

# MONGOLIA

## Give us power and we shall change the ger area



### FAST FACTS

The Republic of Mongolia  
Country Population: 2.7 Million  
Capital City: Ulaanbaatar  
Capital City Population: 1.3 Million  
Ger area (Unplanned area) Population in the Capital City: 680000



Give us power and we shall change the ger area

D. Ganbaatar, Chairman of the Khoroo CDC at 11th Khoroo, Songino-Khairkhan District, Ulaanbaatar, Mongolia

Just a few months ago, before the UN-HABITAT activities have begun at our Khoroo area there were very few people that I knew in the vicinity and I had no idea about what is going on in the Khoroo administration and who is our Kheseg Leader even though I have been living in this Khoroo for many years.

But today, I am a Khoroo CDC Chairman and I work in close cooperation with 45 Primary Groups, 11 Savings Groups and 10 Kheseg CDCs. Our Khoroo CDC convenes a meeting twice a month to discuss issues ranging from the development of the Khoroo, activities that need to be done at the Kheseg level, and pressing needs that communities have.

Currently, our Khoroo CDC and its community together with UN-HABITAT has successfully implemented 7 projects with a total amount of MNT 91.8 million in our area that include 120 street lights, 681 m long footpaths, and a water kiosk connected to existing pipeline. All these facilities now operate very well. During the implementation of above micro projects, one individual has been provided with permanent job and around 40 people provided with temporary jobs earning some MNT 6.64 million. I feel that these projects have met our needs 100% and solved the pressing problems of many households such as no access to water, and the number of incidents of being exposed to robberies, thefts, rapes, and getting injured by falling during the late hours in the evening have been substantially decreased.

Furthermore, I have realized that the community people have lots of resources and are highly committed to achieve any target when they are joined together. Our community finds it very important to form Savings Groups, and increase their capacity through trainings. That encourages us to plan many activities that will benefit our community people. The priority needs are drinking water, sewage, and separation and recycling of garbage. We, the community people of the ger area truly want to live in a clean environment where the toilets and showers are built inside the houses, where there is no garbage dumped in the open streets, and where the trees and gardens surround us.



This is what is called community participation

T. Legimaa, Leader of Community Development Council of 17th Subdistrict, Chingeltei District

My background is economics and accounting. I'm retired now and worked as an economist, an auditor, chief economist, accountant and head of the administration sector at the Ministry of Trade. I have been living in 17th Khoroo of Chingeltei District for 22 years and informed on the different projects and programmes coming and being implemented in this area but most of the results were invisible and what they were doing was unknown. In December 2009, I came to know from the Project Social Mobilizers that Community-Led Ger Area Upgrading Project is being started by UN-HABITAT and our area was selected as a project area. From the beginning, I liked their approach to involve the residents in the improvement of their living environment and have been participating in the project activities and workshops. By defining our needs and problems ourselves in the workshops, our community was able to see our problems and circumstances, to identify our needs.

For the first time in my life, I have encountered such an occasion where the help is coming in to solve the problems of the community based on the needs identified by the community itself. This is I guess what is called community participation. There are many cases where solutions came from the top without consulting with the community of the area. For example, there are 2 water kiosks built next to each other where one has become a useless facility. Because the community was not involved in the process, people tend to not care and the facilities got damaged easily.

Every time I participate in the workshops and meetings organized by the project, I learn something new. I learned that if we people get organized and united, we are able to do a lot to improve our living environment. Our community was organized through the project. Now I would like to see the results of it. Government and some other projects' funds and approaches are usually unclear. I appreciate the transparency of this project in all the work that they are doing, whether small or big.

I have done my work for the government and my children are all grown up and educated. Even though I live in the ger area, I have solved my household heating and sewerage problems. But now I would like to contribute to my community and the Khoroo where I live.

# COMMUNITY –LED GER AREA UPGRADING IN ULAANBAATAR CITY PROJECT

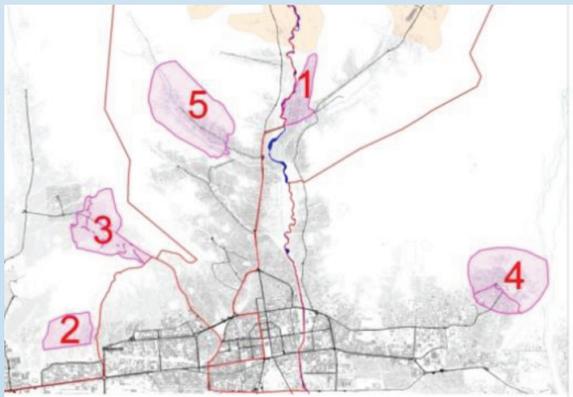
UN-Habitat had assisted the Municipality of Ulaanbaatar (MUB) in the preparation of the *Ger-area Upgrading Strategy of Ulaanbaatar City in 2006-2007*, which was approved by the Ulaanbaatar City Citizens' Representative Council in July 2007 for its implementation. In 2009, the Government of Japan provided financial assistance under its Community Development Grant Aid to implement the “*Community Led Ger Area Upgrading Project in Ulaanbaatar City*” project. The grant aid has enabled UN-Habitat to support the Government of Mongolia address the under-urbanization problem in selected middle *ger* areas in the city in line with the *Ger-Area Upgrading Strategy* through comprehensive upgrading with community mobilization, organization, and empowerment.

**Project Objective:** The overall objective of the Project is to improve the quality of life of selected *ger* area communities through community-led upgrading by empowering the communities through mobilization and organization. The Project builds on the ongoing urban development and strategic planning efforts in Ulaanbaatar City.

On 24 June 2009, the signing of the “Exchange of Note” and “Grant Agreement” among the Embassy of Japan, JICA and UN-Habitat took place. The project was designed to be implemented over a period of 2 years, until June 2011, but was extended until 31 December 2012 through a letter from JICA to UN-Habitat dated 31 October 2011.

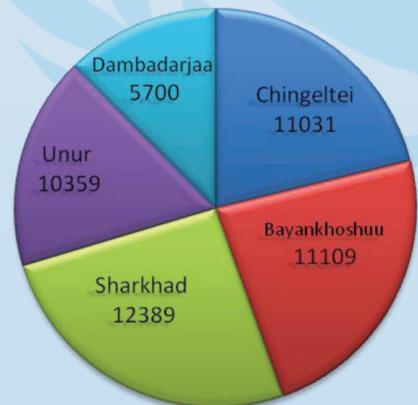
**Project Mobilization, Implementation and Coordination Structures.** At the initial mobilization phase, UN-Habitat undertook the necessary steps for the mobilization of a field management team. It also negotiated in detail the coordination mechanisms among the Municipality of Ulaanbaatar, Ministry of Road, Construction, Transport and Urban Development (MRTCUD) and UN-Habitat. These mechanisms were formally established through a Mayor's resolution in Ulaanbaatar on 28 September 2009, establishing a Project Advisory Group (PAG) and a Project Coordination Team (PCT). In consultation with the head of PAG, heads of departments of the Municipality and district governors, five (5) project areas were selected from among 10 potential areas and officially endorsed on 24 November 2009.

## Project Areas



- 1-Dambadarjaa area, Sukhbaatar District 17<sup>th</sup> *Khoroo*
- 2-Unur area, Songinokhairkhan District 30, 31<sup>st</sup> *Khoroo*
- 3-Bayankhoshuu area, Songinokhairkhan District 11, 28<sup>th</sup> *Khoroo*
- 4-Sharkhad area, Bayanzurkh District 9, 17<sup>th</sup> *Khoroo*
- 5-Chingeltei area, Chingeltei District 17<sup>th</sup> *Khoroo*

## Beneficiaries by Project Areas



## Project Achievements

### Component 1: Empowerment of Ger Area Communities

#### Tested and Proven Community Mobilization Approach

The four-phase, 15-step “Community Mobilization Process and Approach” guided the project and has sustained the cohesion and active functioning of the 5 project area Community Development Councils (CDC) and the 47 *kheseg*<sup>1</sup>CDCs. The concept which is based on providing opportunities for the full engagement of communities proved to have worked in the Mongolian context where the communities go through the experiential learning process leading to their gradual empowerment. The community mobilization process involves motivation, organization, orientation, guidance, training and on-the-job coaching, and regular engagement. The community development councils organized under the project have gone through all 4 phases and 15 steps of community mobilization activities.

#### Functioning Community Development Councils

The partner communities in all 5 project areas were organized into three-tiered structure of Primary Group, Community Development Councils at *Kheseg* Levels and federated as Community Development Councils at the *khoro*<sup>2</sup> level. The 5 *khoro* CDCs and 47 *kheseg* CDCs have maintained their active functioning and engagement in the project through implementation of the 103 micro-projects, encouraging and managing the 64 savings and credit groups, resolving land related and other disputes in their respective communities, managing their own organization, and mobilizing funds.

The *kheseg* and *khoro* CDCs' registration with UN-Habitat (which was endorsed by the MUB<sup>3</sup> given the absence of a government accreditation system for community groups) enabled them to enter into contracts with UN-Habitat on a continuing basis through a Community



#### Communities Savings and Credit Activities at the Project areas as of July 2002

- Savings reaching MNT 21.5 million, up 64%
- Female participation 88% up from 84% ending December 2011
- Loans issued MNT 9.3 million to 67 borrowers (88% female), 148% increase in loan amount compared to a year ago
- Average amount saved: MNT 26,859 (about 2 US dollars per person per month)
- Average amount borrowed: MNT 139,746 or US\$ 106, up by 83% compared to end December 2011 average loan borrowed Ratio of business to personal loans: 1:5
- Ratio of business to personal loans: 1:14

<sup>1</sup>Organizational unit under the sub-district

<sup>2</sup>Sub-district

<sup>3</sup>Municipality of Ulaanbaatar City

Implementation Agreement (CIA) for the implementation of the micro-projects. The registration with UN-Habitat served as the first step towards policy dialogue in making the community organizations legitimate peoples' representative organizations in the city. The *kheseg* CDCs are now able to mobilize their members, prioritize needs, keep records and prepare reports, and organize labor for the construction and monitoring of micro-projects.

Five *khoro* level CDCs are registered as NGO with the State Registration Authority under the Ministry of Justice. This legal personality has enabled the *khoro* CDC to receive funding assistance both grants and loans, and enter into contracts with partner institutions. One *Khoro* CDCs is now being engaged in the operations and maintenance of one sub-project (Community Hall in Chingeltei) and 4 *kheseg* CDCs are involved in the Operation and Maintenance of 4 bus stop sheds.

During the project, micro-enterprise activities have been introduced to the primary groups of the 5 project areas. The PMT introduced the concept and mechanics of credit operations. The interested and ready savings groups were trained on how to start a credit operation. They were guided on how to develop the lending guidelines, setting interest rates, selection of borrowers, assessing feasibility of business proposals through business planning of 3 types of businesses-manufacturing, trading, and services.

**Component 2: Community-based assessment and prioritization of local needs for ger area upgrading through "Community Action Planning" process**

**Finalized Community Action Plans, Community Service Infrastructure Projects and Micro-Projects**

Community-based assessment and prioritization of local needs for the project areas were done through UN-Habitat "Community Action Planning" process. All 5 project area as well as the 47 *kheseg* level CDCs have completed the action planning process which led to the identification of their priority micro- and sub-projects being implemented under the project. Each project area communities have prioritized 3 sub-projects to be funded under the project and implemented by professional construction companies and several micro-projects to be funded under the project and implemented under CIA by organized area communities.

On April- May 2011 and April-May 2012 all *kheseg* and *khoro* CDCs reviewed and updated their respective Community Action

Plan (CAP) developed in 2010 and 2011, respectively. The CAPs review process showed progress in achieving priority needs and served as basis for identification of emerging needs and possible partner institutions which can appropriately respond to such needs.

**Component 3: Improvement of Quality of Life by Community-led Process**

The detailed engineering designs, drawing and constructions of all 15 sub-projects identified by the communities in their Community action plans were taken care of the project management team according to the respective UN rules and regulations. One hundred thirty (130) micro-projects including water kiosks have been developed and implemented by the communities groups or CDCs through Community Implementation Agreement (CIA) with the project. Like the sub-projects, the micro-projects are all designed to improve the quality of life in the *ger* areas by bringing in public amenities which were prioritized through a community-led process. The PMT team closely monitored the work of contractors for sub-projects and requested work improvements as necessary. For the micro-projects, the PMT combined quality assurance and coaching, so as to motivate the community groups to implement projects in accordance with proper methods and standards.

**Component 4: Documentation and monitoring of project implementation progress and project evaluation, and study of urban governance in Ulaanbaatar City**

The Monitoring, Evaluation and Reporting (MER) system of the project was enhanced to capture the progress of the infrastructure projects as well as the social mobilization component. The project continuously documents the key concepts in social mobilization, innovative approaches, success stories, challenges, and lessons learnt which are detailed in the periodic reports and publications. These will be the bases for advocating for policy reforms with government and inform the replication and scaling up of the project approach by the government.

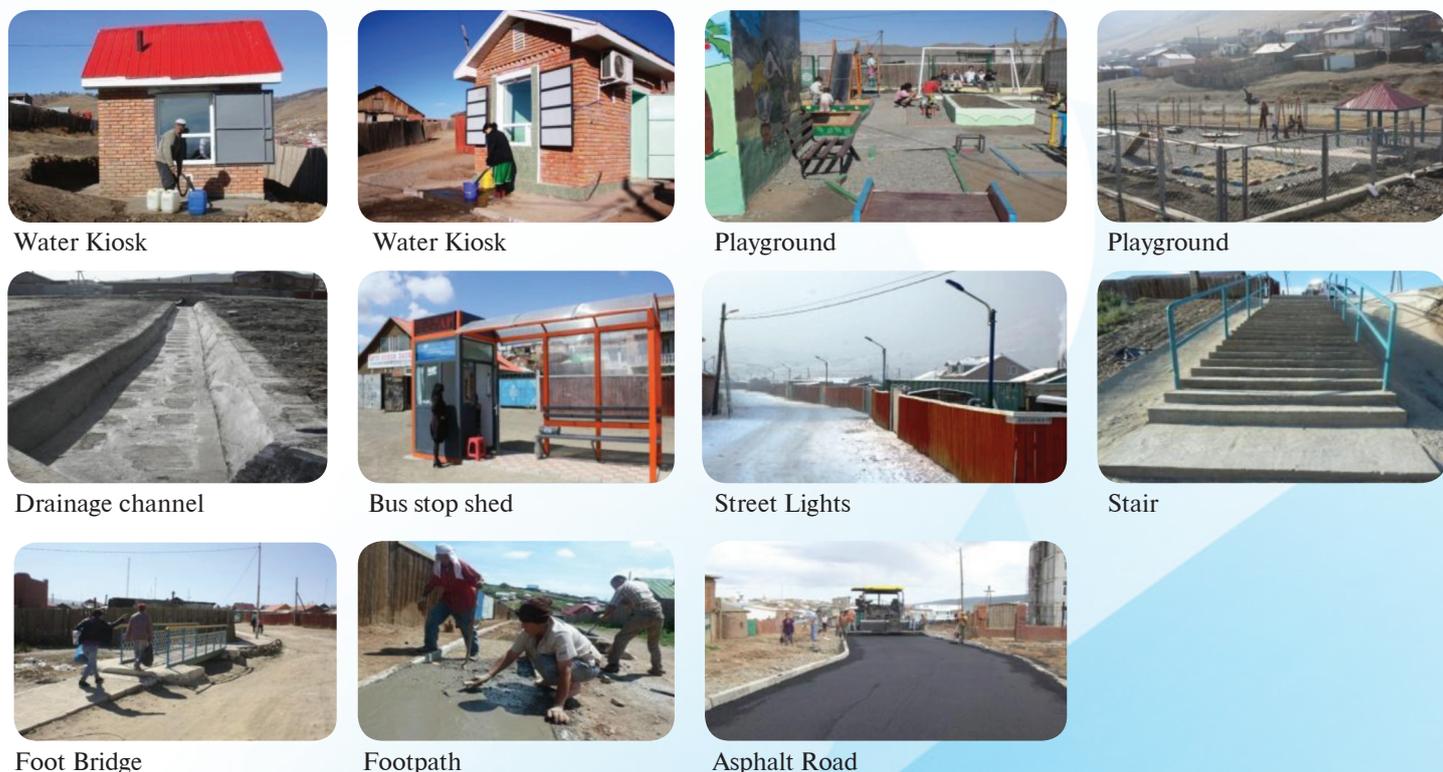
The governance component will focus on assuring that the sub-projects will be handed over legally and operated and maintained adequately. The cooperation approach, hand-over process, partnership arrangements and lessons-learned are being documented and shared with the government, within UN-HABITAT, and other development partners undertaking similar projects in the country. This will influence policy and program reforms at the city and district levels.

**Community Access Infrastructure constructed under the Project based on the community needs assessment**

Project Area	Community Access Infrastructure constructed under the Project based on the community needs assessment		
Bayankhoshuu area- Songinokhairkhan District 11, 28 <sup>th</sup> Khoroo	School Extension 	Kindergarten Extension 	Community Service Center 
Chingeltei area-Chingeltei District 17 <sup>th</sup> Khoroo	Kindergarten 	Community Hall 	Community Service Center 
Dambadarjaa area- Sukhbaatar District 17 <sup>th</sup> Khoroo	Elderly Center 	Community Hall 	Community Service Center 

<p><b>Sharkhad area</b>-Bayanzurkh District 9, 17<sup>th</sup> Khoroo</p>	<p><b>School Extension</b></p> 	<p><b>Kindergarten extension</b></p> 	<p><b>Community Service Center with Family Clinic</b></p> 
<p><b>Unur area</b>- Songinokhairkhan District 30, 31<sup>st</sup> Khoroo</p>	<p><b>Kindergarten</b></p> 	<p><b>Community Service Centers with Bathhouse</b></p> 	<p><b>Community Service Centers with Bathhouse</b></p> 

## Small Access Infrastructures built by the communities through Community Implementation Agreement



## Positive Impacts on selected ger area residents life improvement due to the project implementation

- From the sub-projects, 31 community members are now permanently employed by the 4 kindergartens and Community Hall in Chingeltei.
- Another eleven (11) community members got temporary employment as construction workers for 4 contractors implementing sub-projects. Total wages paid amounted to MNT 43,605,000 or US\$ 33,034 (at MNT 1,320: US\$ 1).
- 1,014-pole streetlights have prevented crimes and accidents and protected 4,410 households especially women and children in the 5 project areas
- 2,632-meter footpath projects benefit at least 1,530 households
- 11 playgrounds with basketball courts benefit at least 1,850 children
- 9 completed water kiosks are supplying water to at least 2,087 households
- 6 bus stop sheds are now serving 12,800 people in 2 project areas
- 460-m flood channel have benefited 3,560 households in 4 project areas
- 3 stairways have benefitted 1,850 residents in 2 project areas
- 516 khesege CDC members and other residents got temporary employment while building the micro-projects
- 6 community members got a permanent job as employee of the USUG (the municipal Water and Sewerage Utility Authority) to manage the water kiosks; this number will increase to 10
- 6 community members got a permanent job as attendants of new bus stop booths.
- Total wages paid amounted to 81,343,229 MNT (US\$ 61,623.66 at MNT 1,320: US\$ 1) from 2010 to June 2012, or an average per capita wage of US\$ 119.42