements of gender equality. The project will develop a methodology for optimizing service procedures and support relevant service-providing agencies in piloting the delivery of streamlined services from khoros. The pilot's aim is to provide and test the methodology for streamlining services that MUB plans to use, to optimize additional services and bring them closer to citizens. It is expected that streamlined services made available at khoroo offices will result in improved efficiency for service providers, and reduce processing time and overall costs from citizens.

Strengthened capability of municipal civil servants

UGP will support MUB's plans to develop a professional civil service through the institutionalisation of a capacity development framework for city, district and khoroo civil servants. In collaboration with MUB, the National Academy of Governance (NAoG) and other stakeholders, the project will design a training framework for delivering relevant, coherent and systematic training for municipal civil servants. Additionally, with MUB co-funding, UGP will train civil servants and administrators in all 152 khoros of Ulaanbaatar, including khoroo governors, social workers, organisers, members of livelihood support councils, and kheseg leaders who are often the first line of civil servants that citizens interact with. The training modules and courses will provide both theoretical knowledge and practical skills to support the continuous professional development of staff. Overall, it is expected that capacity development efforts undertaken by UGP will contribute to improved performance of municipal governments.

Implementing partner:

- Municipality of Ulaanbaatar (MUB)

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Kheseg leaders in Nalaikh district, khoroo 3, update kheseg [community] boundaries during the Local Development Fund mapping.

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