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# Project “Strengthening Representative Bodies in Mongolia”

## ANNUAL PROGRESS REPORT 2017

1 January – 31 December 2017



April 2018  
Ulaanbaatar

## PROJECT SNAPSHOT

Period covered by this report:	1 January - 31 December 2017
Project Number	100364
Project Title:	“Strengthening Representative Bodies in Mongolia” (SRBM)
Project Start Date:	1 January 2017
Project End Date:	31 December 2020
Implementing Partner:	Parliament Secretariat, the Parliament of Mongolia
Partners:	UNDP in Mongolia, Parliament Secretariat
Project Budget (total):	USD 3,800,000
Funding sources:	SDC USD 3,300,000 UNDP USD 500,000
<p>Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2021, governing institutions are more responsive and accountable to citizens, while ensuring effective participation of young people and realisation of the rights of the poor and marginalised</p> <p><b>Project outputs:</b></p> <ol style="list-style-type: none"> <li>1. Improved legal framework for local self-governance;</li> <li>2. Citizens’ Representative Hurals have improved organisational capacity;</li> <li>3. National training programme for local elected representatives is institutionalized;</li> <li>4. Improved capacity of the Parliament Secretariat to support representative bodies.</li> </ol>	
Annual budget for 2017	<b>USD 1,120,000</b>
Expenditure as of 31 December 2017	<b>USD 1,029,522</b>
Delivery rate (%)	<b>92%</b>
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## INTRODUCTION

“Strengthening Representative Bodies in Mongolia” project is being implemented with SDC funding by UNDP and the Parliament Secretariat of Mongolia. 2017 was the first year of the project which is to be completed at the end of 2020.

In 2017, the project has adequately addressed each of its four defined outputs<sup>1</sup> including improved legal framework for local self-governance, improved organisational capacity of Citizens’ Representatives’ Hural (CRHs), institutionalized national training programme for local elected representatives and improved capacity of the Parliament Secretariat to support representative bodies.

Main achievements for 2017 included:

- important inputs to ongoing policy reform related to local governance by opening up discussion platforms and facilitating for expert analysis and recommendations;
- making available a standard meeting procedure and guidelines on administrative decision-making procedure for CRHs to improve their current practices;
- supporting through grants institutional capacity of CRHs to experiment new approaches of participation-based policy-making and monitoring of local services independently and jointly with NGOs;
- timely and nationwide training of 7,377 CRH representatives and 1,870 grassroots officials on their key competences, 180 presidium members of all aimag CRHs on leadership techniques (89.7% - 97% of women elected to these posts were enrolled in these training programmes);
- updating training programme and handbook for women representatives of CRHs to equip with skills needed for leading their communities and for overcoming gender-related barriers to achieve political advancement;
- formal commitment by the National Academy of Governance for the institutionalisation of the national induction training;
- institutionalisation of CRHs portal website with the Cabinet Secretariat of the Government of Mongolia;
- continued capacity building and utilization of National Trainers’ Pool;
- facilitation of learning from international best practices for the Parliament Secretariat of Mongolia to carry out its new tasks according to the Law on Legislation.

In addition, the project developed a specific plan for sustainable continuation or institutionalization of project outcomes in consultation with relevant stakeholders and has integrated it into the implementation. The sustainability plan identifies relevant stakeholders for each output along with strategies and timelines to be applied.

The project has developed collaboration and synergy with other SDC and UNDP projects working with local governments. For instance, close collaboration was built with SDC’s “Green Gold and Animal Health” project in training of CRHs representatives and Chairs of Bagh General Meetings on improved pasture management.

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<sup>1</sup> Outputs in UNDP projects are equivalent to Outcomes for SDC-implemented projects

## OUTCOMES ACHIEVED IN 2017

### OUTPUT 1. IMPROVED LEGAL FRAMEWORK FOR LOCAL GOVERNANCE

**The project provided several important inputs in 2017 to assist to ongoing policy reform related to local governance by opening up discussion platforms and facilitating for expert analysis and recommendations.**

- In this context, five rounds of experts' discussions were organized in 2017 on various aspects of local governance; the scope of LATUG and relations it regulates; functional division between the central and local institutions; division of administrative units; and the legal status of cities and towns. As a result of these discussions, differences in views and positions among various sectoral experts and researchers have been, to a great extent, overcome. This has paved the way to the future formulation of the concept for the revised LATUG.
- A joint consultation on "Legal status of villages and related challenges" has been organized in Tunkhel village, Selenge aimag, in cooperation with the Cabinet Secretariat. At the workshop, challenges and issues that need to be resolved were identified, and a plan for further actions was approved. In accordance with the action plan, a range of follow-up activities will be carried out in 2018, including a study on the LATUG implementation related to cities and villages, preparation of a list of overlapping and contradicting provisions of laws, and proposals for amendments to relevant laws and for reflecting the village related legal issues in sectoral legislative acts.
- A proposal for improving the legal framework for local governance with specific reform options and suggestions for the revision of the LATUG was prepared for further discussions, based on analyses of the LATUG implementation and international comparative analyses. CRH decisions, including those related to territorial demarcation, appointment and elections of officials, approval of administrative acts, and setting up tax rates and fees, were also reviewed. The proposal has been submitted to the technical working group established by the Parliament Secretariat.
- The proposal has been underpinned by a series of consultations on the status of implementation of LATUG in Selenge, Darkhan-Uul, Bulgan, Orkhon, Sukhbaatar, Khentii, Dornod, Uvs, Khovd and Bayan-Ulgii aimags (10 out of 21 aimags), in cooperation with the SCSS of the Parliament of Mongolia and the respective Citizens' Representatives Hural (CRHs). In order to assess the current situation of LATUG implementation, identify implementation challenges, and reflect suggestions for revised conceptual framework of the Law, these consultations were held at different levels of administrative units, including bagh, soum and aimag, with participation of representatives of both local governments and local self-governing bodies.

### OUTPUT 2. CITIZENS' REPRESENTATIVE HURALS HAVE IMPROVED ORGANIZATIONAL CAPACITY

**The project initiated a number of measures to strengthen CRHs institutional capacity. As a result of these measures CRHs can now benefit from a standard meeting procedure and guidelines on administrative decision-making procedure in order to improve their current practices. 18 CRHs have developed their institutional capacity by experimenting participation –based policy-making and monitoring of local services. 12 more CRHs improved their decision-making and oversight capacity by partnering with NGOs implementing grants. As a result of CRH grants, 16 guidelines and four programs were developed by the CRHs and more than 4,000 citizens were involved by implementing CRHs.**

- A model meeting procedure for hural was developed in 2017 with support of the SRBM project. Meeting procedure is critical for smooth organization of hural meetings, as it provides rules for decision making. Hurals encountered many situations where they were unable to make decisions, because the meeting procedure was too general or simply repeated the relevant legal provisions without further specifying the details. As there is no commonly agreed model meeting procedure of hurals, each hural develops its own. This prevents hurals from drawing on lessons learned and good practices of other hurals. Since there was no comparative study on the effectiveness, scope, practicality, and transparency of existing meeting procedures, development of a model meeting procedure has been informed by an assessment on the current situation of hural meeting procedures. The assessment has covered the challenges that occur in practice and cases where the meeting procedure was unable to regulate. A comparative analysis of existing meeting procedures of hurals was also conducted to reveal good practices and identify provisions that can be commonly used by all hurals. Consultations were held with Dornogobi aimag, Airag soum, the capital city and Chingeltei district CRHs, a survey was conducted among 120 soum CRHs of 13 aimags, and comments were received from around 20 CRH Representatives and Secretaries. A total of 15 hural meeting procedures were reviewed, and a list of laws and Parliamentary resolutions being used in Hural operations was prepared. Actions to disseminate the model meeting procedure and its introduction into practice will be undertaken in 2018.
- A handbook for applying the Law on General Administrative Procedure for CRHs decision-making was developed. The Law on General Administrative Procedure, which entered into force on 1 July 2016, constitutes the basic legal regulation for administrative organizations with authority to issue administrative acts to be used in their interaction with citizens and legal entities. The law requires an impact assessment of proposed administrative decisions to prove the need for such acts, identification of parties whose interest may be affected, and an assessment of economic and human resources that would be needed for implementation of the proposed decisions. The Law also requires public consultations to be held before adopting administrative acts, registration of approved administrative acts, and annual monitoring and reporting on their implementation.

Given CRHs need more information and knowledge to properly apply the Law in their decision-making processes, a handbook for CRHs to apply the LGAP was developed to assist CRHs to fulfill their duties as stipulated in the LGAP. To prepare the handbook, a list of CRH administrative acts registered with MOJHA was analyzed, 2 aimag, 2 soum, the capital city, and one district CRHs were consulted to identify the current challenges, a survey has been conducted among aimag, district CRH Secretaries, lecturers of administrative law, and lawyers in general. Court decisions related to CRH, Citizens' General Meeting decisions were also analyzed. The handbook is the first of its kind, and provides the basis for regular update in accordance with the future legislative changes. A series of training and workshops are planned for 2018 to disseminate the handbook and to support hurals in their efforts to properly apply the GLAP in their decision making.

- 18 grant projects were implemented by CRHs to promote good practices of representation and oversight functions. As a result of 2017 grant program to support the CRHs, 16 procedural guidelines and four programs were developed by the CRHs. According to grant reports, more than 4,000 citizens were reached out through grant activities.

In order to promote CRHs good practices of representational and oversight functions, a grant program was announced in April 2017 among all hurals focusing on CRHs engagement with local citizens, particularly women and youth in order to reflect their specific needs and interests in decisions, policies,

plans being adopted by hurals, monitoring of quality, access and availability of education and health services in the regions and monitoring of the implementation status of environmental protection laws and regulations.

A total of 104 proposals were received from 20 aimags, 5 districts and 86 soums. A total of 20 proposals were selected, each of them was awarded with a grant of a MNT 4 mln (See Annex). A training workshop was organized in May 2017 for grant recipients to address common shortcomings from previous years, to improve their proposals and to provide methodological guidance on how to implement the projects effectively. Subject experts and representatives of CRHs and NGOs who had previously implemented successful grant projects, provided assistance during the workshop and throughout the implementation process.

Overall, the SRBM project monitoring field trip reports, grant project reports indicated that the aimag CRHs demonstrated sufficient capacity to develop project proposals, implement, document, and undertake advocacy, as well as to prepare narrative and financial reports. Ensuring participation, focusing on results and sustainability was an area where more support and guidance has been required by the grant recipients. As far as soum CRHs are concerned, the participation in the grants' programme, enabled them to obtain skills and develop their capacity to write a project proposal, implement and report the results.

- The NGO grants' program continued to support CRHs functioning. 2017 NGO grants reports show that that the program achieved its objective to broaden the pool of experienced NGOs working with local self-governing bodies, providing capacity building on both sides; while national NGOs became more acquainted with local level governance processes and challenges, and collected real life cases, CRHs benefited from their expertise in particular area.

In Mongolia, there is no single institution which conducts policy analyses and research pertinent to local self-governing bodies. Therefore, NGOs have an important role to play in identifying challenges that are common to local self-governing bodies, developing innovative solutions and holding training or providing methodological advices. To fill in this gap, the SRBM project continued the NGO grants program, aiming to promote the collaboration of experienced, issue-based national NGOs (budget transparency, pasture management, extractive industry transparency etc), with local self-governing bodies.

One of the requirements for 2017 round of the NGO grants was to work with up to two CRHs to encourage them to use the skills and knowledge they had gained from the National Induction Training in their daily practices. Six proposals out of 14 were selected and were implemented with the funding of MNT 6 mln each. (See Annex for the summary of main results of the NGO grants projects).

- [www.khural.mn](http://www.khural.mn) website operated successfully for its 4<sup>th</sup> year, and its maintenance was handed over to the Cabinet Secretariat.

In 2017, the website [www.khural.mn](http://www.khural.mn)<sup>2</sup> that was created under the previous phase of the project, operated successfully for its 4<sup>th</sup> year, and its scope and content were expanded. The Cabinet Secretariat of the Government of Mongolia agreed to take the responsibility for the maintenance of the website

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<sup>2</sup> The website can also be accessed at [www.khural.mn](http://www.khural.mn)

in May 2017 according to its legal mandate to provide technical support to CRHs. Since then, the IT department of the Cabinet Secretariat, under its mandate to provide professional and methodological support to CRHs, has been extending technical support to over 360 sub-site administrators on a daily basis, taking initiatives to update the website, and thereby, contributing to its sustainability.

The contest announced among 360 sub-site administrators proved to be an effective mechanism for establishing a benchmark of CRH website and demonstrating a model set of content to other CRHs. The CRH sub-sites were promoted further through various means; linking it with facebook group pages, placing the webpage banner in Citizens' Halls, during open days, advertisements, event related slides and banners, and linking it with Governor's office websites.

In terms of enhancing the sustainability of the [www.khural.mn](http://www.khural.mn) website, a progress was made from the previous years in including the duties of admins in staff performance agreements and job descriptions. However, this has not become yet a common practice for all CRHs. The actual statistical data will be collected in 2018, from CRHs at all levels.

### **OUTPUT 3. NATIONAL TRAINING PROGRAMME FOR LOCAL ELECTED REPRESENTATIVES IS INSTITUTIONALIZED**

**The induction training was delivered to 7,377 CRH representatives nationwide within the first six months after local elections to equip the newly elected officials with their key competences. This included 89.7 percent of women representatives who were elected to CRHs. The training was very well received by the representatives of CRHs<sup>3</sup>; most participants rated the training as timely and topics as relevant and useful. The training management and trainers' capacity to deliver the content were also rated highly. Currently, there is no equivalent training for local elected officials that is systematic and accessible. A major step towards institutionalization of the national induction training was made in 2017 by means of concluding a Memorandum of Understanding with the National Academy of Governance<sup>4</sup> which defines scope and timeline for staged hand over of the training curriculum by 2020.**

- In 2017, the National Induction Training for CRH representatives at all levels was conducted for the second time, in accordance with the revised second edition of the training handbook and the revised programme. The training covered 4 topics; *Legal basis of local self-governing bodies, meetings and meeting procedures; Local budget and finance; Environmental protection and land relations; Public participation and engagement*. The training ran for 2 days with 18-hour training programme.
- The elections of aimag and the capital city CRHs were held in June 2016; and the elections of soum CRHs were held in October 2016. Around **60%** of those elected for aimag CRHs, and **56%** of those elected for soum CRHs were elected for the first time. The National Induction Training for all CRH representatives was rolled out and completed **within the first six months after local elections** or by April 2018, ensuring timely provision of needed information and knowledge.
- A total of 7,377 (91.1%) elected representatives of all levels of CRHs attended the National Induction Training. The attendance rate reached 91%, up from 88.6% of the first round<sup>5</sup> in 2014. In particular, the attendance rate of district and the capital city CRHs has improved by 27 percentage points compared

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<sup>3</sup> Monitoring report of the National Induction Training, SRBM Project, 2017

<sup>4</sup> See Annex

<sup>5</sup> 2014 Annual Progress Report, Project "Capacity Strengthening of Local Self-Governing institutions"

to the previous round of the training, due to better coordination by the CRH Secretariats and the better timing (right after elections).

- Women make 26.7% of total elected representatives. 89.7% of these 2,164 women representatives were enrolled in the induction training nationwide.
- The aimag and district CRH Secretariats took the responsibility for logistical preparations and on the ground organization of the National Induction Training, under the support and guidelines provided by the project implementation unit. A formal outcome evaluation of the National Induction Training will be carried out in 2018, as part of the SRBM project Mid-Term Review (MTR).

**In addition to national induction training delivered to 7,377 CRH representatives, the project developed training programme and handbook for Chairs of Bagh General Meetings<sup>6</sup> and delivered this training for the first time in local government history of Mongolia to 1,870 grassroots/community level officials. This includes 97% of 525 women who are Chairs of Bagh General Meeting. The training provided an opportunity for peer learning among the participants. Signs of early results of the training observed by the trainers and aimag CRH secretaries include enhanced awareness of legal framework, motivation to be better leaders of the communities, and improved preparation for Bagh General Meetings.**

- The training module for Chairs of Bagh General Meetings (BGM) contain 18-hour sessions and six topics: *The Legal basis of citizens' General Meetings; Meeting procedures; Presidium; Bagh self-governance and citizen participation; Decision-making and monitoring the implementation of decisions made; and Identifying and analyzing bagh challenges.*
- The training handbook was developed by a group of trainers who come from the pool of CRH local trainers. The training handbook contains a compilation of relevant legal provisions, templates commonly used for baghs, and other reference materials, such as pasture use agreement template. The handbook is the first handbook developed for Chairs of BGM in the history of local self-governance since 1990s.
- The National Induction Training for Chairs of BGM were held in all aimags from October to November 2017. 97% of Chairs of BGM of 1,612 baghs and 93% of 330 soum CRH secretaries attended the training.

**The project supported revision of leadership training programme by an international consultant feeding into the needs expressed by the CRH representatives. The training was delivered to 180 presidium members (80%) of CRHs of all 21 aimags of Mongolia in 2017. This included 89.4% of 38 women who are presidium members of aimag CRHs. As a result of the programme, the participants learned to identify their vision based on past challenges and achievements, communicate their messages by using stories, address local challenges holistically by putting them in bigger picture of development. National capacity to carry on the training has been supported by training core group of trainers and local trainers from each of 21 aimags and NGOs.**

- The leadership training programme consists of 4 topics; *Political leadership, Personal leadership, Strategic leadership and Leading citizens.* (See Annex)
- The participants evaluated the training as useful (89.7%) and very insightful (80.4%). Most of the participants were of the opinion to recommend this training to other colleagues (83.2%). (See Annex)

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<sup>6</sup> Bagh is the lowest administrative unit in Mongolia which has general or community meeting which discusses and makes decision on everyday local issues such as use of pasture, access to water and cattle care etc.

The project is paying special attention to strengthen capacity of women representatives. For this purpose, previous training programme and handbook were modified with two concrete objectives. One is to equip women representatives with skills needed to act as elected officials to lead their communities for local development including problem analysis, developing options for solution, stakeholder analysis, creating impact in power circles. Second objective is to improve women's political advancement by encouraging peer support and collective action to overcome gender-related barriers. Content and methodology validation exercises show that the programme is well-designed. The training will be rolled out in 2018.

**The National Trainers' Pool was promoted and further strengthened by re-training and co-facilitation of the second round of the national induction training for CRH representatives and training for Chairs of Bagh General Meetings. 48.4% of the trainers are women.**

- The pool of national trainers specialized in local self-governance related topics is one of the key outputs of the project and a key element for enhancing the sustainability of different types of trainings initiated by the project. The initial pool of trainers created in 2013 under the previous phase of the project continues to function, albeit with some changes. A total of 62 trainers, including 42 from 21 aimags and 20 from local governance NGOs, were The current pool of trainers includes 15 Secretaries, 3 Chairs, and 6 Representatives of CRHs. 51.6% of the trainers are men, and 48.4% are women. On average, each trainer taught 3 trainings, with a maximum of 5-7 trainings.
- Four Trainings of trainers (ToTs) were held in 2017. The ToTs carried out in 2017 focused on two aspects of delivering training; i) co-creation of training contents by critically reviewing them through group work and enriching and contextualizing the core content with local cases and examples, and ii) adult training tools.
- ToTs are also an important mechanism for monitoring the quality and effectiveness of the trainings. The feedback received from trainers who had worked throughout the country is used for improving and fine-tuning the content of trainings.

#### **OUTPUT 4. IMPROVED CAPACITY OF THE PARLIAMENT SECRETARIAT TO SUPPORT REPRESENTATIVE BODIES**

The project facilitated learning from international best practices for the Parliament Secretariat of Mongolia in 2017 to carry out legal analysis of draft laws, experimentation of new ideas and innovations, developing procedures and guidelines for legal review and monitoring of implementation of laws according to the new Law on Legislation. The project also drove to holding of consultation with local governments on legislative drafts and implementation of existing laws using online system introduced during the previous phase of the project.

- As a result of the study visit to German Parliament, the Parliament Secretariat staff developed a proposal for further consideration for details of legislative drafting with a focus on:
  - ✓ Critical points which determine the need to regulate a particular issue by drafting a law as compared to other options; ex-ante analysis of positive and negative effects;
  - ✓ Criteria to systematically assess practical feasibility, coherence, degree to which draft laws are easy to understand and to be accepted, and the expected costs for implementation;

- ✓ Methodology for assessing the effectiveness of approved laws against the original intended objectives, including the sources of evaluation data and use of cost-benefit analysis and other research methods.
- The collaboration with the Parliament Secretariat of Swiss Confederation (SPS) on legislative drafting and monitoring of approved laws started in November 2017 with the SPS delegation visit to Mongolia. This is a new form of capacity building through peer support and exchange of experience. The presentations at the workshop on SPS and Parliament Secretariat structure, mandate and duties of standing committees, and oversight functions revealed similarities and differences of two organizations and assisted in identifying areas of future collaboration. A working group was established at the Parliament Secretariat to work on selected projects of legislative drafting and monitoring.
- One of the requirements of legislative processes newly introduced by recent laws is public consultation on draft laws through public hearing. As part of the public consultations on proposed amendments to the Constitution, an online conference was held on 18 July 2017, including MPs, senior officials of aimag and the Capital government departments and local self-governing bodies. The other public hearing was organized by the Standing Committee on Petitions on 13 December 2017 on monitoring the implementation status of the Resolution No.5 of 2016 about the enforcement of legal acts regarding rehabilitation of the degraded land due to mining activities and the compensation of damages.

Both hearings were organized using the online video conference system installed at the Parliament Secretariat and all aimags, under the previous phase of the project. Given the costs involved for undertaking public hearing nationwide, the above public hearings set a precedent for online consultation.

## **PROJECT MANAGEMENT**

The SRBM project is being implemented by the Parliament Secretariat under National Implementation Modality (NIM) of UNDP. Thus, the national rules and regulations were followed in procurement, asset and financial management of the project. The project budget for 2017 was approved as part the Parliament Secretariat annual budget. The internal auditors of the Parliament Secretariat provided internal review all financial transactions and verified financial reports.

In 2017 the project unit continued to submit the project activity and financial reports to the Ministry of Finance. In accordance with the decree No.217 of the Secretary General of the Parliament Secretariat, 19 types of information, including budgets and procurement, have been posted onto the Glass account website on a routine basis.

The project implementation unit consisting of a Project Manager, Administrative and Finance Officer, Monitoring & Evaluation Officer, Knowledge Management Officer (UNV) and Driver provided management, coordination and logistical support. The Parliament Secretariat staff, hural secretariats, and local governance NGOs also contributed to the project implementation.

The project Board Meetings were held in January and July 2017, approving the workplan and reviewing the progress. The UNDP regional advisor on local governance reviewed the project progress in June 2017, and concluded that the project was making a good progress in accordance with the workplan.

All activities planned for 2017 have either been completed or ongoing. The total budget approved for 2017 was US\$ 1,120,000 and the actual expenditure was at US\$ 1,029,522, with the delivery rate of 92%.

## **CONCLUSION**

The year 2017 was the first year of the SRBM project – the second phase of the programme for strengthening the local self-governing bodies.

The key results of this year were the completion of the National Induction Training with 91.1% outreach and the training for Chairs of Bagh General Meeting with 97% outreach. The leadership trainings for CRH representatives were completed for aimags presidium members with 80% outreach. The leadership training inspired the locally elected representatives to work for the social good and local development, prompting behavioral changes that cannot be prescribed by laws and regulations. A standard meeting procedure and guidelines on administrative decision-making procedure are made available for CRHs to improve their current practices. CRH and NGO grants were implemented with a focus on new areas of capacity building, namely, the implementation of newly adopted laws that require public engagement in decision making. The project facilitated discussion platforms and facilitating for expert analysis and recommendations to provide inputs to ongoing policy reform related to local governance. The Parliament Secretariat, one of the implementing partner of the project is developing its capacity to assistance to representative bodies by learning from international best practices in the area of legislative drafting and evaluation of implementation of existing laws.

The sustainability plan was a new initiative that has been mainstreamed in all project activities, and has contributed to improved ownership by the project stakeholders. This included formal commitment by the National Academy of Governance for the institutionalisation of the national induction training by means of a Memorandum of Understanding and institutionalisation of CRHs portal website with the Cabinet Secretariat of the Government of Mongolia. The project has developed collaboration and synergy with other SDC and UNDP projects working with local governments to act in a coordinated and consistent way.

Recommendations and lessons learned derived from the reports of national trainings, grant programs, thematic consultations, and monitoring visits conducted by funding agencies are duly reflected in the Annual Workplan for 2018. Particularly, strengthening of capacity of the Secretariat of CRHs, coherence and cooperation between the CRHs at all three levels, and promoting the engagement of experienced trainers and NGOs in project activities are all included in the plan for next year.

The priorities for 2018, the second year of the project implementation, will be support to adoption of the revised Law on Administrative and Territorial Units and their Governance, including the status of cities and villages, development of performance management framework for local self-governing bodies, modernization of khural.mn website both in terms of systems update and content, and converting the training materials and handbooks for online learning by wider audience. The adoption of the internal guidelines on legislating drafting and monitoring of legislative acts by the Parliament Secretariat will be the key priority for Output 4.

Systematic monitoring of the impact of earlier activities on the overall organizational capacity and functioning of CRHs will be conducted in 2018 for the purpose of validating the theory of change of the project and make necessary adjustments in the project implementation strategies.