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# ANNUAL PROGRESS REPORT

**United Nations Development Programme (UNDP)**

**Mongolia**

**Capacity Strengthening of Local Self Governing Bodies**

**13 March – 31 Dec 2013**

**2013**

**ULAANBAATAR**

Reporting Period	13 March – 31 December 2013
Donor	Swiss Agency for Development and Cooperation (SDC)
Country	Mongolia
Project Title	Capacity Strengthening of Local Self-Governing Bodies
Project ID Atlas Award ID Outputs	00085982 00073029  1. A national training programme for local elected representatives is developed and institutionalized; 2. Improved downward accountability of elected representatives through promoting citizen participation in decision making; 3. Increased oversight capacity of local hurals; 4. Lessons integrated into legal and policy framework for local self-governance.
Implementing Partner(s)	Parliament Secretariat, Mongolia
Project Start Date	13 March 2013
Project End Date	31 December 2016
2013 Annual Work Plan Budget	USD 545,895
Total resources required	US\$ 3,500,000
Revenue received	Regular USD500,000 Other ○ SDC USD3,000,000 Total USD3,500,000
Unfunded budget	None.
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## List of Abbreviations

AoM	Academy of Management
CSLSB	Capacity Strengthening of Local Self-Governing Bodies project
CRH	Citizens' Representative Hural (Hural)
FOCE	Fostering Civic Engagement at Sub-national Level
NHRCM	National Human Rights Commission of Mongolia
IAAC	Independent Authority against Corruption
IRIM	Independent Research institute of Mongolia (NGO)
LDF	Local Development Fund
MALA	Mongolian Association of Local Authorities
MoF	Ministry of Finance
M & E	Monitoring and Evaluation
NABSM	National Association of Baghs and Soums of Mongolia
NIM	National Implementation
NUM	National University of Mongolia
PIU	Project Implementation Unit
SCSS	Standing Committee on State Structure of the Parliament
SDC	Swiss Agency for Development Cooperation
SPLP	Support to Participatory Legislative Process project
UNDP	United Nations Development Programme

## I. Executive Summary

This is the first Annual Progress Report of the project “Capacity Strengthening of Local Self Governing Bodies”. The project document was signed on 13 March 2013 between the UNDP Resident Representative and the Speaker of the Parliament of Mongolia, and the activities started with the approval of the Annual Workplan for 2013 at the first project board meeting held on 04 June 2013. The recruitment of the project personnel was completed by the end of June. Within the 6 months, the project made progress towards all four outputs as planned: the curriculum and manual for induction training for local elected representatives were developed, around ¼ of representatives attended the induction training, a study on checks and balances and the development of hural website are underway, and preliminary data were collected on ways to optimize citizens’ participation in local decision making.



*Signing of the Project Document, March 2013*

2013 has been a critical year for the project as it paved the way to a full-scale implementation of the project activities in 2014 as 40% of the project total budget is allocated for 2014.

## II. Background

The adoption of the new Budget Law (December 2011), the initiatives of the new Government (established in 2012) and the President of Mongolia to promote citizens’ participation has created a positive legal and policy environment for local self-governing bodies. The implementation of the Local Development Fund (LDF) created under the Budget Law started from 2013. As a result of this change, the ratio of local government expenditures in general government expenditures rose from 12.5% in 2012 (actual) to 28.6% (budgeted) in 2013. Hence, the implementation of LDF poses an absorption, management and accountability challenge for local governments. An additional challenge is engaging citizens in local decision making, given the lack of experience on both sides.

The project goal is to develop capacities of local hurals to fulfil their representational and oversight roles for improved accountability of local governments and local service delivery. Four outputs will contribute to achievement of the project goal:

- A national training programme for local elected representatives is developed and institutionalized;
- Improved downward accountability of elected representatives through promoting citizen participation in decision making;
- Increased oversight capacity of local hural;
- Lessons integrated into legal and policy framework for local self-governance.

### III. Progress Review

#### OUTPUT 1: A NATIONAL TRAINING PROGRAMME FOR LOCAL ELECTED REPRESENTATIVES IS DEVELOPED AND INSTITUTIONALIZED

**Training programme and manual for Representatives of CRHs.** The project objective for 2013 was to develop a standard and tailor-made training curriculum which did not exist previously and address the issue related to ad hoc and limited training offered to hural members.

The project developed a questionnaire and conducted a training needs assessment of CRHs in June-July 2013. 17 out of 21 aimags and 9 districts of UB city responded to the questionnaire.

Based on this training needs assessment, the following topics (24 academic hours) were developed for the induction training:

- Constitutional and legal environment for local self-governance
- Organizing the meetings of CRHs
- Budgeting and financial management
- Citizens' participation
- Ethics and prevention from corruption
- Human rights and gender
- Environment and green development.

A training content validation workshop was held among the chairpersons and secretaries of CRHs on September 19, 2013. The training manual was revised based on the feedback and comments raised during the training content validation and trainers' workshops. This process of updating the training manual will continue throughout the implementation of the project to ensure the quality and relevance of the training topics.

**Training of Trainers.** A training of trainers was conducted on 14-18 October 2013 and trained a total of 62 persons as trainers. The trainers were nominated by aimag Hural (2 each) and two NGOs specialized in local governance and have nation-wide presence (10 each). The trainers received training both in the content and training methodology. An additional trainers' manual was developed with teaching aid materials for trainers. A network of trainers was created through a group email which enabled them to exchange information, provide methodological guidance and respond to specific queries. It will continue to function in sustaining a community of trainers in local governance, further institutionalizing the effort and used for future research and development. The trainers also maintained this network during the training exchanging their experience and feedback.



*Training of Trainers, 14-18 October 2013, Mr. A. Bakei, Chair of the Parliamentary Standing Committee on State Structure, the Chair of the Project Board and Ms. Sezin Sinanoglu, UNDP Resident Representative, Mr. Boldbaatar, the General Secretary of the Parliament Secretariat, the Project National Director attend the training of trainers. The below is the training participants.*

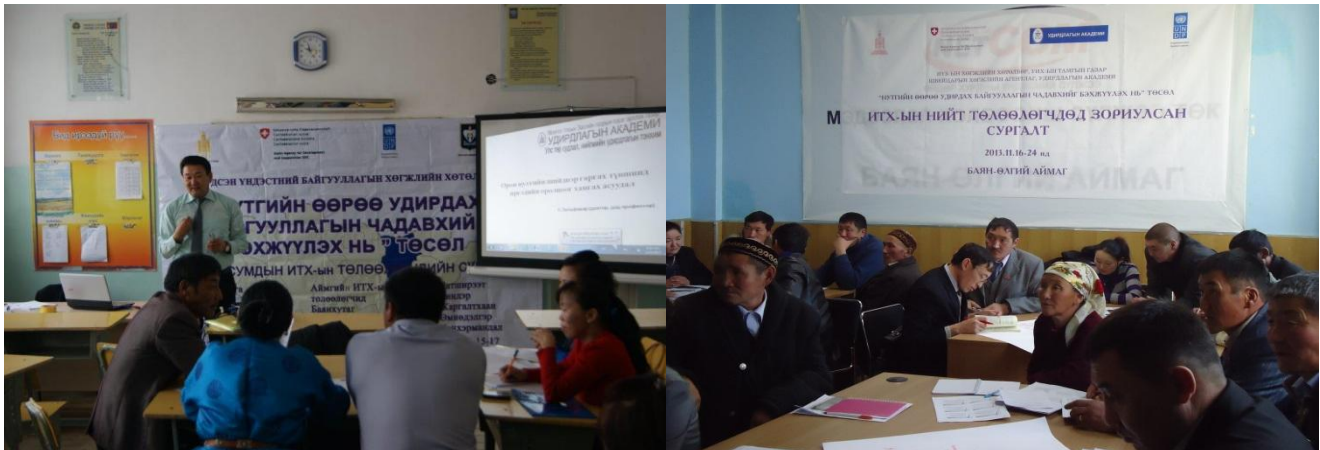


**Rolling out Induction training for local elected representatives.** A 3-day Induction training was held for local elected representatives in 5 aimags and 3 districts of Ulaanbaatar city. The average attendance rate of aimag trainings was 80%. Another round of training sessions was organized in the above 5 aimags in December 2013 for those hural members who were not able to attend the first Induction training. In early 2014, the remaining aimags will receive the training so that 100% of all local hurals will be covered.

Table 1. Attendance rate of the training workshops

<i>Aimags</i>	<i>Number of soums</i>	<i>Attendance rate</i>	<i>Districts</i>	<i>Attendance rate</i>
<b>Khentii aimag</b>	18	68.1%	<b>Sukhbaatar district</b>	60% (63%)*
<b>Bayankhongor aimag</b>	20	75.7%	<b>Songinokhaikhan district</b>	59% (95%)
<b>Umnugobi aimag</b>	15	84.5%	<b>Bayanzurkh district</b>	54% (61%)*
<b>Bayan-Ulgii aimag</b>	13	94.9%		
<b>Tuv aimag</b>	27	77.8%		

\*including hural secretariat staff



*Training for elected representatives in Bayan-Ulgii and Khentii aimags.*

**The Induction training prompted joint actions for resolving a common problem**

... Tavantolgoi Trans Ltd. did not obtain local residents’ consent when it started the construction drawing of railroad. The proposed railroad covers areas of ecological importance and with rich biodiversity in Manlai, Tsogttsetsii and Sevrei soums of Umnugobi aimag. At the Environment and Green Development session, the representatives of the above soums discussed this problem in a group and prepared a petition to relevant authorities signed by all concerned soum representatives, aimag Hural and the aimag Department of Environment.

**Inspiration for more training in Khentii aimag**

... Acknowledging the benefits of the training, the aimag hural plans to organize a number of thematic training for hural committee members next year. The aimag Hural learned how to organize training workshops, including logistics, content, and the requirements for trainers. Drawing on this experience, they decided to organize a training for chairs of bagh general meetings (the primary local self-governing body).

**Women’s leadership training programme.** MonFemNet – an umbrella organization of women NGOs has been subcontracted to develop a training programme for female elected representatives. This process is underway and the training will be rolled out in 2014.

**Progress towards institutionalization of the training programme:**

- The training module for local elected representatives was developed by a team of professors from the Academy of Management (AoM). By the project design, this approach was envisaged as the main mechanism of institutionalization that AoM would adopt the modules as part of the formal training curricula. On topics where the AoM’s in-house expertise and capacity were deficient additional external resources were mobilized by UNDP – a team of professors from the National University of Mongolia (NUM) was contracted to develop a section on environmental management and green development, government agencies including the National Human Rights Commission of Mongolia, Independent Authority against Corruption (IAAC) offered their assistance in preparing the respective modules on human rights and gender and prevention from corruption at the local level. Thus the module was finalized covering the topics identified



through the training needs assessment, and it will be continuously updated. A request has been made to the Ministry of Finance to review the section on Budgeting and Financial Management.

- A network of local trainers was created during and after the training of trainers. This scale of training within the given timespan was made possible only through local trainers. This factor also reduced the reliance on the central training institution. The arrangements for trainers were made during the ToT workshop, local trainers were invited by aimag Hural based on the feedback received from their previous training in other aimags. The trainers were allowed to teach only two subjects at one given training event, thus trainers are specialized in one or two areas and deepened knowledge and expertise in their selected areas.
- The aimag Hural secretariats were in charge of organizing the logistics of training workshops, including preparing the list of participants and budgets, arranging accommodation and training facilities. Each Hural Secretariat handled the training budget of 50-100 mln tugrug with due diligence. It demonstrated that Hurals are capable of organizing similar training in the future.

## **OUTPUT 2: IMPROVED DOWNWARD ACCOUNTABILITY OF ELECTED REPRESENTATIVES THROUGH PROMOTING CITIZEN PARTICIPATION IN DECISION MAKING**

**A self-assessment survey on citizens' participation in local hurals was conducted** in order to inform the design of the project activities on citizen participation. The survey questionnaire was developed by the Working Group established by the Parliament Secretariat based on the EU toolkit on local government capacity building<sup>1</sup>. The survey was carried out from August to October 2013, and 95 out of 128 from aimag, soum and district hurals responded to the survey. The survey results show that the issues and concerns that citizens bring to their local elected representatives are mostly requests for welfare related assistance (55.9%) and requests for jobs (52.1%) while meeting in person (64.8%) and writing letters (65.5%) are the most common mode of communication between citizens and local elected representatives (*Annex 2*).

**The survey on public perception on functioning of CRHs was postponed** in order to avoid potential overlap with the Asia Foundation survey on Fostering Civic Engagement at Sub-national Level (FOCE) released in 2013. What is needed to complete the baseline picture is a review of all existing baselines, surveys and studies to address any gaps with additional reviews. The project will undertake such review in early 2014.

**Support to the national network on law advocacy and consultation.** This activity was shifted to 2014 awaiting a policy decision from the Parliament. A working group was established to explore ways to establish sustainable mechanisms for citizens' engagement in legislative drafting. The working group is expected to make recommendations by early 2014.

## **OUTPUT 3: INCREASED OVERSIGHT CAPACITY OF LOCAL HURALS**

**A study on the current legal framework for oversight by Hurals, checks and balances between the local executive and the local self-governing body is underway.** The study will compare the actual practice of oversight by Hurals against the legal framework, identify the barriers to effective oversight by Hurals and provide recommendations to be used for designing specific actions towards improving the oversight capacity of hurals. An initial draft report submitted by the research firm – Independent Research Institute of Mongolia (IRIM) needed substantial improvement in some sections

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<sup>1</sup> The European Council's Toolkit of Local Government Capacity Building Programme is available at <https://wcd.coe.int/com.instranet.InstraServlet?command=com.instranet.CmdBlobGet&InstranetImage=2122807&SecMode=1&DocId=1910750&Usage=2>

and the Working group established to oversee this study provided comments and guidance. The final report is due in early 2014.

#### **OUTPUT 4: LESSONS INTEGRATED INTO LEGAL AND POLICY FRAMEWORK FOR LOCAL SELF-GOVERNANCE**

**Preliminary data on the need for revising laws and regulations were collected.** Taking opportunity of the events organized by the project, including the project Inception workshop, training content validation workshop, and Hural Induction training, proposals for revision and amendments in existing laws and regulations were collected. The study on checks and balances between the local executive and self-governing body also made proposals for legislative changes. This component complements the other SDC and UNDP supported project - “Support to Participatory Legislative Process” (SPLP) which is also being implemented by the Parliament Secretariat. A study on performance of the 1992 Constitution carried out under the SPLP project reviewed the functioning of the local governance system created by the Constitution of Mongolia, highlighting the areas for further research in this area.

**Interactive website for local hurals.** Development of a dedicated website for local hurals was sub-contacted to a local IT company, and the basic design of the website was completed in 2013. The website will be used as platform to share experience and information among local elected representatives, a database of local hural related legislative acts, policies, procedures, and decisions, and a learning centre with reference materials and tools.

#### **PROGRESS TOWARDS PROJECT OUTPUTS**

<b>Output 1: A national training programme for local elected representatives is developed and institutionalized</b>			
<b>Output Indicators</b>	<b>Baseline and target</b>	<b>Target for 2013</b>	<b>Current status (31 Dec 2013)</b>
National training programme incorporated into a formal training curricula of the Academy of Management	<b>Baseline:</b> No programme conducted for local councillors  <b>Target:</b> A Government decision formally assigning Academy of Management for training of local councillors	Induction training programme developed;	Completed
		Core curriculum with training modules developed;	Completed
		Training of trainers held	Completed (62 trainers)
		Induction training held for 5 aimags and 2 districts	Completed (2 additional districts)
Increased state and local budgets for training purpose	<b>Baseline:</b> No budget allocated for training purposes  <b>Target:</b> Increased budget allocated for training purposes	Hural representatives of 5 aimags who attended the induction training understand the need and ways for increased hural budget allocation for training	In progress. Local elected representatives became aware of the powers of hurals in budget allocation (Source: training reports, interview responses and questionnaire results)  2 aimag hurals increased the hural budgets for 2014 (Khentii and Bayankhongor).
Share of elected hural members received formal training by gender	<b>Baseline:</b> 0  <b>Target:</b> 100% of local hural representatives training on their core functions	Induction training held for 5 aimags and 2 districts	Completed

Perceived increased hural capacity	<b>Baseline:</b> based on the baseline survey to be completed  <b>Target:</b> to be determined on baseline survey	Local hural representatives capacity self-assessment survey conducted	Completed
<b>Output 2. Improved downward accountability of elected representatives through promoting citizen participation in decision making</b>			
<b>Output Indicators</b>	<b>Baseline and target</b>	<b>Target for 2013</b>	<b>Current status (31 Dec 2013)</b>
Increased perceived citizen participation	<b>Baseline:</b> to be determined based on the baseline survey to be completed  <b>Target:</b> to be determined based on the baseline survey	Baselines are determined.	Baselines were determined, based on findings of 4 studies and surveys: <ul style="list-style-type: none"> <li>• FOCE,2013,TAF/IRIM/SDC;</li> <li>• Study on checks and balances, 2013, UNDP/IRIM/SDC;</li> <li>• Citizens perception on status of governance, 2013, Mercy Corps, IRIM, USAID;</li> <li>• Data collected by the PIU;</li> </ul>
Improved procedures of hurals for citizen participation	<b>Baseline:</b> Baselines of available tools will be established through a rapid survey on citizen participation  <b>Target:</b> Hurals adopt procedures and processes for citizen participation in decision making	Baselines are determined.	Baselines were determined, based on findings of 2 studies and data collected from hurals:
National benchmark of best practice in citizen participation	<b>Baseline:</b> Different practices are available with little opportunity to experience sharing  <b>Target:</b> Clearly defined roles of hurals in promoting citizen participation	N/a for 2013	
<b>Output 3. Increased oversight capacity of local hurals</b>			
<b>Output Indicators</b>	<b>Baseline</b>	<b>Target for 2013</b>	<b>Current status (31 Dec 2013)</b>
Tailored tools available to support hurals' oversight functions in budgeting and service delivery	<b>Baseline:</b> Hurals pass decisions, but insufficient oversight of implementation  <b>Target:</b> Template procedures adopted and piloted at the policy level	Study on checks and balances between the executive and local hurals conducted	Draft report was submitted. The report will be finalized in early 2014 (delayed due to quality concerns).
Number of hurals adopted and implemented new procedures	<b>Baseline:</b> None  <b>Target:</b> Procedures available in all key areas	N/a for 2013	N/a for 2013

<b>Output 4. Lessons integrated into legal and policy framework for local self-governance</b>			
<b>Output Indicators</b>	<b>Baseline</b>	<b>Target for 2013</b>	<b>Current status (31 Dec 2013)</b>
Revised laws related to local governance:  LATUG, constitution, local elections	<b>Baseline:</b> Legislative reforms are planned  <b>Target:</b> Provide policy analysis support to the legislative drafting	Initial data on need for revising laws collected during local hural training	Completed
Knowledge sharing on interactive website	<b>Baseline:</b> n/a  <b>Target:</b> Active participation of hural members in sharing knowledge	Development of integrated hural website initiated	The web site development is underway.  Informal experience sharing took place among soum hural representatives of 5 aimags

#### **IV. Project Implementation and M&E**

The project implementing agency - the Parliament Secretariat provided a strong leadership in the project implementation. A Project Implementation Unit (PIU) was set up to manage day-to-day activities of the project and reported to the National Project Director (NPD). The Parliamentary Standing Committee on State Structure and Sub-Standing Committee on Local Governance provided policy guidance to the project. By the decree of the General Secretary of the Parliament Secretariat #451 of 24 July 2013, a Working Group was established with a task to oversee all major activities of the project, including the development of Terms of Reference, review the progress and receiving the final products for all planned studies (Annex 3). UNDP Country Office provided technical guidance for project implementation, namely in the review of the training manual and substantive studies.

Close partnerships were created with local hurals (councils), hural secretariats, two NGOs working in local governance, namely, the Mongolian Association of Local Authorities (MALA) and National Association of Baghs and Soums (NABS), National Human Rights Commission of Mongolia (NHRCM), Independent Authority against Corruption (IAAC), the Academy of Management and the National University of Mongolia (NUM).

The Funding Agency – SDC offered Monitoring and Evaluation training for the project personnel in May 2013, during which the project M&E plan was developed by the M&E Officer of the project.

The project developed and used different tools for monitoring of the quality and results of training activities, including ‘end-of-a-day evaluation questionnaire’ and ‘post-training questionnaire’. They were used both in training of trainers and induction training of CRH representatives. They were designed to collect information in order to assess training structures, training manuals and contents, trainers, so that flaws can be improved in future trainings.

Table 2. Training monitoring tools of the project

	<b>Questionnaire</b>	<b>Purpose</b>
1	Pre-training questionnaire	- Baseline survey to assess pre-training capacity of Representatives - Baseline for evaluating training results
2	End-of-a-day evaluation	- Quality of training - Quality of trainers

3	Post-training questionnaire	- Quality of training - Quality of trainers - Improve future training
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Table 3. Results of post-training questionnaires on importance of topics to the participants:

Date of questionnaire	July 2013			November 3013
Sample size	27 hurals			5 hurals, 162 Representatives
Topic	Very important	Important	Not important	Very important
Legal framework for CRHs	75.0%	22.1%	2.9%	67.0%
Organizing CRH meetings	57.7%	36.9%	5.4%	40.0%
Local budget and financial management	79.2%	16.4%	4.4%	69.0%
Citizens' participation	77.6%	15.8%	6.6%	31.0%
Ethics and prevention form corruption	75.0%	20.1%	3.9%	26.0%
Environment and green development	77.7%	21.2%	11.0%	31.0%
Human rights and gender	36.7%	61.5%	58.0%	23.0%

Source: Based on the project M&E officer's reports and individual interviews with participants.

## V. Project Risks and Issues

### Updated project risks and actions

1. *Lack of overarching decentralization strategy.* Status: Unchanged. Actions: Data to be used for policy advocacy was collected the inception and training content validation workshops and induction training in the aimags, including the proposals to amend certain provisions of the Constitution, LATUG, and Law on Local Elections, both the M&E officer and staff of the SCSS. There is a need for further discussion at central government level and with stakeholders to reach agreement on how to address this issue.
2. *No funding provision for capacity development for local hurals.* Status: Unchanged. Actions: During the Induction training, local elected representatives developed an action plan for strengthening their hurals. Out of 5 aimags, two aimags increased their budget (Bayankhongor aimag hural allocated 2 million tugrugs for each Representative in its 2014 budget), though without specifying capacity development. Further policy advocacy is needed.
3. *High turnover of members of CRHs (on average 60%).* Status: Unchanged. Actions: The Induction training will continue in 2014.
4. *Poor donor/partner coordination.* Status: Unchanged. Actions: The project team attended SDC coordination workshop of local governance and decentralization projects. A coordination meeting of partners working on website for local governments was conducted by the Parliament Secretariat in October 2013. The coordination issue was also raised at the Project Board meeting. The IP proposed to organize a coordination meeting in early 2014.
5. *Political economy dynamics adversely affecting the effectiveness of the project.* Status: Unchanged. Actions: Political economy factors are regularly monitored. Two related studies were completed: A study on checks and balances between local executive and legislature and the assessment of the performance of the 1992 Constitution.
6. *Conflicting approaches to citizen participation.* Status: Unchanged. Actions: Initial data on public participation are being collected.

## Updated project issues and actions

1. *National Implementation (NIM) modality* of project management means that the Government rules regulations would be followed, unless these rules contradict UNDP operational rules. UNDP projects were new for the Ministry of Finance (MoF) and the State Treasury, and it took time to find operational level procedures and processes. This presented a risk of 5 aimag trainings to be delayed or shifted to the next year. *Action:* UNDP CO finance office processed payments based on the request from the Implementing Partner, thus the training in 5 aimags was completed as planned. The CO organized several meetings with the MoF to resolve implementation modality related issues.
2. *Quality of the Induction Training Manual.* Developing a manual is always a time consuming, knowledge intensive work and there was a complaint from the Parliament about the quality of the initial draft of the manual, especially with the content of products from sub-contractors. *Action:* The UNDP CO intervened to ensure high quality product as well as consistency and flows between different topics. In addition, the project received support from the Chair of the SCSS who reviewed and cleared the content of the training manual. Because of the lack of expertise outside of the civil service, the project made a special arrangement with staff of the Parliament Secretariat and Ministry of Finance to improve Topics 1-3. The manual shall be updated and improved regularly, based on comments and feedback received during the Induction training.
3. *Recruitment of UNV.* The process of recruitment of UNV was managed by the UNV Headquarter in Bonn, with participation of UNDP CO and SDC. There is a serious delay in the recruitment process due to withdrawal of preferred candidates and re-advertisement of the post.

## VI. Lessons Learned

- The quality of the training programme and manual developed by the sub-contractors (such as Academy of Management) needed a lot of improvements. The draft manual submitted was heavily based on theories instead of providing practical tips for the functioning of local hural. Therefore it required interventions by both UNDP CO and the Parliament which turned out to be a time-consuming exercise. Furthermore, UNDP CO had to mobilize additional training resources including government agencies such as IAAC and NHRCM who offered their assistance free of charge. Overall, UNDP CO observes a capacity gap in this area, not only applicable to the Academy of Management, but also to other academic organizations and contractors.
- Given the shortage of experts specialized in local governance, the decision to select trainers amongst practitioners proved to be the right strategy as it also contributed to local capacity building and sustainability. Local trainers enriched the training manual by real-life case studies and also adapted the content to local context. These trainers will be used for improving the content of the training manual in the future.
- Each trainer taught not more than 2 topics so that they can accumulate experience and improve their methodology on the subject as they teach 9-12 times for 3 classes for each of the 3-4 rounds of training.
- The delegation of the responsibility for logistics of the Induction training to respective aimag hural was another good strategy, again contributing to local hural capacity building and sustainability.
- Pre-training questionnaire, daily evaluation forms, and post-training questionnaire were used to obtain the feedback from elected representatives, to ensure the quality of the training, and to track its impact on local hural performance.

## **VII. Conclusions and Way Forward**

In the second half year of 2013, the project implemented most of the planned activities, paved the foundation for future activities, forged close partnership with all stakeholders, most importantly with local hurals, and achieved some concrete results. The year 2014 is a critical year for the project in terms of the scale and intensity of the planned activities. Almost 40% of the project total budget is allocated for 2014.

Completion of the Induction Training for the remaining 16 aimags and 6 districts, leadership training for all women local elected representatives, and operationalization and content development of local hural website are key activities for 2014.

Maintaining closer collaboration with other development partners and NGOs working in the area of local governance will be another priority for 2014 and continued support to experience sharing among local hurals will provide synergy and contribute to addressing legal and policy challenges that are common to local self-governing bodies.

## VIII. Financial Status<sup>2</sup>

**Table 1: Funding status (as of 31 Dec 2013) (US\$)**

	Total budget	Previous years' budget and expenditure		Budget and expenditure of the reporting year		Total expenditure	Available funding for the next year
		Year 1		Current year			
		budget	actual	budget	actual		
Prodoc	3,500,000	545,895	442,010				3,057,990

**Table 2: Annual expenditure by activity [1 January – 31 December 2013] (US\$)**

Activity	BUDGET [2013]	EXPENDITURES	BALANCE	DELIVERY (%)
<b>Output 1.</b>	300,000	<b>323,667.99</b>	-23,668	<b>108</b>
UNDP (04000)		69,727.86		
SDC (30000)		253,940.13		
<b>Output 2.</b>	61,500	<b>11,282.05</b>	50,218	<b>18</b>
SDC (30000)		11,282.05		
<b>Output 3.</b>	10,000	<b>4,854.49</b>	5,146	<b>49</b>
SDC (30000)		4,854.49		
<b>Output 4.</b>	15,000	<b>8,406.88</b>	6,594	<b>56</b>
SDC (30000)		8,406.88		
<b>Project management</b>	159,395	<b>80,307</b>	79,088	<b>50</b>
UNDP (04000)		62,540.93		
SDC (30000)		17,766.37		
Unrealized loss (SDC)		13,491.54	-13,492	
<b>Total</b>	<b>545,895</b>	<b>442,010.25</b>	103,885	<b>81</b>
Total for UNDP	174,395	132,268.79	42,126.21	
Total for SDC	371,500	309,741.46	61,758.54	

<sup>2</sup> Disclaimer: Data contained in this financial report section is an extract of UNDP financial records. All financial provided above is provisional.

Disclaimer: UNDP adopted IPSAS (International Public Sector Accounting Standards) on 1 January 2012, cumulative totals that include data prior to that date are presented for illustration only.



## **IX. Annex**

- Annex 1. Table of Content of the Induction Training Manual*
- Annex 2. Summary of Findings of the Survey among Local Elected Representatives on Citizens' Participation, CSLSB, 2013*
- Annex 3. Decree of the General Secretary of the Parliament Secretariat, #451 of 24 July 2013, on establishment of a Working Group to support the project implementation*

**Induction Training Manual  
Table of Content**

**1. Constitutional and legal environment for local self- governing bodies**

- 1.1. Concept of the local self-governance
- 1.2. Local self-governing body as a constitutional institution
- 1.3. Key functions of local self-governing bodies

**2. Citizens' participation**

- 2.1. Representative and direct democracy
- 2.2. Citizens' participation
  - 2.2.1. Why participation is needed
  - 2.2.2. Types of participation
  - 2.2.3. State policy on increasing citizens' participation
  - 2.2.4. Current practices of citizens' participation
  - 2.2.5. Strengths and weaknesses of citizens' participation

**3. Meeting procedures of CRHs**

- 3.1. Main form of activity of CRHs
- 3.2. Secretariat of CRHs
- 3.3. Representative
- 3.4. Decisions of CRHs

**4. Local budget and finance management**

- 4.1. Phases of budgeting process
  - 4.1.1. Process of local budget preparation
  - 4.1.2. Approval of the local budget by CRHs
  - 4.1.3. Execution of the budget
  - 4.1.4. Review and evaluation of the budget implementation
- 4.2. Long-term development planning and investment budgeting
- 4.3. Local Development Fund
- 4.4. Methodology for analyzing budget proposals and expenditure reports
- 4.5. Mechanisms for local budget oversight by CRHs
- 4.6. Budget transparency

**5. Ethics and prevention from corruption**

- 5.1. Key anticorruption legislation
- 5.2. Code of ethics

**6. Environment and green development**

- 6.1. Ecosystem and ecosystem services
- 6.2. Environmental protection and use of natural resources
- 6.3. Special protected areas
- 6.4. Sustainable development
- 6.5. Cases and solutions

**7. Human rights and gender**

- 7.1. Key concepts of human rights
- 7.2. Human rights based approach

**Survey among local elected representatives on citizens' participation (CSLSB, 2013)**

**Summary of Findings**

1. Types of issues and concerns that citizens bring to CRHs
  - Poverty, request for assistance 55.91%
  - Request for jobs 52.13%
  - Nature and environment related 45.26%
  - Waste management 44.44%
  - Local infrastructure 43.82%
  
2. Mode of communications citizens used to bring their issues and concerns to CRHs
  - Meeting in person 69.47%
  - Submitting petitions 44.68%
  - Citizens' hall 33.7%
  - Phone calls 13.19%
  
3. Mode of communications that Representatives respond to citizens' requests and concerns
  - Meeting in person 64.89%
  - Official letter 65.59%
  - Information board 38.64%
  - Through local citizens 20.00%
  
4. Methods that are being used for engaging citizens in local democracy
  - Organizing public meetings 52.63%
  - Encourage in general 49.45%
  - By supporting NGOs 36.87%
  - Organizing open discussions 26.67%
  - By supporting voluntary organizations 25.00%
  - Sending individual invitations 17.05%
  
5. Barriers in strengthening local democracy
  - Lack of funding 60.87%
  - Lack of understanding of citizens 35.79%
  - No incentives 33.33%
  - Lack of interest of citizens 32.97%
  - Unfair treatment based on political opinion and political party affiliation 32.61%
  
6. Progress made in local governance activities due to increased citizens' participation
  - Local development 51.61%
  - Broad discussion on key local challenges 47.83%
  - Increased reputation of CRHs 17.31%
  - Improved policy development process 41.94%
  - Stronger citizens 41.76%
  - Increased citizens' understanding 37.89%