



Active Partnerships and Public Engagement for Accountable Localities Project (APPEAL)

FINAL REPORT

July 2012 – December, 2014



A Drawing on Combating Corruption of Ts.Zoljargal, a pupil of 8th grade, Batshireet Soum, Hentii Province

Cooperative Agreement

AID-438-A-12-00004

Submitted to: USAID Mongolia

Submitted by: Mercy Corps

MARCH 2015

Table of Contents

<i>ACRONYMS and DEFINITIONS</i>	2
<i>PROGRAM SUMMARY</i>	3
<i>EXECUTIVE SUMMARY</i>	3
<i>INTRODUCTION</i>	4
<i>ACTIVITIES, OUTPUTS AND RESULTS</i>	6
<i>MONITORING, EVALUATION AND LEARNING</i>	26
<i>DISSEMINATING RESULTS</i>	31
<i>CHALLENGES</i>	34
<i>APPENDICES</i>	35
<i>APPENDIX 1: PERFORMANCE MONITORING PLAN AS OF DECEMBER 2014</i>	35
<i>APPENDIX 2: APPEAL PUBLICATIONS</i>	41
<i>APPENDIX 3: CSO PROJECTS</i>	42
<i>APPENDIX 4: GOOD GOVERNANCE WEEK EVENTS</i>	53

ACRONYMS and DEFINITIONS

APPEAL:	Active Partnerships and Public Engagement for Accountable Localities
ACAP:	Anti-corruption Action Plan
CabSec:	Cabinet Secretariat of the Government
Citizen Chamber:	A place for citizens to monitor, discuss, and provide feedback to government on implementation of the procedural administrative regulations and governance laws
CMS:	Civic Measurement Survey, APPEAL program baseline and endline survey
CRH:	Citizens' Representative Hural, elected decision-making body at the district, province and national level
CSO:	Civil Society Organization
FOIA:	Freedom of Information Act
GO:	Governor's Office
GIZ:	German Agency for International Development Cooperation
IAAC:	Independent Authority against Corruption, National government agency responsible for anti-corruption legislation, regulations, education, planning and enforcement
LDFs	Local Development Funds, block grants allocated to district administrations and administered through the district governors' offices
MALA:	Mongolian Association for Local Authorities, a non-governmental membership organization representing local district and provincial administrations and line departments
MNDI	Mongolian National Development Institute, an independent NGO organized under the President's office to conduct research in the public interest
MoJ:	Ministry of Justice
MoPDSP:	Ministry of Population Development and Social Protection, national agency responsible for employment and social services
MoU:	Memorandum of Understanding
MWLA:	Mongolian Women Lawyers Association, and nation-wide, membership organization.
PANI:	Public Administration and New Initiative NGO, a local NGO focused on good governance initiatives
PAR:	Procedural Administrative Regulation
PMP:	Performance Monitoring Plan
PWD:	People with Disabilities
SMP:	Soum Master Plan, a multi-year development plan created through participatory engagement with citizens at the district level
LSWSDs:	Local Social Welfare Service Departments
SDC:	Swiss Agency for Development and Cooperation
SPEAK:	Survey on Perceptions and Knowledge of Corruption
STOPP:	Study of Private Perceptions of Corruption
STAGE:	Strengthening Transparency and Governance in Mongolia Project
TAF:	The Asia Foundation
ToT:	Training of Trainers
TRC	Tenger Research Center
UNDP:	United Nations Development Programme
USAID:	United States Agency for International Development

PROGRAM SUMMARY

Project Title:	Active Partnerships and Public Engagement for Accountable Localities (APPEAL)
Project Provinces:	Arhangai, Bayanhongor, Bayan-Ulgii, Dornogobi, Dundgobi, Gobi-Altai, Gobisumber, Hovd, Hentii, Huvsgul, Sukbaatar, Uvurhangai, Umnugobi, Uvs, Zavhan
Project Duration:	27 July 2012 – 31 December 2014 (Final)
Reporting Period:	July 2012- December 2014
Grant Amount:	USD 3,499,988

EXECUTIVE SUMMARY

APPEAL improved and diversified good governance practices in 15 Mongolian provinces (aimags) by bringing 494,476 (251,266 female and 243,210 male) participants to 3,388 activities and events organized by a multi-stakeholder team of project implementing partners. The over-arching aim of APPEAL was to increase participants' and partners' knowledge on good governance principles and anti-corruption laws, while providing them opportunities to apply this knowledge in sustainable local actions.

The 3,388 project activities included 901 trainings and consultations, 1,755 conference meetings, 401 citizen engagement activities and 331 experience sharing and monitoring visits were organized. APPEAL awarded 111 small grants to local Civil Society Organizations (CSOs) in 15 provinces to ensure that local organizations have the skills and experience to continue to promote good governance.

The project linked local citizens to legislative and regulatory review processes, revitalized citizen chambers, supported the completion of local development plans and anti-corruption strategies and educated thousands of local citizens and government officials on improving government performance and limiting corruption through direct training, traditional media, social media and information and communication technology (ICT) tools.

Through two national awareness campaigns: the Rules to Reality Campaign and Good Governance Week celebrations, APPEAL and its partners brought national attention to good governance and anti-corruption work being carried out by local communities and administrations across Mongolia and highlighted the innovative new strategies that are being tested by local governments.

As a result of APPEAL, local governments have the support of their local constituents through participatory planning and local monitoring of performance. However, there is still a long way to go. Local governments have only recently begun to learn how to manage budgets and spending in line with publically approved plans. With new channels of communication and new civil society partners to support them, there is every reason to believe that local government performance will continue to improve with each planning cycle completed.

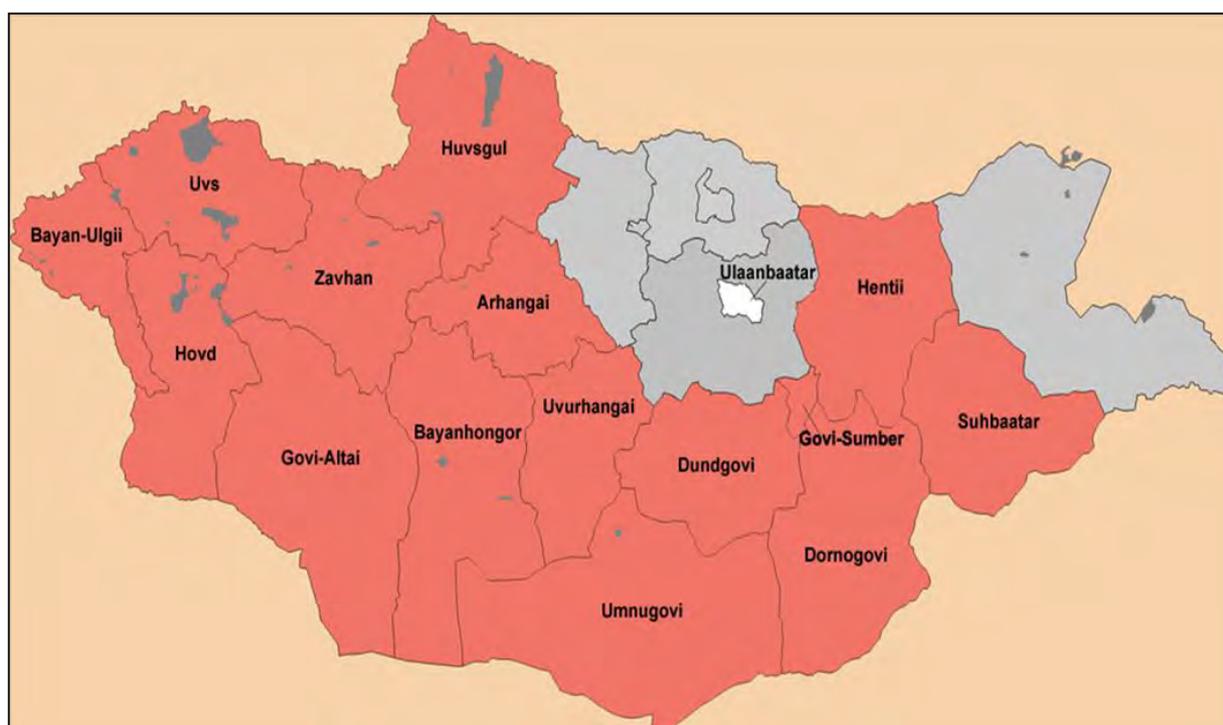
Finally, with more than 126 local implementing partners, and agreements with more than 75 government entities, APPEAL has created a population of experts who have a shared knowledge of the laws and regulations pertaining to good governance and corruption and have a common set of

tools to apply to improving government performance and eliminating corruption in both public and private life.

INTRODUCTION

Since beginning its transition from a centralized state and economy to a market-based democracy in the 1990's, Mongolia has been implementing reform programs and strategies to promote democracy, good governance, transparency and accountability in society. However, many governance challenges, including corruption, a lack of transparency, and accountability still persist.

The Active Partnerships and Public Engagement for Accountable Localities (APPEAL) Project implemented by Mercy Corps from July 2012 to December 2014 aimed **to improve legal, institutional and administrative processes in specific official agencies and offices to secure the consistent practice of democratic reforms to support economic growth at the local level.** The project operated in 15 provinces (shown in the map below) and 60 districts.



APPEAL target provinces: Arhangai, Bayanhongor, Bayan-Ulgii, Dornogobi, Dundgobi, Gobi-Altai, Gobi-Sumber, Hovd, Hentii, Huvsgul, Sukbaatar, Uvurhangai, Umnugobi, Uvs, Zavhan

Objectives

APPEAL was designed based on the theory that if good governance and anti-corruption related laws are understood and local community stakeholders have avenues for participation and action, then government will become more accountable, effective and participatory. The project aimed to achieve its goal through two interconnected objectives:

1. *Knowledge:* Key elements of the Mongolian legal framework related to anti-corruption and good governance are understood and relevant to government institutions, civil servants, civil society, and the public at the local level.

2. *Action:* Exercise of authority and delivery of government services reflect transparent and accountable administrative processes, provide effective checks and balances, and engage informed communities to optimize quality and impact of governance at the local level. Success will be determined by:

Beneficiaries

Within the 15 target provinces, 60 soums were selected through a competitive process that measured applicants' commitment and motivation to engage in the project activities and to commit to the changes that APPEAL sought to enact.

Within the 75 target administrative units, the primary beneficiaries of the project were citizens, Civil Society Organizations (CSOs), media organizations, local government officials and civil servants who engaged in training, discussion, regulatory and legislative reviews, and other public events promoting good governance and combating corruption.

More than 494,476 beneficiaries (251,266 women and 243,210 men) participated in program activities at the district, province and national level both directly and through media and ICT tools.

Implementing Partners

Over the past three years Mercy Corps has shifted to a "facilitation model" of program implementation, working strategically with local partners to shift an increasing level of responsibility for program management and impact achievement to local partners, particularly at the local level. This approach is intended to increase the capacity of district and province actors in government, civil society and the private sector to plan, execute and measure the impact of long-term development processes and specific projects. Within the context of this overarching objective, APPEAL worked with 126 Mongolian partner organizations: 7 national level NGO's and government entities and 119 CSOs operating at the province or district level. To ensure engagement and commitment by province and district government partners, the project activities were governed by 75 MOUs executed among Mercy Corps, the local governors' offices and Citizen Representative Hural (legislatures).

The national level partners included the Independent Authority Against Corruption (IAAC), the Ministry of Justice (MoJ), the Ministry of Population Development and Social Protection (MoPDSP), the Mongolian Women Lawyers Association (MWLA), Globe International Center (GIC), Public Administration and New Initiative NGO (PANI), and the Mongolian Association for Local Authorities (MALA). Each partner contributed to program planning, engaged together in public events and individually implemented key program activities.

The partners implemented thousands of interconnected and interrelated activities to leverage and increase the impact of the program. The main activities of the project were multi-sector representatives' trainings on good governance laws, participatory development and implementation of Anti-corruption Action Plans (ACAPs), Soum Development Plans (SMPs), capacity building of local CSOs, youth awareness initiatives, implementation of small subgrants, organization of good

governance events; and nationwide public consultations on key strategic documents on combating corruption and good governance.

Collaboration with the Asia Foundation (TAF)

USAID originally conceived of a five-year governance program with a single implementing partner, but in the award process it was decided to split the program between two agencies and reduce the implementing period to 2.5 years. Mercy Corps was awarded the APPEAL project which emphasized work at the local level and the Asia Foundation was awarded the Strengthening Transparency and Governance in Mongolia Project (STAGE) project which emphasized impact at the national level. The two projects were designed and implemented in close collaboration in order to leverage the relative strengths of the two agencies; to increase the vertical linkages between national and local entities and to increase the distribution of tools, best practices and information generated by both projects.

Together APPEAL and STAGE achieved a higher level of impact than either project would have independently accomplished and in the process the two agencies forged an unusually close partnership building strong linkages between national and local level impact. In addition to the planned project activities and results, Mercy Corps and The Asia Foundation (TAF) conducted local discussions of the STAGE project's Survey on Perceptions and Knowledge of Corruption (SPEAK) and the Study of Private Perceptions of Corruption (STOPP) on perceptions of corruption, supported guided reviews of the IAAC's national anti-corruption plan, and jointly collaborated with the Open Government Project to implement a national forum on good governance to disseminate lessons learned, share best practices and enable peer learning among all 310 district governments and many of their national counterparts.

ACTIVITIES, OUTPUTS AND RESULTS

The APPEAL program operated in 15 provinces and 60 districts, reaching 494,476 (251,266 female and 243,210 male) participants through 3,388 activities and events. The project linked local citizens to legislative and regulatory review processes, revitalized citizen chambers, supported the completion of local development plans and anti-corruption strategies and educated thousands of local citizens and government officials on improving government performance and limiting corruption through direct training, traditional media, social media and ICT tools. In this section the specific activities implemented and outputs achieved are discussed in detail, in the context of the results that they were designed to accomplish.

OBJECTIVE ONE – KNOWLEDGE

KEY ELEMENTS OF MONGOLIAN LEGAL FRAMEWORKS RELATED TO ANTI-CORRUPTION AND GOOD GOVERNANCE ARE UNDERSTOOD BY AND RELEVANT TO GOVERNMENT INSTITUTIONS, CIVIL SERVANTS, CIVIL SOCIETY AND THE PUBLIC AT THE LOCAL LEVEL

Result 1.1 Legislation related to anti-corruption and good governance is understood and strategized at the local level.

In order to combat corruption and improve government performance at the local level, APPEAL sought to insure that key local government agencies had timely and relevant Anti-Corruptions Action Plans (ACAPs) in line with Mongolian law and the Independent Authority Against Corruption (IAAC) regulations. APPEAL targeted provincial governor's offices and local social welfare departments for support in order to raise capacity and increase awareness throughout local government and to create immediate impact within a line department that has a high degree of engagement with the public and influence on the well-being of local citizens. Local authorities have been drafting ACAPs since 2010, but the plans tended to sit on a shelf rather than being implemented. APPEAL supported citizen learning and engagement in the planning process; and worked with local CSOs to develop methods for independent monitoring to ensure that the improved ACAPs remain "living documents" that are actively implemented and monitored.

Activities under Result 1.1 were implemented through a number of collaborative mechanisms: 1) national level partnerships with the IAAC and Globe International Center, 2) "Rules to Reality" Working Groups formed in each province and district to organize information campaigns events and citizen actions; and 3) funding CSO projects to support ACAP development and monitor implementation.

Partnership with IAAC

APPEAL and IAAC signed an MOU on 28 December 2012 to collaborate on five initiatives: to create 30 ACAPs in 15 target provinces; to increase the capacity and awareness of local communities and CSOs on anti-corruption laws, regulations and efforts; to organize a nation-wide consultation on the draft National Strategy to Combat Corruption; to develop and launch a new website for youth; and to consolidate best practices on good governance for wide distribution. IAAC coordinated and implemented activities with APPEAL and provided trainings and technical consultations in the thematic areas of good governance and zero tolerance to corruption. APPEAL and IAAC also joined with TAF to organized two Good Governance Week events as described under objective two below.

As a result of APPEAL's intervention, 15 provincial governors' offices and 15 local Social Welfare Service Departments (LSWSD) have approved ACAPs and are implementing their plans with effective public oversight.

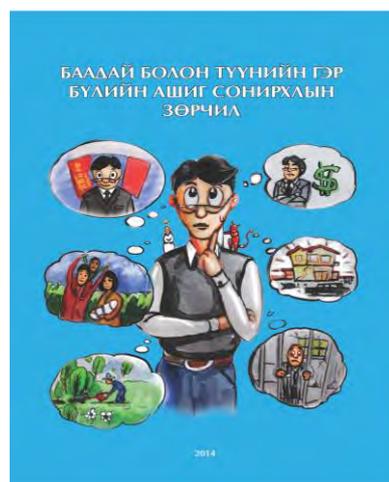
Training on ACAP Guidelines and Effective Planning

APPEAL launched its anti-corruption activities by implementing training on the guidelines established by IAAC to govern the ACAP development, monitoring and implementation process. A number of related laws and regulations were included in the curriculum to ensure that ACAPs are understood in the broader context of anti-corruption and good governance. During the sessions, trainers focused on strategies for making the plans concrete, measureable and effective. Training was carried out jointly by APPEAL and IAAC via the blackboard platform in two sessions with 128 representatives of CSOs and local government agencies at the beginning of 2013 and 2014 in line with APPEAL project implementation cycles, ensuring that local officials and project partners leading the ACAP development process and implementing monitoring had a strong understanding of the

legal and regulatory frameworks in which they were working. The training cycle also supported the launch of two “Rules to Reality” information and awareness campaigns described in more detail below.

Raising Public Awareness and Knowledge on Corruption

Within the context of its partnership with APPEAL, IAAC designed and launched a website targeted at youth awareness and action www.xamtdaa.mn. The website led to related Facebook pages and groups linking youth to anticorruption efforts <https://www.facebook.com/xamtdaa.mn?fref=nf>.



Cover of “Baadai and his Family”

After the launch of the website, IAAC joined forces with a group of national NGOs including the Zorig Foundation, the Mongolian Students Association, the Mongolian Youth Association, the Mongolian Chamber of Commerce and the Mongolian Employers’ Association to create an advocacy plan called *Together (xamtdaa) For a Just Society*. An important part of the advocacy campaign is creating interesting and informative materials to reach youth. The IAAC and APPEAL team joined forces to create a comic book on conflict of interest. Through the Globe International “Youth Ambassadors for Good Governance” activity described in more detail below, the book “Baadai and His Family” was created as a training tool to help ordinary citizens recognize corruption and conflict of interest in their interactions with government and with other members of the community. The guidebook was used across APPEAL supported training and community mobilization efforts and was distributed to more than 1,000 young people participating the “Ambassadors for Good Governance” activity and it has been adopted by IAAC as a key training tool in its secondary school outreach program. Baadai and his Family is available for download at: [http://mercycorps.org.mn/beta/documents/projects/appeal/publications/Conflict%20of%20Interest%20Handbook 2014 MON.pdf](http://mercycorps.org.mn/beta/documents/projects/appeal/publications/Conflict%20of%20Interest%20Handbook%202014%20MON.pdf).

During the 2013 Good Governance week events, the youth mobilization efforts by the APPEAL partners at both the national and local levels converged in Ulaanbaatar with a youth march from the city center to an art show and rally that called for a “corruption free generation” and called attention to awareness, knowledge and action as the primary tools for combating corruption in daily life.

Anti-corruption Action Plans Developed

With support from APPEAL, governors’ offices and Local Social Welfare Service Departments in 15 provinces completed Anti-Corruption Action Plans (ACAPs) as required under national law and regulations. By the end of the APPEAL project, all 30 plans were approved by the local Citizens Hural and implementation of the Anti-Corruption strategies had been launched. The plans were developed with a high degree of citizen participation and the local government is actively meeting requirements for publically communicating on their action plans.

CSO Technical Assistance to ACAP Development

APPEAL sought to increase capacity in all project locations by directly funding local organizations to implement key project activities. In all 15 target provinces CSOs provided technical assistance on ACAP development to the local government; implemented training and public awareness events to ensure civic engagement in the ACAP process; and carried out monitoring activities to evaluate ACAP implementation and service provision by LSWSDs. Under this target, 35 projects were implemented by local CSOs: 24 projects combined objectives and provided direct technical assistance to provinces, districts or social welfare departments to develop their ACAPs with citizen participation and monitor results; 2 projects focused on monitoring; 2 projects focused on educating the public on the legal framework around anti-corruption efforts; and 5 projects monitored LSWSDs to ensure access to services for the disability community. In addition, a number of the CSO projects supporting Citizen Chambers, discussed below used public engagement on the ACAPs to model chamber operations. These CSO implemented projects emphasized public engagement and transparency through public meetings, soliciting feedback and input from citizens, monitoring the ACAP process and reporting publically to ensure compliance with legal requirements.

Technical Assistance on ACAPS in Uvurhangai Province

Eh Nutag Hugjil CSO of Uvurhangai Province implemented the Good Governance Project to support the Social Welfare Services Department of Uvurhangai to produce its ACAP. The technical assistance included:

- Introduced participatory methods for facilitating community engagement in the ACAP development process
- Implemented a study with consumers of the SWSD's services to improve social welfare services
- Improved collaboration among CSOs and government organizations – 60 representatives of 15 CSOs took part in discussions
- Improved access to information – more than 4,000 citizens received timely information from the province Social Welfare Service bulletin board
- Improved citizens' ability to express their concerns and thoughts – active usage of hotline, more media reports on social protection services on local TV stations
- Indirectly benefited 19,200 clients of the province Social Protection Service Department due to improved public service.

Activities aimed at increasing public engagement frequently provided public recommendations back to provincial and district governments, examples of comments provided through CSO reports to APPEAL include:

- *Ensure access to timely information:* make government decisions transparent; clearly formulate reasons for decision making regarding social welfare services; provide simple explanations on budgeting and expenditure processes; organize an open local procurement process; organize a transparent and open land distribution process; announce all government job vacancies; have transparent online recruitment process; and improve government information through various channels of communication.
- *Integrity and ethical behavior of government officials:* improve civil servant's ethics and codes of conduct; report publicly about cases of corruption and bribes; organize trainings on anti-corruption and conflict of interest; reflect anti-corruption ideas in local government procedures and rules; require soum government officials publicly declare conflicts of interest; and make decisions that are not based on political affiliation or family connections.
- *Prevention and education activities:* educate citizens on current legislation; support collaboration with CSOs; provide information on new laws and regulations; incorporate anti-

corruption topics in curriculums of secondary schools; and prepare specialized trainers on anti-corruption and good governance topics.

- *Citizens' participation and monitoring*: involve citizens in the review and assessment of government services and information access; form anti-corruption citizen groups at the bagh 2 level; and improve confidentiality of whistleblowers.
- *Partnership of local government, CSOs and citizens*: outsource certain government services to CSOs to improve citizens' monitoring of government services; organize citizen's monitoring of Local Development Fund (LDF) activities; ensure CSOs participation in government decision making; and have CSOs conduct trainings for civil servants on ethics, integrity, and time management.

Public Consultation on the National Strategy on Combating Corruption

APPEAL worked with TAF, IAAC and Mongolian Women Lawyers' Association (MWLA) to facilitate public consultations on the IAAC's National Strategy on Combating Corruption between November 18 and December 18, 2013. The consultation sought to raise awareness on the purpose and content of the strategy and to implement face to face discussions in all 21 provinces across Mongolia that would provide a forum for public feedback on the draft and on progress to date in reducing corruption.

The consultation began with a web-based training workshop prepared for 50 local facilitators from 21 provinces on the content of the draft national strategy and on facilitation techniques to successfully mobilize public engagement and gather actionable feedback. The on-line training program was based on a guide to the draft strategy prepared by TAF and was implemented using the Mercy Corps blackboard platform.

Following the facilitator training, 60 in-person consultations were conducted in 21 provinces and 9 districts of Ulaanbaatar City. In each location, two separate sessions were carried out: one for civil servants and one for citizens in order to increase public engagement. MWLA's provincial branch officers together with the legal departments of the province or district Governor's Office jointly implemented the consultations in Citizen's Chambers. The draft of the National Strategy was distributed in advance of the meetings and the findings from TAF's SPEAK and STOPP surveys were presented to the participants to provide additional context on current perceptions regarding corruption in the public and private sectors. Facilitators led structured discussions and question/answer sessions to increase participation and all feedback from each session was gathered by MWLA and provided to IAAC to review and incorporate into the final National Strategy. In APPEAL target provinces more than 1,370 people participated in the discussion events.

Overall, more than 4,000 comments on the draft strategy were provided to IAAC as a result of the consultation. During a 2013 Good Governance Week workshop on the status of anti-corruption efforts, IAAC noted that the consultation with local citizens and authorities had improved the draft strategy in ways they could not have anticipated. After the inclusion of citizens' input, IAAC finalized the draft National Strategy and submitted it to Parliament for approval in mid-2014. Parliament formed a working group to prepare the strategy for a full parliamentary review in October 2014. At the close of the APPEAL project, no further progress had been reported.

IAAC Assessment of Provincial ACAPs

In 2013 and 2014, IAAC engaged independent consultants to evaluate ACAP development and implementation across the country. The evaluation provided each province with a score calculated on the basis of 18 indicators measuring compliance with the guidelines established by IAAC. Government agencies receive 0 to 70 points against legal compliance criteria and 70 to 100 points for innovation and creative engagement to combat corruption. The highest possible score is 100 points. Within the APPEAL target population 7 out of 20 provinces were scored near or over the 70 point mark between their 2013 and 2014 evaluations, and of those five some met the criteria for innovation. Overall, 16 provinces improved their performance on the IAAC indicators or stayed the same, while four provinces in the Gobi region saw their scores decline. In most cases, the causes of the lowered scores related to inadequate public reporting or failure to submit plans, performance reports or required documentation to the IAAC on time or in full.

Provincial Scores on the IAAC ACAP Assessment 2013 vs 2014

Appeal Provinces	2013	2014	% Change	Non-target Provinces	2013	2014	% Change
Arhangai	53	59	11%	Bulgan	54	60	11%
Bayanhongor	41	68.6	67%	Darhan-Uul	59	73	24%
Bayan-Ulgii	57	69.5	22%	Dornod	67	71.7	7%
Dornogobi	55	52.2	-5%	Orhon	82	82.3	0%
Dundgobi	76	69.8	-8%	Selenge	45	61	36%
Gobi-Altai	57	52.3	-8%	Tuv	56	35.3	-37%
Gobi-Sumber	53	62.5	18%				
Hentii	72	72	0%				
Hovd	34	36	6%				
Huvsgul	24	79	229%				
Suhbaatar	2	75.7	3685%				
Umnugobi	66	59	-11%				
Uvs	69	73	6%				
Uvurhangai	67	80.3	20%				
Zavhan	37	61	65%				

Result 1.2 APPEAL community stakeholders understand good governance and anti-corruption initiatives related to specific government authorities at the local level.

Rules to Reality Campaigns

APPEAL sought to broadly engage the public in informative events and activities in order to increase citizen’s understanding of good governance, the existing laws supporting good governance and to identify opportunities for collaboration among government, citizens, CSOs and the media. As a foundation for local action, APPEAL implemented two “Rules to Reality” Campaigns that provided a framework for project activities and created an organizing mechanism to inspire, promote and leverage independent action.

Under the Rules to Reality Campaigns, the APPEAL partners organized 15 provincial and 60 district working groups made up of representatives from government, civil society and media organizations. The working groups met regularly to plan and support the execution of events focused on citizen engagement and education. Events included legal trainings for citizens, public discussions on principles of good governance, quiz competitions among local officials on relevant laws and regulations (known locally as “Devjee” and “Elsen Tsag”), youth drawing and essay writing contests, “Open Door Days” at government agencies, and exhibitions of products from local businesses. As a result of local efforts and coordination, more than 192 events were carried out from December 2012 to June 2014 that engaged the participation of 29,224 local citizens (15,053 female and 14,171 male).

Local participants report that as a result of the campaign they have a better understanding of key governance laws, that they value collaboration across sectors, that they are more likely to participate in local governance processes and that they feel an increased possibility in connecting to government organizations. For example, in Umnugobi province, public officials now disclose activity reports to the public on an accessible information board. In several Gobi provinces, police departments initiated a public pledge book in which police officers sign their names to promise to be free from corruption and conflicts of interest. In Dundgobi, a similar book was introduced for leaders of 28 governmental organizations, including the Dundgobi Governor Mr. Sukhbaatar.

Information and Communication Technology

Mongolia’s improved information, communication, and technology (ICT) infrastructure allows for innovations in training, dialogue, and engagement. APPEAL made active use of internet and telephone services to lower costs, speed information sharing, and create two-way communication between citizens, CSOs and the government.

Mercy Corps utilizes the blackboard platform for a wide variety of program and management events and under APPEAL 38 webinars were conducted via Blackboard. Using an estimate based on the actual costs of conducting one-day meetings in Ulaanbaatar with provincial and district participants, its estimated that APPEAL saved \$267,547 on travel and lodging expenses using webinars. The Blackboard platform requires an annual subscription that is out of reach of some local partners, but the Oovoo online video chat application is a free online tool that Mercy Corps staff have also adopted and promoted to local partners.

Social media tools were also widely adopted during APPEAL. The project team used Facebook groups to link Training of Trainer (TOT) graduates and create peer exchange opportunities. Globe’s Youth Ambassador’s for Good Governance project set out to teach youth how to use digital media to build advocacy campaigns and promote the issues important to them. Facebook pages and groups are linked throughout the report and while only a few remain active, the context posted to them remains searchable and available online.

At the district level, particular internet-based services have limited distribution outside of the district centers, so the government still relies on phone and text to bridge the physical distances to their constituents. In response to calls for improved communication and opportunities to provide

feedback or register complaints, local governments have broadly instituted hotlines with guaranteed response times to ensure that active citizens get the responses they are looking for.

While phone and internet based media represent opportunities for innovation and increased connectivity, it is also important to recognize the role of traditional media, particularly in a context like Mongolia where rural television and radio is hungry for content. Throughout the APPEAL project, local partners and beneficiaries created content that was picked up by traditional media, and in a number of cases local television is adopting call-in programming to answer the demand for two-way communication. Finally, in Mongolia old fashioned social networking plays an important role in spreading information and increasing knowledge. As noted elsewhere in the report, some of the most accessible communication



Presentation of SPEAK and STOPP survey results to local stakeholders in Dornogobi province

innovations were created by local governments that reflected on their existing contacts with distant rural constituents and leveraged visits from doctors and other public servants to create opportunities for gathering feedback on government performance and plans.

Local Dissemination and Uptake of the SPEAK/STOPP Survey Results

Under the STAGE project, the Asia Foundation conducted two national surveys to measure changing perceptions of corruption. The Survey on Perceptions and Knowledge of Corruption (SPEAK) and the Study of Private Perceptions of Corruption (STOPP) were implemented in five cycles over the 30 month project period by the highly regarded Sant Maral Foundation. The complete results of the surveys can be found at <http://asiafoundation.org/publications/>. Mercy Corps collaborated with TAF to disseminate the survey results with citizens in 15 provinces.

APPEAL and STAGE hosted online sessions to present survey results to Mercy Corps' field team at the provincial level and the results were also reported in daily newspapers, posted on local governments' websites, and broadcasted on local TV stations. When APPEAL convened 22 discussions with 1,159 individuals across the target provinces, participants joined the conversation with a strong understanding of the subject. Reviews of the SPEAK/STOPP findings served to support anti-corruption and good governance activities throughout the APPEAL target areas.

Result 1.3 APPEAL and STAGE stakeholders exchange findings on substantive and sectoral policies and practices to advance anti-corruption initiatives and good governance throughout Mongolia.

CSO Projects Mobilize Community Actions

APPEAL partnered with 99 local Civil Society Organizations (CSOs) to implement 111 projects funded through a competitive sub-grant process. APPEAL issued two calls for proposals and included local

working groups in the selection process. The 111 projects were implemented in support of specific APPEAL project results and details on CSO activities can be found throughout this report under the relevant indicators. Overall, the CSO projects also served to increase local capacity, mobilize citizen engagement in anti-corruption and good governance discussions and actions, and enable exchange of experience and ideas across the country.

The 111 small grants succeeded in disseminating good governance and anti-corruption laws to citizens; engaging citizens in good governance practices such as development of participatory ACAPs and SMPs; strengthening local governments' performance on distributing information and delivering good quality public services; and improved the services available to People with Disabilities (PWDs). More than 1,662 activities were implemented by CSO partners in the 15 target provinces, engaging 353,606 participants (177,212 male and 176,394 female), or 72% of all APPEAL beneficiaries.

Through the implementation of small grants, local CSOs clarified their roles and responsibilities in strengthening the principles and carrying out the practices of good governance, and raised citizens' awareness of the emerging and existing body of governance laws and regulations. They identified practical tools and approaches that are relevant to improving and promoting citizens' abilities to engage local governments.

Good Governance Week

To commemorate the International Day Against Corruption and to promote on-going actions and activities to improve governance, APPEAL partnered with the STAGE project, IAAC, and the Cabinet Secretariat at the national level to implement two, week-long "Good Governance Week" celebrations in 2012 and 2013. The events mobilized local partners to organize public events across the project target areas. More than 7,300 participants (4,063 female and 3,244 male) attended national- and local-level Good Governance Week events. The annual celebrations became a platform for exchanging ideas, initiatives, and best practices among government, citizens, the business community and media across the country.

During the national-level Good Governance Week events, more than 22 activities were implemented and covered extensively by the media. These events ranged from student parades, art shows and lectures to a dialogue on the negative impact of corruption on private sector development. In each year, a highlight of the event was the Integrity Awards ceremony, broadcast on national television and highlighting innovative government actions to improve good governance or combat corruption. More than 45 events took place during the week at the local level; a complete list of local activities during the 2013 Good Governance Week can be seen in Appendix 4.

Best Practices of Good Governance

During the 2012 and 2013 Good Governance Week events, a national competition on good governance practices was carried out by APPEAL and IAAC. A working group was formed to review applications and select winners who were celebrated in a national awards ceremony and participated in TV broadcasts to promote their innovations in good governance. At the close of the APPEAL project, IAAC accepted a third round of best practices submission and made a final selection

of real world examples of excellent government performance, citizen engagement and transparency practices that can easily be adopted and implemented by stakeholders in Mongolia. The final 20 Best Practices were compiled and published in a small booklet that was distributed across the APPEAL provinces and districts. The Mongolian language best practices booklet can be found at <http://mercycorps.org.mn/beta/index.php/en/projects/completed-projects/299-appeal>. For a sample of the types of practices selected IAAC, the 18 award winners highlighted during Good Governance Week 2012 and 2013 include:

2012 – Best Practices of Good Governance Awardees:

- Participatory planning process of soum development plan of Khyrgas soum, Uvs aimag
- Tri-partite partnership (public, private and civil society) committee experience for public procurement transparency and efficiency in Hovd aimag.
- Open and competitive human resource recruitment policy in Bayan-Ulgii aimag. Online examination of civil servants in Bayan-Ulgii aimag with external monitoring of citizens and live broadcast through local media.
- Mobile “one stop shop” of Bagakhangai district of Ulaanbaatar that enables marginalized population groups such as elderly, people with disabilities, children and nursing mothers to receive government services at their homes.
- Open and transparent performance evaluation of health care staff and democratic selection process for creating sub-committee of ethics of the Health Care Department upon who received most votes from the public, Bulgan aimag.
- Introducing preventive approach from conflict of interest through special agreements with employees and refined work-ethics policy of “Ulaanbaatar Energy Network” state owned share holding company, Ulaanbaatar.
- Ms.Uuganbayar, Khan-Uul district Governor’s Office staff, Ulaanbaatar was awarded because of her own initiative introducing public awareness activities and events among different population groups to encourage the anti-corruption initiative. She is also a role model who contributes to the “e-district” initiative of the district government which is pursuing to diminish paperwork and enable citizens to receive government services online.
- Budget transparency experience of Education and Culture Department of Bulgan aimag. It establishes special agreements with all relevant budgetary organizations on open and transparent reporting of budget expenditures.
- Ms.Gantuya introduced a transparent and competitive procurement process for service delivery in her office. Every staff of Dalanzadgad soum governor’s office releases conflict of interest agreements and have been implementing the Conflict of Interest Law successfully.

2013 – Best Practices of Good Governance Awardees:

- Innovative approaches in ensuring open and transparent activities implemented by the Suhbaatar District Governor's Office.
- Open and participatory procurement process carried out by the Chingeltei District Procurement Office.
- Youth awareness activities on anti-corruption organized by Secondary School number 105 of Songinohairkhan District of Ulaanbaatar.
- Tri-partite partnership (Local government, CSOs and private sector) monitoring of health sector services organized by Dundgovi Aimag’s Governor's Office.

- Open and transparent governance practices implemented by Governor's Office of Tugrug soum in Uvurhangai province.
- Open and transparent selection and award process of SME proposals by Ministry of Labor.
- Open and transparent performance evaluation of public service conducted by DEMO, a national NGO.
- CSO monitoring of information transparency and access by the Mongolian Women's Fund.
- CSO participation and monitoring of public procurement transparency and efficiency in Dornod province by LEOS, local NGO.

OBJECTIVE TWO – ACTION

EXERCISE OF AUTHORITY AND DELIVERY OF GOVERNMENT SERVICES REFLECT TRANSPARENT AND ACCOUNTABLE ADMINISTRATIVE PROCESSES, PROVIDE EFFECTIVE CHECKS AND BALANCES, AND ENGAGE INFORMED COMMUNITIES TO OPTIMIZE QUALITY AND IMPACT OF GOVERNANCE AT LOCAL LEVEL

Result 2.1 Improved consistencies of procedural administrative regulations (PARs).

Since 2010, Mongolia passed numerous laws that establish the rights of citizens to demand greater access to information and the right of participation. While the legal framework is developing, enforcement structures and basic management capacity must also improve if the public is to effectively engage with the government. In close collaboration with TAF and MWLA, APPEAL supported local officials to better understand their responsibility to the public and supported citizens to better understand their rights.

PAR Curriculum Development and Training of Trainers

In 2012, MWLA formed a trainer's committee to create a training curriculum that covers key governance laws, including Protection of Citizens' Rights Legal Framework, Freedom of Information Act, Conflict of Interest, Law on Combating Corruption, Gender Equality Law, the New Budget Law and citizens' protection rights concepts under the Mongolian Constitution. The curriculum is based on two manuals – a trainer's volume and a trainee's volume – that uses simple language and introduces basic legal concepts in order to ensure that citizens are able to understand and engage in dialogue on the legislative process.

MWLA and Mercy Corps organized a pilot training session with the Mercy Corps staff to test the curriculum and make adjustments prior to conducting the TOT. Based on the pilot, MWLA made a number of revisions to the training tools.



Mercy Corps and MWLA participants in the pilot training on PARs

An open call for applications was released among local Citizen Representative Hural (CRH), provincial governor's offices, and local CSOs and media organizations to select TOT participants and 225 applications were submitted. Provincial Working Groups were instrumental in recommending candidates based on their local knowledge while the MWLA and APPEAL teams joined in the final selection of 60 local TOT participants. Four participants joined the TOT from Ulaanbaatar (UB) based NGOs. The TOT was implemented in UB over the course of five days and emphasized both a strong knowledge of the specific laws covered as well as teaching and facilitation techniques that will enable trainers to work with a diverse population with different levels of experience and knowledge. Each TOT graduate made a commitment to train at least 35 people in their respective provinces or districts. Of the 64 trainees, all of whom successfully completed the TOT program, 66% were women and 34% were men

Provincial and District Training on PARs

The 64 qualified Master Trainers delivered 139 trainings to 6,535 individuals (3,774 female and 2,761 male) on PARs and Good Governance related laws that included 3,532 local officials, 208 representatives of CSOs, 62 representatives of media and 2,733 citizens.

In a number of provinces, the Master Trainers first conducted half-day assessment discussions with government representatives to identify their specific interests and training needs. The trainers then developed targeted training programs responsive to the stated needs of local government.

National Consultation on PARs

Mercy Corps, TAF, the Ministry of Justice, and MWLA partnered to facilitate a nationwide public consultation on the General Law of Procedural Administration. The partners hosted a webinar using Blackboard technology that brought together 138 people from 20 provinces for a three hour training to discuss the draft law and learn facilitation methods. This training prepared local facilitators to organize discussions on the law at the local level. MWLA created an eight-page summary of the General Law of Procedural Administration and guidelines for a discussion procedure that was reviewed and approved by the Law Development Working group and the Ministry of Justice. Participants in the facilitation workshop included staff from the Justice Department, members of MWLA's local branches, and Mercy Corps staff.

Following this training, the local facilitators used the summary of the law and the discussion guidelines to conduct face-to-face workshops in 20 provinces that included a public discussion in 20 provinces on this law. The discussion was divided into two sessions: 1) Joint discussions with representatives from governments and CSOs that included 600 people; and 2) discussions with citizen representatives that included 800 people. More than 660 recommendations were compiled by MWLA and Mercy Corps and submitted to the Ministry of Justice in April 2013 to be reviewed and considered for inclusion in the draft General Law of Procedural Administration.

Sustainability

APPEAL funded training on the PARs and related legal knowledge were completed at the end of 2013. However, over the course of 2014 local partners reported that the Master Trainers of Good Governance who were trained and supported by MWLA continued to provide assistance to local government or initiated ongoing activities. For example:

- Master Trainer B. Sandagsuren, a ToT graduate in Hovd Province, was invited to Uvs and Bayan-ulgii provinces to organize capacity building training for representatives of the Soums' Citizen Representative Hural. B.Sandagsuren organized a 27 day, 180 hour training and trained 1,250 persons on good governance laws.
- In Umnugobi province, Master Trainers initiated a weekly TV program called "Development Gateway" which airs on Altan Gobi TV Station to create a feedback loop between citizens and local governments. Also in Umnugobi, as a result of direct training, the Governor's Office Public Relations Department began to operate a hotline for citizens to share their views.
- In Zavhan province, the Master Trainers chose five citizens from each target district and trained them to ensure that training capacity would remain in the district. In addition, after all district authorities attended budget transparency training led by the Master Trainers, they provided detailed budget and spending information on the province's 90th anniversary celebration, the first time detailed financial information had been distributed. Based on this good example, all the districts of Zavhan province have started posting their annual budgets and expenditures in local newspapers.

Use of Webinar Tools to Expand Access and Cut Costs

Early in APPEAL implementation, the National Consultation on PARs demonstrated the usefulness of webinar technology in Mongolia: had training been conducted in-person, bringing people from across Mongolia to Ulaanbaatar, the estimated cost would have been \$26,000. Instead, by utilizing the growing internet connectivity across Mongolia, participants gathered in local meeting rooms with internet connections and the total cost of the training was only \$500, mostly for refreshments and local transport costs. Mercy Corps pays an annual licensing fee of \$250 for the Blackboard software, a modest investment that significantly leverages knowledge outreach and impact.

An added benefit of the web-based workshops is that additional participants can join the activity as long as they have an internet connection and a computer that can run the software. In many instances, web-based activities were joined by participants from non-target districts, expanding impact and opportunities for collaboration among local stakeholders.

Result 2.2

Civil society has increased capacity to plan and deliver high-impact anti-corruption and good governance initiatives.

Youth Engagement and Action

Appeal partnered with Globe International Center to implement youth-oriented activities in 15 of the APPEAL target provinces. Globe created a guidebook on youth action, trained youth on digital activism and supported a wide variety of youth-led activities on good governance and anti-corruption. In total, 17,152 individuals (45% male and 55% female) participated in Globe's Youth Ambassadors for Good Governance across the target provinces and in Ulaanbaatar.

Partnership with Globe International Center

Globe International Center is a national NGO established in 1999 that works in the areas of human rights, freedom of information, media rights, and democratic engagement. GIC implemented the *Youth Ambassadors for Good Governance Initiative* an inclusive action that engaged rural youth in APPEAL project activities, increased youth awareness of corruption and promoted digital activism through social media.

Youth Ambassadors for Good Governance Guidebook

The guidebook was created by Globe staff and includes critical information on good governance laws, instruction on organizing youth action, recommendations on creating youth groups, advice on working with the media, and steps for youth ambassadors' projects such as inception events, video pitches, proposal writing, and using Facebook as a platform for sharing information and communication. The Guidebook was introduced on Facebook using prezi.com and 500 printed copies were produced and disseminated to youth. The guidebook was the main educational and reference tool used throughout the youth engagement work.

Youth Action

APPEAL's provincial staff mobilized local government, media, local youth and elder councils, and student groups to partner in the Youth Ambassadors' activity. The three month campaign was launched through community inception events in all provinces that involved 3,300 youth who participated in anti-corruption rallies and art contests. The inception events introduced communities to the Youth Ambassador's project and encouraged youth to form groups or teams to identify and plan actions on issue that are currently affecting them or their communities.

Forty-eight youth groups formed to respond to the action challenge. Using the Youth Ambassador Guidebook and with support from Globe Staff through Facebook, the youth groups developed action ideas and created 65 short videos pitching their ideas to the project team. All of the videos can be found on Facebook at <https://www.facebook.com/pages/Good-governance-Youth-action/168501360006102>. From the video pitches, 54 projects were selected and the 40 youth teams that proposed them submitted written proposals before receiving funding and launching their actions. The youth actions reached 13,352 people through 300 discrete activities.

Youth action projects addressed a wide variety of governance and corruption related issues including transparency, the environment, gender equity, human rights, public health and combating corruption. The actions taken were also very diverse, including local corruption perception surveys; communication and awareness creation publications; television and radio programs; contests for best essays, drawings, poems, and trivia competitions; debates and public discussions; rallies; school and dormitory improvement actions; and monitoring alcohol sales to children.

While the youth action effort sought to mobilize youth to identify the issues relevant to them and to creatively advocate for themselves and their communities, the Youth Ambassadors project also sought to develop and institutionalize a mechanism for youth to speak directly to the government, to ensure that youth concerns are regularly heard and addressed. To do this, the project team and local partners created the “Face the Youth” day event. Youth groups drafted written explanations of the issues they wanted to see addressed and then participated in face to face dialogues with key government agencies and officials including school administrations, provincial and district Hural, governor’s offices, children and family agencies, and police representatives. As a result of the Face the Youth days, local governments adopted new practices, funded youth activities, created communication channels for youth engagement in decision-making and created opportunities for youth groups to submit projects for on-going work under existing budget allocations.

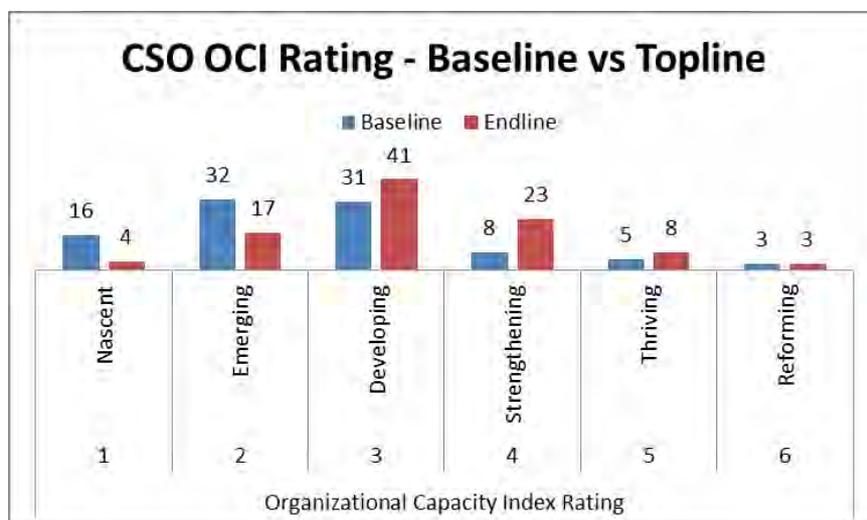
Strengthen Local CSO Institutional Capacity

Recognizing the importance of CSOs’ role in mobilizing and strengthening public engagement in community development, in 2013, APPEAL developed projects with Public Administration and New Initiative (PANI) NGO and the Reform Management Development Center to address the capacity of local CSOs to grow as effective organizations.

Organizational Capacity Index

APPEAL and PANI utilized the Organizational Capacity Index tool to help CSO’s evaluate their level of development and identify training needs. At the beginning of each CSO project funding cycle, participating CSO’s conducted the OCI assessment, establishing a baseline score and identifying their development needs. After working with APPEAL as implementing partners and receiving direct training to improve targeted management skills, the CSOs participated in an endline assessment measuring their individual progress.

The results of scoring against the Organizational Capacity Index were more mixed than expected. In all, 95 CSOs participated in both the baseline and the endline evaluation. Of those, 57 improved their rating by at least one level, while 30 CSOs



saw no change and 9 fell one or more places on the rating. When compared to the APPEAL target of 80%, CSOs improving by at least one level, this represents a 20% shortfall.

Most CSOs attribute low or variable performance to two factors: a high degree of staff turnover as people migrate to the city for better opportunities and very few funding opportunities which often don't allow for a high degree of organizational investment.

OCI Rating			CSO Endline Scores						+1 or more
CSO Baseline Scores			L1	L2	L3	L4	L5	L6	
Level 1	Nascent	16	2	7	6	1	0	0	14
Level 2	Emerging	32	0	7	20	4	1	0	25
Level 3	Developing	31	1	3	14	11	2	1	14
Level 4	Strengthening	8	0	0	1	4	3	0	3
Level 5	Thriving	5	0	0	0	2	2	1	1
Level 6	Reforming	3	1	0	0	1	0	1	0
			4	17	41	23	8	3	57

CSO Capacity Building

In order to introduce the OCI and provide basic management training, PANI conducted a four-day intensive ToT for 30 CSO representatives (two representatives from each of the 15 APPEAL project provinces). The training content was based on the “Smart Growth” tool that Mercy Corps adapted to the Mongolian context during the USAID-funded TAN project (2003-2008). The tool addresses the following key competencies of any CSO: strategic planning; values; systems and structure; human resource management; financial management; fundraising; board development; planning and marketing; and advocacy and partnership. During the training, practitioners and experts from civil society shared experience on how to monitor public budgets, conduct social auditing, prevent corruption, raise awareness of good governance, and use public service scorecards. Participants also focused on principles for engaging in partnerships with government.

The Master Trainers returned to their provinces and conducted two-day sessions on organizational development and citizen participation for the 58 APPEAL sub-grantees that were implementing projects through APPEAL. The two-day direct training sessions gave CSOs the opportunity to redefine their organizational mission, vision and strategy. The participants also conducted self-assessments against the Organizational Capacity Index. The OCI assessments showed that the greatest skill gaps were related to fundraising, financial management, marketing, and human resources management skills.

PANI and APPEAL held a two-day follow-up webinar after the direct training cycle was completed. During the session, Master Trainers shared their experiences with training and assessment of local CSOs. A commonly expressed challenge was that the CSOs were generally at such a low level of development that it was difficult to pin point specific areas for targeted training because so many of them need comprehensive management training.

In 2014, a second round of capacity building and assessment was carried out with CSO implementing partners through APPEAL's partnership with the NGO Reform Management Development Center (RMDC). The training provided theoretical and practical knowledge on national and international policies on CSOs, financial management, human resource management, project management, and fundraising. The second round of training also began with a TOT to train 29 Master Trainers who committed to training at minimum the 99 CSOs that implemented projects with APPEAL but went on to train individuals from 184 local CSOs, (86 APPEAL partner CSOs and 109 additional CSOs). The training sessions focused on financial management, human resource management, project management and fundraising and concluded with the OCI assessment procedure.

APPEAL's partner CSOs effectively implemented a wide variety of projects at both provincial and district levels. They adopted new methods for facilitating participatory processes and democratic decision-making, increasing knowledge of government and laws, learned to monitor local government and communicate effectively. Despite this clear ability to implement complex projects and tackle diverse technical issues, almost half struggled to improve their internal management capacity and raise their score on the OCI. Within the APPEAL project, that struggle manifested itself as difficulty meeting project management standards. Initially, APPEAL over-estimated CSO capacity and had to quickly develop training tools that would support out partners to meet the requirements of working within a USAID-funded project. Throughout the APPEAL project, that mentoring role was a critical aspect of the engagement with both local and national CSOs and will continue in future projects implemented by Mercy Corps in Mongolia.



Result 2.3 Local governance is more transparent and inclusive.

Soum¹ Master Planning

Since 2006 under the USAID-funded Gobi Initiative project, Mercy Corps has utilized the Soum Master Planning (SMP) methodology to support improved capacity within the local government and to increase citizen participation in creating long-term local development plans. Initially, plans were funded through donor conferences that mobilized contributions largely from the private sector. In early 2013, new legislation allocated funds to district-level governments through "Local Development Funds" and created an obligation to include citizens' participation in decision making. Since then, additional government initiatives have reinforced the need for strong, participatory planning mechanisms at the local level. As a result, more local funds with specific earmarks are emerging including the "SMP Development Fund" and the "Environment Fund"; and in 2015 the new "Glass Account Law" goes into effect, requiring budget and financial transparency at all levels of government.

¹ "Soum" is the Mongolian term for "district"

Partnership with the Mongolian Association of Local Authorities (MALA)

APPEAL negotiated a grant with the Mongolian Association of Local Authorities (MALA) to achieve two project objectives: 1) to institutionalize Mercy Corps' Soum Master Planning methodology and 2) to implement the "Citizen Participation and Soum Development Planning" project in 120 districts to train local facilitators, implement participatory planning, complete SMPs, and advocate for their ratification by district Citizen Representative Hurals. MALA is a non-profit, membership organization that represents local government entities that advocates for the local government and provides a forum for peer exchange, learning and advocacy.

APPEAL partnered with Mongolian Association of Local Authorities (MALA) to implement the "Citizen Participation and Soum Development Planning" project in 120 districts. The project trained 120 local facilitators, implemented participatory planning, drafted 109 SMPs, and successfully advocated for their ratification by district Hurals. On a number of SMP related activities, MALA partnered with APPEAL's local CSO sub-grantees in order to expand citizen engagement and increase the dissemination of planning skills and experience.

MALA selected its target districts through a competitive application process that sought partners with the motivation to see the planning process through to ratification at the Citizens' Representative Hurals. MALA's project consisted of 547 events, including 161 trainings, 386 consultations, 14 advertisements, and 42 peer exchanges on best practices. More than 5,063 participants (2,599 male and 2,464 female) joined the activities including 4,200 local officials, 455 representatives of CSOs, 34 representatives of media, and 374 citizens.

CSO Projects to Support SMP

The SMP methodology emphasizes participation and focuses on developing the skills and tools to mobilize citizen input, prioritize objectives, define achievable results and monitor plans and budgets. In 13 provinces MALA's skill development and community mobilization efforts were complimented by 17 CSO projects funded through APPEAL's small grant program. The majority of CSO projects (12) focused on mobilizing citizen engagement in the planning process and creating information flows between the government and the public on planning, implementation and performance under the SMP; two projects monitored impact and coordination among the SMP and the LDF; and three projects provided technical assistance to government planning units to improve the resulting SMPs.

Impact Research: Case Study on Coordination between SMP and LDF

The Mongolian National Development Institute (MNDI) conducted four case studies to examine aspects of good governance practices at the soum level. The MNDI's research aimed to assess the extent to which local development planning was used and how often citizens participated in the allocation of resources. The three-month survey resulted in the publication of four case studies and a handbook on the case study methodology. The case studies and the manual are available at <http://mercycorps.org.mn/beta/index.php/en/projects/completed-projects/299-appeal>.

Similarities among the four districts included local officials' understanding of the value of SMPs and the opportunities for connecting SMPs and LDFs. Local officials also shared difficulties exercising their new authorities in a transparent and accountable manner. The officials lack expertise, tools and resources for planning complex initiatives and for carrying out technical analysis of development issues and proposed solutions. Officials also lack the financial resources to reach citizens. The case studies identified common issues with citizen participation. District citizens are not yet ready to take full leadership in decision-making processes and direct local government in the development process. Citizens' participation is still passive and citizens tend to focus on projects that have a direct and immediate impact like building wells, fixing lights, and renovating streets at district centers rather than looking at long term development objectives, although rural citizens recognize the need to invest in pasture protection. In most districts citizens lack experience in the governing process and lack independent organizations that can advocate for their interests.

The primary differences among the districts studied lie in the strategies employed by local officials to organize and engage citizens, to prioritize development issues by citizens, and to balance the interests of different groups within the community. Local officials are trying different ways to reach citizens, to share information with them, and to get their opinions on SMPs and LDFs. For example, 70% of the populations of Delgertsogt soum are herders spread over an area of 250,000 hectares in three baghs.² A bagh governor only has a 16-liter fuel allowance every month and to reach herder families he must ride 400 km by motorcycle. To more effectively reach herders and get their opinions, local officials of the Delgertsogt soum use many forms of communication, including by phone and in-person. Additionally, local officials provide physicians, who travel to herder families to visit pregnant women or newborns, with local government news and information and are tasked to bring back herders' opinions on particular issues. In the summer, local officials organize bagh citizen meetings closer to herder camps. Local officials also use mobile services that are provided free within the providers' networks to send text messages to remote families. These officials are learning to involve citizens to better prioritize development issues and to disburse LDF funds based on participatory SMPs. As a result, local government is also getting better at being transparent and inclusive.

Citizen Chamber Development

Introduced in 2010 at the national level as a venue for civic engagement, the Citizen Chamber has been embraced by both the government and the public as a valuable tool for increasing public participation, transparency and accountability in local government. APPEAL set out to ensure that Citizen Chambers at the province and district levels



Participating in a Citizen Chamber webinar at the district level

² Bagh is the smallest administrative and territorial unit in Mongolia.

had adequate support, infrastructure and capacity to effectively facilitate citizens' participation in the governing process.

Capacity Building at Citizen Chambers

APPEAL assisted cross-sector stakeholders to plan and host interactive dialogues through the local Citizen Chambers. In collaboration with the national NGO "Our Participation in Development", APPEAL developed and distributed a manual for improving the operations and activities of Citizen Chambers and organized two online sessions. APPEAL introduced the recommendations for Chamber management, information flow and facilitating effective discussions and decision-making to 253 participants from target provinces and districts.

The manual provides a general overview of government structure and the relationship between the Chamber, the Hural and other government structures. It also discusses procedures and guidelines for the management of the chambers and basic rules and recommendations for facilitating discussions and managing decision making processes. The manual also discusses the basic values, skills and structures of democracy. After the initial print run of 500 copies was distributed to members of provincial and district Hurals and CSOs, the Office of the President requested additional copies be distributed to the Ulaanbaatar city representatives. APPEAL distributed more than 2,000 copies of the Citizen Chamber and Citizen Engagement guidebook. The Mongolian language guidebook is available at <http://mercycorps.org.mn/beta/index.php/en/projects/completed-projects/299-appeal>.

CSO Technical Assistance to Citizen Chambers

APPEAL funded 27 small projects, implemented by local CSOs in 13 provinces to provide technical assistance to Citizen Chamber staff, members of local Hurals and citizen groups on the management and promotion of the citizen chambers; on methods of citizen engagement and the structure and role of the chambers with respect to other parts of government, and techniques for facilitating discussions and decision-making processes.

Utilizing Citizen Chambers

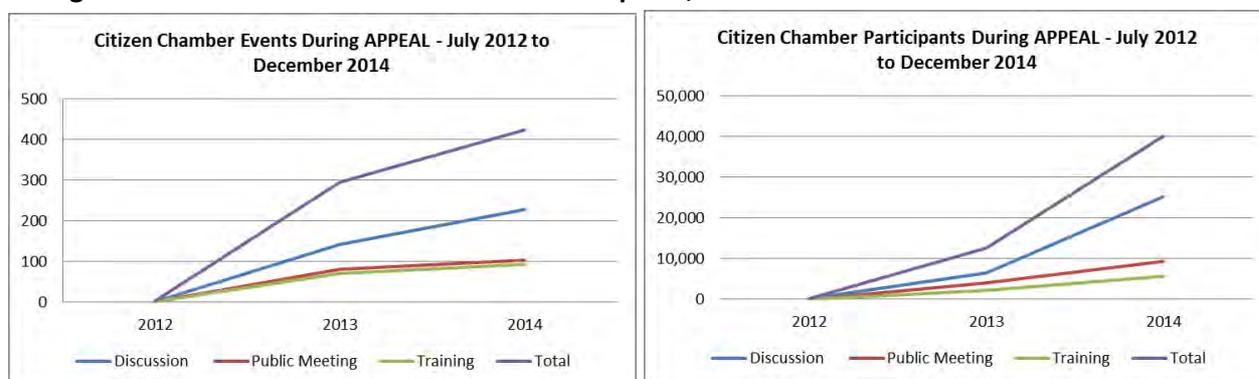
APPEAL encouraged its' partners to organize public discussions on anti-corruption strategies, youth activities, local planning, and use of funds in Citizen Chambers as a venue for local dialogue. During the project implementation period from July 2012 to November 2014, 373 discussions, 186 public meetings and 165 trainings were held in Citizen Chambers and 40,267 citizens were engaged through the chambers.

Citizen Chamber events during APPEAL implementation period July 2012-Dec 2014

Type	Jul-Dec 2012		Jan-Dec 2013		Jan - Nov 2014	
	Number	Participants	Number	Participants	Number	Participants
Discussion	1	33	143	6,564	229	25,228
Public Meeting	1	18	82	3,997	103	9,303
Training	1	10	71	2,104	93	5,736
total	3	61	296	12,665	425	40,267

The use of the chambers varies significantly among the target provinces and districts. The Citizen Chambers in Hovd province were the most active with 259 events during the APPEAL project and Gobi Altai were the least active holding 19 events during the same timeframe. Eliminating the three most active provinces with more than 125 Chamber events, the average by province was 27 events over the 30 month program period.

Changes in number of Chamber Events and Participants, 2012-2014



Constructing or Rehabilitating Citizen Chambers

A number of partner governments at the province and district level made a commitment to provide or construct space for a Citizen Chamber, or rehabilitate the existing space. These commitments were made as part of the APPEAL project’s cost sharing structure. By the close of the project implementation period, 24 Chambers were constructed or rehabilitated in 6 provinces and 18 districts through the allocation of MNT 680,865,476 (\$427,532) in local funds. In all, 103 district level chambers were newly established over the project lifetime.

MONITORING, EVALUATION AND LEARNING

APPEAL project indicators were established in collaboration with USAID through the Project Monitoring Plan (PMP) and targets were established in August 2012 after the conclusion of the baseline “Civic Measurement Survey”. Over the course of the project, a number of changes were made to the PMP at the direction of USAID, and as a result of the mid-term evaluation, including: dropping an indicator measuring ICT outputs; merging a number of measurements under one indicator and clarifying a number of indicator definitions. As a result, the PMP at close of project is somewhat different from that at the start of project implementation; however the changes and impacts being measured were only slightly altered.

Formal measurement took place at three points in the project lifecycle: at program inception through an internal baseline assessment; at the mid-term through an independent evaluation and at the close through and internal endline assessment. Over the course of project implementation, the APPEAL project team collected monitoring data for each project activity and a national database was maintained to track progress on planned project outputs.

Key M&E Events

M&E Events	When	Who	Output(s)
Baseline Civic Measurement Survey	July 2011	IRIM	<ul style="list-style-type: none"> Indicator baseline values and target values
Monthly Monitoring	Monthly 2012-2014	Program Management team	<ul style="list-style-type: none"> Events conducted Number of participants ICT usage Media and CSO outputs related to APPEAL
External Evaluation	March 2014	AMEX International	<ul style="list-style-type: none"> Evaluation of progress to date against indicators Qualitative evaluation of project progress Recommendations
Case study on civic engagement in district master planning	September 2014	Mongolia National Development Institute	<ul style="list-style-type: none"> Comparative study of four districts planning, civic engagement and use of funds
Endline Civic Measurement survey	August 2014	Tenger Research Center	<ul style="list-style-type: none"> Performance against indicators

Baseline Civic Measurement Survey

The baseline survey was conducted In October 2012 by the Independent Research Institute of Mongolia, a local research firm, using the Civic Measurement Survey (CMS) tool developed by Mercy Corps. The CMS tool collects detailed information on public understanding of and participation in key government processes. Overall, the baseline found that few respondents (6%) felt that citizens have a role in improving government and most people received information on government issues through the media, rather than directly from government agencies themselves. Roughly a third of those surveyed were aware of ACAPS or Soum Master Plans and only 12% had participated in a meeting or discussion at a Citizen Chamber. CMS measurements of baseline values for APPEAL indicators are detailed below and in Appendix 1: Performance Monitoring Plan

As part of project start up, APPEAL shared the CMS findings publically in a televised discussion in the Citizen Chamber in Ulaanbaatar that was shown on MNB, the state broadcaster and through public discussions at provincial chambers in all 15 target provinces that involved 600 participants.

External Mid-Term Evaluation

In February 2014, a mid-term performance evaluation was conducted by the independent evaluator AMEX International to measure performance and to assess whether and to what extent the planned outcomes and results of the project have been achieved. In its general findings, AMEX concluded that:

Good governance at subnational levels in aimags and soums is promoted effectively by APPEAL and has gained momentum. Citizens' expectations of transparency, participation, and the implementation of further desired results are enduring a highly significant transformation in comparison to the former system. Across all six focus groups, the evaluation team found that the majority of participants feel that the APPEAL project engaged stakeholders and beneficiaries in various aspects of governance, especially through the activation of Citizens Chambers, development of SMPs and SDFs as well as in process of monitoring of implemented ACAPs. Overall conclusion is that APPEAL contributed to the increased knowledge and understanding of good governance and anti-corruption.³

In addition, the evaluators found that Mercy Corps "facilitation model" aimed at shifting responsibility for project implementation to local partners under the supervision and monitoring of district level staff was working effectively and was more cost effective than monitoring from the national office.⁴

The external evaluation recommended improvement in the quality and clarity of documentation of APPEAL's PMP indicators and improved documentation of performance. In general, the midterm evaluation found progress as planned in the project design and annual work plans. A number of recommendations were made to focus on or improve sustainability in CSO capacity building, ACAP implementation and district level planning, all of which were included in APPEAL's on-going planning.

The evaluation revealed a lack of clarity or attribution for initiatives that were funded by APPEAL or innovations introduced by Mercy Corps, likely resulting from the large number of implementing partners. Two examples illustrate this, first the www.xamtdaa.mn youth website which was initiated by APPEAL but is attributed to IAAC and its youth consortium; and second the SMP methodology created by Mercy Corps and first introduced in 2005 is understood as a tool promoted by local government as a result of recent changes in law.⁵

Civic Measurement Survey Endline Evaluation

Through a competitive call for proposals, APPEAL recruited the Tenger Research Center to implement the Endline Civic Measurement Survey (CMS) in July 2014 that measured changes in citizens' perception one and half years after APPEAL began implementing activities. As with the baseline, the Endline CMS had three objectives: Assess citizens' perception about current good governance practices at the local level; establish linkages and cooperation mechanisms between local and national governments based on the survey results, and compare findings with the results of the Baseline CMS of 2012. The survey was conducted in 32 districts and 16 provinces using the same methodology developed for the baseline CMS in 2012, matching location and respondent demographics to enable comparison. The research team interviewed 1,500 individuals (43.6% male and 56.4% female).

³ USAID Mongolia Local Governance Mid-term Evaluation, Final Report. page 5

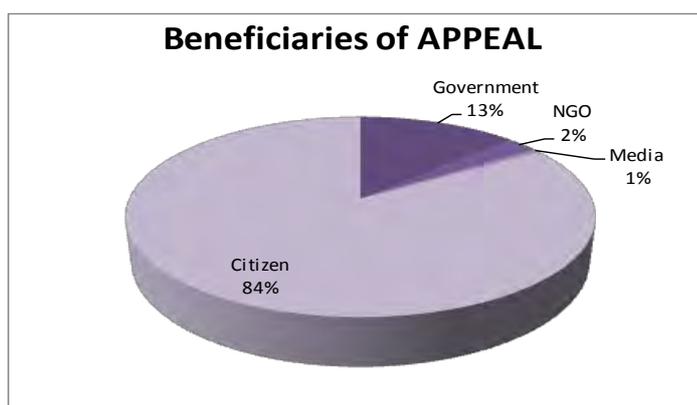
⁴ IBID. page 5

⁵ IBID. page 29

The endline survey found that respondents still believe that good governance is the responsibility of government, rather than citizens, but a larger number of people reported that national and local governments are accountable, potentially signaling higher expectations of government performance. Awareness of SMPs and ACAPs increased by about 10% in the endline and the number of people reporting that they had participated in a Citizen Chamber activity more than doubled to 34.1%. The specific comparison of results relating to APPEAL indicators is discussed below.

Project Beneficiaries

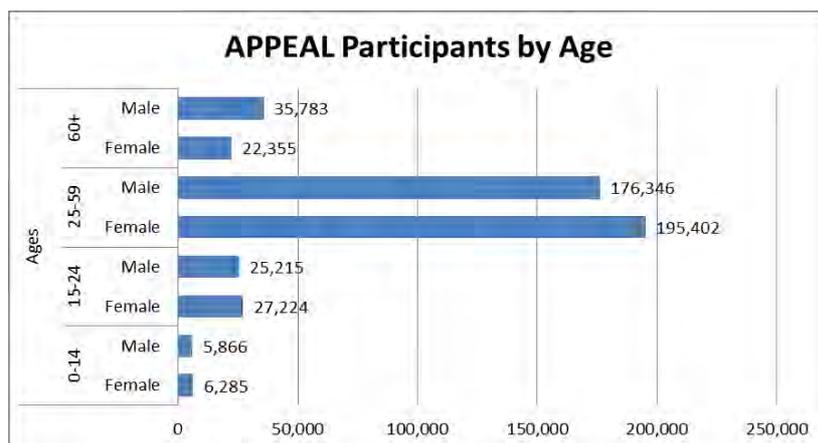
APPEAL, together with its partners, reached 494,476 participants (251,266 female and 243,210 male). From the design phase, APPEAL aimed to integrate gender into all activities in order to ensure that men, women, and children are all able to participate and benefit from these projects. APPEAL promoted gender sensitive activities where applicable. For



example, MWLA's Master Trainers of Good Governance TOT included the Gender Equality Law in its curriculum. Totalling all documented participants in the APPEAL program, 51% were women and 49% were men. This is not an unusual gender balance in development programming in Mongolia where women tend to be highly engaged, however given that 13% of the participants were also from government, which tends to be male dominated, the results suggest a higher than average level of female participation.

Of the participants in all activities, 84% were citizens, 13% represented local authorities, 2% were representatives of CSOs, and 1% were from media organizations.

APPEAL also sought to ensure youth engagement in project activities and 13% of participants were youth aged 0-24. The age group of 25-59, the productive age, constitutes the largest pool of the participants which was targeted to improve the knowledge on the good governance practices and anti-corruption efforts at the local level.



Performance Against Indicators

The ten indicators of the APPEAL Performance Monitoring Plan captured the results achieved under the two objectives. APPEAL showed performance against all ten indicators and met or exceeded expectations on five.

In summary, the following targets were met or exceeded:

Indicator	Target	Performance	% Complete
# of provincial Governments with ACAPS	15	15	100%
# of Social Welfare line departments with ACAPS	15	15	100%
% change in citizens perception of effectiveness of anti-corruption strategies	10% improvement	10.3% improvement	103%
# of best practices introduced by stakeholders	50	162	308%
# of stakeholders that understand PARs	4,500	6,535	145%

The following targets were not fully met:

Indicator	Target	Performance	% Complete
% change in citizen's awareness about local anti-corruption strategies	20% increase	18.9% increase	94.5%
# of Media and CSO report on local government plans	1,500	1,464	97.6%
% of CSOs rising one level in the OCI	80%	61.3%	58%
# of CSOs participating in APPEAL activities	450	116	25.77%
% change in citizens' awareness of citizen chambers	30% increase	10.42%	34.08%
% change in citizens' participation in chamber activities	30% increase	23.1%	64%
# of new SMP's developed and Ratified	120	109	90.8%

The performance target for the number of CSOs was set during the design phase of APPEAL planning and was based on the number of CSOs included on official registration lists – 450 represents 40% of the 1,128 registered CSOs. As program implementation began and progressed, it became evident that a large number of the registered CSOs exist only on paper. Mercy Corps' local staff estimates the number of active CSOs at 391. The 116 CSOs that participated in APPEAL activities represent 34% of the active CSOs operating in the 15 target provinces.

The performance on changing citizens' awareness of Citizen Chambers was adjusted down from the final project quarterly report due to an error in the translation of the baseline survey which led to recording the baseline value in the PMP as 11% when in fact it was measured in the CMS at 36.3%. With a baseline level of awareness among respondents of 36.3% and an endline measure of 46.7%, the average level of awareness of citizen chambers increased by 10.42%.

DISSEMINATING RESULTS

Best Practices of Good Governance

As noted above, Mercy Corps and IAAC collaborated over the life of the project to capture best practices of good governance. Best practices were captured throughout project activities. Local partners were encouraged to create documentation that explained the tools and techniques that they were applying, and how their approaches were achieving good governance outcomes.

This method of capturing project impact at a granular level was intended to build on local experience and local successes in two particular ways: to reinforce capacity building at the local level by acknowledging and supporting the growth of local expertise and to encourage the growth of peer exchange networks, so that future action could be improved by learning among peer groups, both within and across districts and provinces. By collecting and publishing best practices, celebrating individual and organizational innovators at good governance week events and implementing collaborative events at the national level, both objectives were achieved.

The best practices distilled by the APPEAL project were published and disseminated by IAAC in a final project activity. The Best Practices pamphlet was published and distributed broadly and is now also widely available for download at:

<http://mercycorps.org.mn/beta/index.php/en/projects/completed-projects/299-appeal>.

Dissemination Events

In December 2014, APPEAL organized two national events with its partners: a National Forum on Good Governance and the Open Government Partnership Workshop. The two events explored lessons learned and best practices gathered during the project implementation with partners, beneficiaries and other development projects working in good governance.

National Forum on Good Governance

The National Forum on Good Governance brought together over 160 participants from national and local governments, representatives of civil society and media, researchers, and international

development partners to participate in discussions on good governance initiatives, successful methodologies, and best-practices. The goal of the forum was to frame lessons learned from the practitioners’ experiences; and to spread and sustain good governance practices and initiatives which contribute to transparency, openness, accountability and public engagement in Mongolia. The Forum began with a panel discussion focused on the international development community’s perspective on progress to date and continuing challenges in good governance. With a focus on opportunities for applying lessons learned and tools developed to increase Good Governance, the panel discussed governance interventions and initiatives that focused on improving and increasing transparency, accountability, and citizens’ participation. The panelists noted that when international development organizations started their operations in the early 90s to strengthen Mongolian democracy, the understanding of good governance and citizen participation was vague and the legal environment in which to operate did not exist. The challenge was changing the people’s mindset for the implementation of any of the good governance programs. National and local governments had limited understanding about the importance of good governance and were not ready to implement good governance programming in their respective target communities. More and more people today are aware of their rights to demand better public services, and the bottom-up approach has become a vital part of Mongolia’s development. The participants discussed and identified needs and issues that should be addressed in the near future for strengthening good governance practices including continuing to open channels for citizen engagement and strengthening the performance and accountability of government.

The opening session set the frame for participatory small group discussions on four topics that were led by local partners of the APPEAL and Improved Competitive Outsourcing of Government Services (ICOGS) programs and provided the opportunity to share local best practices and voice concerns to a national audience. The discussion topics and recommendations are detailed in the table below.

Discussion Topic	Recommendations
<p>Transparent Local Procurement: What are the roles and responsibilities of government (including LPUs), civil society, and the the media to enhance transparency, openness and accountability of public procurement processes?</p>	<ul style="list-style-type: none"> • Create a unified investment database. • Government should establish a structure to organize online procurement events. • Help citizens improve their knowledge about government procurement. • Help local organizations obtain rights/licenses to conduct A3 trainings, charge no fees to citizens or CSOs that monitor procurement activities. • Seek possible funding mechanism for CSOs to fulfil their role in the procurement process and procurement monitoring. • Government organizations requesting goods or services must be able to monitor the procurement process. • Help authorities and CSOs pay more attention to local ideas and proposals from citizens on how to better use Local Development Fund. Currently feedback does not get proper attention from authorities.
<p>Local Public Engagement: What successes and challenges were encountered while mobilizing</p>	<ul style="list-style-type: none"> • Government organizations must ensure that budgets allocated comply with information transparency laws. • Identify and hold individuals accountable for failing to enforce laws on information transparency.

<p>civic participation?</p>	<ul style="list-style-type: none"> • Provide opportunities for NGOs and media organizations to disseminate government information to citizens on a contract basis. • CSOs must work to disseminate information by applying traditional and modern approaches. • The national government needs to create a system to allow citizens to access needed information from anywhere.
<p>Transparency of Public Institutions: What successes and challenges were encountered in improving transparency of public institutions?</p>	<ul style="list-style-type: none"> • Provide timely information and ensure engagement of people living in remote areas • Reflect citizens’ opinions in decision making processes. • Improve access to government information. • Apply Information and Communication Technology (ICT) approaches in public services. • Put CSOs in charge of Citizens Chambers. • Increase engagement of citizens located far away from urban centers by using mobile Citizens Chambers. • Use appropriate approaches for different groups of citizens
<p>CSO and Government Partnership: What were the successes and challenges in strengthening the partnership between CSOs and government?</p>	<ul style="list-style-type: none"> • Encourage CSOs to participate in Governor’s advisory meetings. • Amend the Election Laws to elect aimag/district governors and increase accountability. • Work on strengthening the capacity of local CSOs. Only strong CSOs can be an equal partner. • The government evaluates the performance of each district; Make evaluation criteria higher and stricter. • Encourage CSOs to conduct monitoring and evaluation activities, and budget for these activities. • Improve the reputation of the District Master Plans (SMP) and connect SMPs to Local Development Funds (LDF). Almost 73% of all districts now have SMPs, and activities not included in SMPs should be excluded from LDF. • Work to improve the legal environment for the Planning and Monitoring Committee: develop guidelines, and improve the activities and the structure of the Committee. • Reflect citizen feedback in city planning. This could be achieved by CSOs organized trade fairs, conferences, study tours, trainings, and monitoring and evaluations activities.

Open Government Partnership Workshop

Mercy Corps, The Asia Foundation and the Cabinet Secretariat jointly organized the Open Government Partners (OGP) Workshop on 30 October 2014 to launch the annual Governor’s meeting at the start of the new Mongolian fiscal year. As a member of the OPG, Mongolia is working to make government more transparent, accountable, and responsive to citizens at all levels. The event was attended by governors from 350 provinces and districts and provided an opportunity to share lessons learned and best practices from APPEAL and STAGE as well as introducing a number of new government initiatives. The participants of the APPEAL National Forum were present and partners from all of the APPEAL provinces participated in a poster session that emphasized local initiatives that were achieving strong results.

Both the National Forum and the OGP workshop were practitioner focused and emphasized local knowledge, innovations and on-going work to improve local good governance, combat corruption and to strengthen the role of civil society in local government processes.

CHALLENGES

APPEAL identified several challenges over the course of program implementation that should be taken into consideration when evaluating progress or planning future programming focused on improving governance at the local level.

Local Government Turnover

In November 2012, local elections took place that coincided with the launch of the project in 15 target provinces and 60 districts and resulted in leadership turnover in 80% of the project target areas. Because of its long-term presence at the provincial and district level, Mercy Corps was able to easily re-establish project agreements with new representatives and civil servants. This experience illustrates an on-going development challenge in Mongolia: frequent political turnover among elected officials very often leads to widespread change in personnel and prolonged periods of renegotiating projects. It is also a source of instability when looking to create sustainable change as new regimes may be unwilling to continue the work of their predecessors. Building strong networks of local partners and a high degree of citizen engagement in the development agenda can work to mitigate the impact of such changes.

Weak Capacity at the District Level

At the district level, it can be challenging to find sufficiently qualified and motivated people to meet the challenges of establishing good governance structures. The average population of the target districts of APPEAL was roughly 4,000 residents, many of whom live at a distance from the district center. Combined with an increasing rate of migration, it is also sometimes difficult to incentivize trained individuals to remain working at the district. The APPEAL project emphasized local capacity building for CSOs, citizens and government officials in order to address the lack of skills but also to strengthen networks of individuals and organizations that can provide a fertile ground for the emergence of innovative solutions to this issue. In spite of those efforts, the project was directly affected by this issue when a number of the training SMP facilitators relocated during project implementation and could not be replaced in time to complete the SMP training process.

APPENDICES

APPENDIX 1: PERFORMANCE MONITORING PLAN AS OF DECEMBER 2014

Goal: Improved legal, institutional and administrative processes in targeted Mongolian government agencies promote democratic reforms and economic growth in the country.							Goal Indicator: Independent end of project assessment finds achievement of targets as described in the work plan and PMP	
APPEAL OBJECTIVE 1 : Key elements of Mongolian legal frameworks related to anti-corruption and good governance are understood by and relevant to government institutions, civil servants, civil society and the public at the local level							Objective 1 Indicator: Reporting against indicators captures the results achieved under objective one	
Intermediate Results	Performance Indicator	Indicator definition, unit of measurement, and disaggregates	Data source	Data Collection Method/ Approach	Frequency of Data Collection	Target	As of Dec 2014	
Result 1.1 Legislation related to anti-corruption and good governance understood and strategized at the local level	1. # of provincial governments with timely and relevant anti-corruption action plans (ACAP)	Provincial government anti-corruption strategy that meets legal requirements and is relevant Disaggregated by target and non-target provinces	Local government offices	Copies of local governments' ACAPs	Annually	Year 1: Baseline	0	
			IAAC reports	Links of local government websites IAAC reports		Year 2: 10	15	
						Year 3: 15 provinces	15	
						Total: 15		
	2. # of line departments that incorporate	General Office of Social Welfare Service disseminates	General Office of Social Welfare Service (GOSWS)	Copies of Local Social Welfare Service	Annually	Year 1: baseline	0	

	MPDSW anti-corruption strategy into local plans	agency anti-corruption strategy to line departments at local level and Local Social Welfare Service department ACAPs are complete	Line departments of the GOSWS at local level	departments' ACAPs CSO monitoring reports		Year 2: 10 provinces Year 3: 15 provinces Total: 15	5 15
Result 1.2 APPEAL community stakeholders understand good governance and anti-corruption initiatives related to specific government authorities at local level	3. % change in citizens' awareness about local anti-corruption	Citizen's knowledge about local government anti-corruption strategy and their participation in formulation of anti-corruption strategy Disaggregated by gender and geographic location	Civic Measurement Survey	Target location survey	Baseline under Civic Measurement Survey	Year 1: Baseline Knowledge: 29.5% awareness; Participation: 4.9% in formulation of an ACAP	
					Endline Civic Measurement Survey	Year 3: +20% Knowledge: +10.2% awareness; Participation: +8.7% Total: +20% Total: 18.9%	
	4. # of media and CSO reports and articles reflecting local government	Media reports (print, radio, TV) in project provinces that share information about	Daily newspapers articles, local government websites, Facebook	Program activity reports	Monthly	Year 1: 0	4
						Year 2: +700	+316

	plans and actions relevant to APPEAL	government plans and actions relevant to APPEAL	accounts			Year 3: +800 Total: 1,500	+1,134 Total: 1,464
Result 1.3 APPEAL and STAGE stakeholders exchange findings and recommendations to further advance anti-corruption and good governance practices and policies	5. % change in citizens' perception about government effort in combating corruption.	Citizens' assessment of effectiveness of anti-corruption strategy being implemented by local governments Disaggregated by geographic location	Civic Measurement Survey	Target location survey	Baseline Civic Measurement Survey at the inception Endline Civic Measurement Survey	Year 1: Baseline	10.8%
						Year 3: +10%	+10.3%
						Total: +10%	Total: +10.3%
	6. # of best practices introduced in Good Governance Week for potential replication in non-project areas	Good governance practices identified by project stakeholders and submitted to the Good Governance Week competition or reported to IAAC	IAAC Reports	IAAC records List of submission	Annually	Year 1: baseline	0
						Year 2: +25	+23
						Year 3: +25 Total: 50	+139 Total: 162

Objective Two—Exercise of authority and delivery of government services reflect transparent and accountable administrative processes, provide effective checks and balances, and engage informed communities to optimize quality and impact of governance at local level						Object 2 Indicator: Reporting against indicators captures the results achieved under objective two	
Result 2.1 Improved consistency of procedural administrative regulations (PARs)	7. # of multi-sector stakeholders understand Procedural Administrative Regulations and governance laws application to promote good governance and stop corruption	Soum and province governors, civil servants in local line departments, civil society activists, and journalists understand use of PARs and governance laws	Mongolian Women Lawyers' Association – APPEAL partner	MWLA monthly reports	Monthly	Year 1: baseline	0
						Year 2: + 2250	+3,327
						Disaggregate by gender: Female:+1,974 Male:+1,353	
						Year 3: + 2250	+3,208
						Disaggregate by gender: Female:+1,800 Male:+1,408	
						Total: 4,500	Total: 6,535
						Disaggregate by gender: Female:3,774 Male:2,761	

Result 2.2 Civil society has increased impact in anti-corruption and good governance initiatives	8a. % of CSOs rising +1 level in Organizational Capacity Index (OCI)	Changes measured through Organizational Capacity Index tool	Mercy Corps' Organizational Capacity Index	CSOs self-assessment reports	Baseline assessment organized in Year 2 Endline assessment in Year 3	Year 2: Baseline Year 3: Rise 1 level by the end of project (80%)	58%
	8b. # of CSOs engaged in the project activities	CSOs participating in the project events and activities	Project reports	List of CSOs engaged in the project activities	Quarterly	Year 1: Baseline	0
				List of CSOs sub grantees		Year 2: +200	58
				Attendance lists		Year 3: +250	58
Total: 450	Total: 116						
Result 2.3 Local governance is more transparent and inclusive	9. % change in citizens' perceptions of quality and consequence of Citizen Chambers	Citizens are aware and have access to and participate in local Citizen Halls Disaggregated by geographic location	Civic Measurement Survey	Target local survey	Baseline Civic Measurement Survey Endline Civic Measurement Survey	Year 1: baseline Knowledge: Participation: Year 3: +30% Knowledge: Participation: Total: +30%	36.3% aware 11% participated +35.7% +23.1%

	10. # of new SMPs developed and ratified by soums citizens hurals	Local development strategy developed with participation and input of citizens	Mongolian Association of Local Authorities – APPEAL partner	Local government records MALA report	Annually	Year 1: Baseline	127
						Year 2: 40 soums	0
						Year 3: 80 soums	109
						Total: 120	Total: 109 (+2)

APPENDIX 2: APPEAL PUBLICATIONS

	Title	Author	Location:	Electronic version	English version
1	Project brochure	Mercy Corps	Ulaanbaatar	X	X
2	Youth ambassadors for good governance	Globe International NGO	Ulaanbaatar	X	
3	Citizens Chamber Manual	Chantsaldulam	Ulaanbaatar	X	
4	Participatory Soum Development Planning, Manual	MALA and MC, G.Manaljav	Ulaanbaatar	X	
5	Program management	MC	Ulaanbaatar	X	X
6	Baadaï and his family	MC and IAAC, M.Hangal	Ulaanbaatar	X	
7	Citizens Participation and Citizens Chamber	N.Damba, Tsoros Harganataï CSO	Hovd	X	
8	Citizens participation in reality	Dundgobi Development Initiative CSO	Dundgobi	X	
9	Together for Good Governance Project	Women Council CSO	Dundgobi		
10	We want Corruption free society in Future	Women Council CSO	Dundgobi		
11	You are the Guide of your Homeland, Manual	MWLA, B. Dolgor	Ulaanbaatar		
12	Legal participants manual of “You are the Guide of your Homeland”	MWLA, B. Dolgor	Ulaanbaatar		
13	NGO development, TOT manual	Reform Development Center NGO, B. Kherlen	Ulaanbaatar	X	
14	Citizen participation against corruption, Manual	Bayan Altai CSO	Hovd		
15	Citizens participation and Citizens Chamber, pocketbook	N.Damba, Tsoros Harganataï CSO	Hovd	X	
16	Elders and Women can stop corruption, Leaflet	Bayan Altai CSO	Hovd		
17	Rules to Reality Campaign, Transparent procurement, brochure	Procurement unit, Hovd soum	Hovd	X	
18	NGO is crucial for engaging citizens, Manual	Odontuya, “Han Hentii Senior Trainers” association	Hentii		
19	Guideline for complaint to Citizens Chamber,	Chamber of Commerce	Gobi-Altai		
20	7048-1111 hotline for citizens’ complaints and feedbacks	Youth Association NGO	Gobi-Altai		
21	Corruption and Conflict of Interest, Legal manual for citizens	Altai Swiss Fund NGO	Gobi-Altai		
22	Best practices of good governance	MCM and IAAC	Ulaanbaatar		
23	Case study manual	National Development Institute	Ulaanbaatar	X	X
24	Practice and lessons in effective budget use and citizen participation in implementation of soum development plans	National Development Institute	Ulaanbaatar	X	X
25	Manual for NGO Organizational Capacity Index	PANI, Yu.Otgonjargal	Ulaanbaatar		

APPENDIX 3: CSO PROJECTS

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Arhangai	Round 1	Information Enlightenment ICI center	"Transparent Mirror" project goal is to increase citizens legal knowledge and enhance the skills for participatory approaches to develop the anti-corruption action plans at the local level
Arhangai	Round 1	Knowledge Network	"To Stabilize Consistent Practice of the Citizens' Chamber at the Local Level" project goal is to deepen knowledge on public sector transparency and promote active participation during decision-making process and deliver citizens' feedback to the relevant government authorities for improvement of the public services
Arhangai	Round 1	Youth Association	"Active Partnership – Good Governance" project goal is to improve and build legal knowledge of the citizens and government officials on good governance related laws through using media and contribute to the establishment of transparency, responsiveness information dissemination and sharing mechanism of the government institutions to the general public and strengthen democracy through promoting public-private partnerships
Arhangai	Round 1	LEOS (Liberal Women's Brain Pool)	"Your Trust, Our Effort" project goal is to build capacity of the key implementer of the Soum Development Fund that results in improvement of information transparency and citizen participation
Arhangai	Round 2	Knowledge Network	"Uncurtained Government" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Arhangai	Round 2	LEOS (Liberal Women's Brain Pool)	"Community Participation and Development" project to monitor participation of local citizens in the development and implementation of SMPs and LDFs
Arhangai	Round 2	Tugs tavan medremj	Project to develop and implement local ACAPs in collaboration with local government agencies and based on citizen participation
Bayanhongor	Round 1	Women Council	"Smart Coordination" project goal is to increase transparency and openness of the Social Welfare and Service Department operations to the citizens and to improve the anti-corruption action plan
Bayanhongor	Round 1	Amid Khuuli	"Citizen Participation – Good Governance" project goal is to provide support for the development of the aimag Anti-corruption action plan through citizens participation and relevant stakeholders that ensures the implementation, transparency, openness, quality and accessibility of the action plan at the target soums

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Bayanhongor	Round 1	Social Partnership Network	“Citizens Chamber and Citizens Participation” project goal is to improve citizens participation during decision-making processes to contribute to the consistency of citizens chamber and monitor services related to undertaken decisions during public discussions organized by the citizens chamber
Bayanhongor	Round 1	Association for Supporting Businesses and Herders	“Laws and Rules in Our Life” project goal is to improve the linkages of the local economic development plan and soum development fund
Bayanhongor	Round 2	Amartaivan Itgel	“Citizen Hall and Community Participation” project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Bayanhongor	Round 2	BH Wheel Chairs Association	“Opportunity” project to ensure inclusion and extend partnership and collaboration with PWDs
Bayanhongor	Round 2	Association for Supporting Businesses and Herders	“Development” project to monitor participation of local citizens in development and implementation of SMPs and LDFs
Bayanhongor	Round 2	Women Council	BH aimag women council project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Bayanhongor	Round 2	Amid Khuuli	“Citizen Participation and Responsible Government” project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens’ participation
Bayan-Ulgii	Round 1	Labor Union	“Citizen Chamber” project to support establishing Citizen Chamber
Bayan-Ulgii	Round 1	Soyoliin Tushig	“Uhaaraal” project to promote good governance best practices and combat against bad habits of corruption that exist in the society through performing a short play based on “Rules to Reality” situation at the national and local level to the general public
Bayan-Ulgii	Round 1	Journalist’s Union	“Women and Rules” project to improve legal, administrative, institutional processes of the local government and its line departments, agencies and promote participation of youth and women by enhancing their good governance related legal knowledge at the local level

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Bayan-Ulgii	Round 2	Women's Council	"Together for good governance" project is to develop ACAPs for Aimag Governor's office and aimag SWD, based on local citizens' participation.
Bayan-Ulgii	Round 2	Labor Union	"Citizen's Chamber and Citizens Participation" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Bayan-Ulgii	Round 2	Journalist's Union	"Irgenii medeelel" project to advocate transparent soum development fund; and enhance knowledge on Good Governance of citizens, media, CSOs, civil servants and youth through stakeholders' engagement
Dornogobi	Round 1	Liberal Women's Brain Pool (LEOS)	" Citizen Voice" project to: increase citizen participation in the decision-making process and built their capacity for providing feedback through citizens
Dornogobi	Round 1	Ekh Oron Hamtiin Huch	"Our participation in promoting Good Governance" project to: enhance knowledge on good governance principles and provide assistance for participation approaches during decision-making process of the target beneficiaries
Dornogobi	Round 1	Tuguldur Sunder	"Open Government" project to: Project goal is to improve the law enforcement of the civil servants and enhance legal knowledge of the citizen.
Dornogobi	Round 1	Leadership Citizens	"Citizen Participation and Leadership in building a Healthy Society Project" project To strengthen transparent, accountable, high-quality and accessible public service delivery of local authorities. Additionally, increasing the skills of citizen participation in the decision-making process and monitoring the local development plans and provide sustainable mechanism for smooth operations of the citizens chamber
Dornogobi	Round 2	Aisui Tsagiin Tuuchee	"Citizen's Participation-Future Achievements" project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens' participation
Dornogobi	Round 2	Social Partnership Network	"Citizen's Participation Against Corruption" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Dornogobi	Round 2	Khaan zug	"Monitoring Support for Soum Development" project to monitor participation of local citizens in development and implementation of SMPs and LDFs

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Dornogobi	Round 2	Center for Youth Violence Prevention	"State Information and Publicity" project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Dundgobi	Round 1	Women Union	"Towards Good Governance" project to: is to provide methodological support to develop aimag anti-corruption plan and actualize the implementation of the plan in a transparent manner to the citizen
Dundgobi	Round 1	Political Education Academy of Dundgobi aimag	"Citizen Chamber" project to increase access to information to the citizens and promote youth participation through Citizen Chamber activity
Dundgobi	Round 1	Mongolian Woman Lawyers Association (MWLA)	To improve the implementation process of the approved regulations under Government decree # 119 of administrative norms
Dundgobi	Round 1	Dundgobi Development Initiative	" Citizen Participation in Reality " project to: is to enhance knowledge of the citizen on Good Governance related laws, government decrees and national policies as well as to improve in the public service delivery and increased citizen participation at aimag and soum level
Dundgobi	Round 1	CSO Network	"To improve implementation of Master Plan" project to improve the implementation of SMP and relation between SMP and SDF by using citizens' participatory method. To make the SMP and SDF transparency for the citizens
Dundgobi	Round 2	Social Progress Women Association	"The Future Zero Tolerance for Corruption from Today" project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens' participation
Dundgobi	Round 2	Training and Survey Institute	"The Citizen Chamber is a Platform for Local Citizens" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Dundgobi	Round 2	Sound of Rocks	"To Improve Implementation of Local Development Plans" project to monitor participation of local citizens in the development and implementation of SMPs and LDFs

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Dundgobi	Round 2	Development at 21 Century	Online Application-Information project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Gobi-Altai	Round 1	Altai Swiss Fund	"Together against Corruption" project goal is to support Govi-Altai aimag and Sharga soum local government to develop an Anti-corruption strategic plan and ensure the implementation of the Anti-Corruption Action Plan in open and accountability manner
Gobi-Altai	Round 1	Association of Mongolian Environment Protection	"Anti-corruption Strategy Plan" the project goal is to improve transparency and accountability of Yesunbulag soum government office and Social Welfare and Service Department by providing guidance and supporting for the development of soum anti-corruption plan; and building capacity of the local residents to increase participation
Gobi-Altai	Round 1	Bayan Altain Nutag	Citizen's participation in preserving the Natural Recourses" project goal is to improve consistent practice of the Citizen Chamber
Gobi-Altai	Round 1	Social Progress Women's Movement	"Citizen's Participation in Local Development Planning" project goal is to support the local government to develop soum development plan through engaging citizens' that links to the soum development funds
Gobi-Altai	Round 2	Nogoon Shuguit Togol	"Participation Based Anti-Corruption Action Plan" project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens' participation
Gobi-Altai	Round 2	HAYT Gobi Altai	"The Public Who Have Information Can Participate" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Gobi-Altai	Round 2	Youth Association	"Transparent Binoculars" project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Gobisumber	Round 1	Gobiin Nunjig	"Citizen Participation-Citizens Chamber" project is to contribute to the local development through engagement of the citizens during policy decision-making and development processes and create coordination mechanism for feedback between citizens and relevant government authorities, as well as, pursue more consistent practice of the citizens chamber at the target areas
Gobisumber	Round 1	Hotol Choir	"Information transparency at the Governance Organization" project to study transparency, access and quality of the information by the government organization and to develop recommendation information transparency improvement

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Gobisumber	Round 2	Takhil Togoot	"For Accountable Localities" project to develop and implement local ACAPs in collaboration with local government agencies based on citizens' participation
Gobisumber	Round 2	Railway Elder's Association in Choir station	"Mobile Chamber of Citizens" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Gobisumber	Round 2	Borjigdoi mergen	"Clemency" project to ensure inclusion and extend partnership and collaboration with PWDs
Gobisumber	Round 2	Gobisumber AG Association	"Soum Development-Civic Engagement" project to monitor participation of local citizens in development and implementation of SMPs and LDFs
Hentii	Round 1	Social Progress Women's Movement	"Citizens Hall - Citizens Participation " project to improve consistent practice of Citizen hall in Kherlen, Batshireet, Tsenkhermandal and Bor-Undur soums of Khentii aimag and increase citizens' participation in decision making
Hentii	Round 1	Khanhentiien Association	"To Activate the Citizens' Participation under Media" project to build the citizens' commitment, participation, provide feedback, and to improve the media independency, and to increase the efficiency of local level
Hentii	Round 1	Kherlen Business Development	"Women for Justice" project goal is to provide assistance to empower and equip women aged between 18-40 with the capacity to demonstrate more goal-orientation and socially active citizen as well as enhancing their legal knowledge to participate in strengthening good governance
Hentii	Round 1	Employer Association	"The NGOs' Function will Important to Increase the Citizens Participation' " project to make local procurement and tender process transparent and accountable and increase the citizens' participation to assess and monitor the local authority
Hentii	Round 2	Employer Association	"CSO Partnership to Combat Corruption" project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens' participation
Hentii	Round 2	New Era Youth Hentii	"Citizen Hall - Citizen Podium" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Hentii	Round 2	Labour Federation	"Soum Development in Our Life" project to monitor participation of local citizens in development and implementation of SMPs and LDFs

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Hentii	Round 2	Press Institute of Eastern region	“State information-Public participation” project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Hovd	Round 1	Bayan Altai	“Together for Good Governance” project to develop Citizens voluntary movement against corruption and support making process “Anti-corruption action plan”
Hovd	Round 1	Nutgiin Tuluuh Tengerleg Uils	“Justice for each citizen” project to develop to support the soum citizen chamber establishment and anticorruption action plan process and increase public and citizen engagement through provide citizens law knowledge
Hovd	Round 1	Tsorgos Harganatai Training Center	“PARTICIPATION” project to provide consistence practice of the citizen chamber of Hovd aimag.
Hovd	Round 1	Public Information Center	“Transparent Governance” project to monitor the implementation of the soum development fund and broadcast short videos on good governance that deliver information and decisions undertaken by the local government to the local citizen
Hovd	Round 2	Smart growth citizens engagement	“Aimag SWSD's ACAP” project to develop and implement local ACAPs in collaboration with local government agencies based on citizens’ participation
Hovd	Round 2	Tungalag Hugjil	“Citizen Chamber-Citizen Participation” project to support local Citizen Chambers to ensure active participation of citizens in decision making processes;
Hovd	Round 2	Social Compass	“Equal Opportunity for People with Disability” project to ensure inclusion and extend the partnerships and collaboration with PWDs
Hovd	Round 2	Bat-Itgel	“Improve Interconnection of Soum Master Plan and SDP” project to monitor participation of local citizens in development and implementation of SMPs and LDFs
Hovd	Round 2	Ogtorguin Asar	“Transparent Government “ project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Huvsgul	Round 1	Huvsgul Dalai Eej	“Transparency information efficient cooperation –good governance” project to make the operation of the GOs transparency by improving civil servants’ awareness about laws related to the good governance and improve access of the information and services. To support the Anti-corruption Strategy Planning development

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Huvsgul	Round 1	Murun PWDs Center	"Citizens ' evaluation on Welfare service" project to monitor the activities of the Social Welfare Department in Khovsgol aimag by using public participation method and develop recommendation for its service improvement and give technical assistance to the SWD to develop ACSP
Huvsgul	Round 1	Huvsgul Travel and Information	"Citizen Chamber and Media participation in Good Governance" project to improve public awareness about good governance and to advertise the activities of the Citizen Chamber through local media tools for public engagement in Good Governance
Huvsgul	Round 1	Itgelin Byatshan Elch	"Public engagement in Soum development" project to increase the linkage between the Soum Master Plan and Soum Development Fund and increase the public engagement
Huvsgul	Round 2	Anduud Moron	"Corruption Zero Tolerance Future and Public Participation" project to develop and implement local ACAPs in collaboration with local government agencies based on citizens' participation
Huvsgul	Round 2	Huvsgul Women Development Fund	"Citizens' Chamber and Public Participation" project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Huvsgul	Round 2	Murun PWDs Center	"Equal Right and Equal Opportunity" project to ensure inclusion and extend partnerships and collaboration with PWDs
Huvsgul	Round 2	For Accountability	"Accountable Governance and Collaboration" project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Sukhbaatar	Round 1	Disabled People's Labor Union	"Good Governance" project to monitor activities of the Social and Welfare Departments for the purpose of improving the service quality, social responsibility and access of service and support to develop the ACS Planning
Sukhbaatar	Round 1	Shine Ueiin Ekhlel	"Let's say NO CORRUPTION" project to become one of the provinces which have No Corruption by improving public awareness and knowledge about Corruption and improving the Anti-corruption Plan implementation at the government departments and agencies
Sukhbaatar	Round 1	Gerelt Ireegui Ezed	"Create ways to increase citizens' participation and consistent practice of the Citizens Chamber" project is to improve accountable governance and stabilize citizens' chamber activities through using advanced technology at the local level.
Sukhbaatar	Round 1	Production Service Cooperatives Association	"Citizen's Monitoring" project to support the public participation in the activities of the Mobile Citizens' Chamber and to improve the relation between SDF and SMP in order to improve the local socio-economic

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
			development
Sukhbaatar	Round 2	Zuw Ireedui San	“Together Against Corruption” project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens’ participation
Sukhbaatar	Round 2	Community Conservation Association	“Citizens’ Participation – Soum Development” project to monitor participation of local citizens in the development and implementation of SMPs and LDFs
Sukhbaatar	Round 2	Production Service Cooperatives Association	“Power of Information-Government, Civil Society and Citizens Partnership” project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Umnugobi	Round 1	Association for Natural Environment Conservation	“Public engagement in decision making” project to consolidate the good governance by increasing the public engagement in decision making process. To providing technical supports for the Citizen Chamber establishment and its operation
Umnugobi	Round 1	Saran Eej Association	“Creating local model Citizen’s discussion hall and working as sustainable, effective and transparency
Umnugobi	Round 2	Mongolian Association of Bag and Soums Umnugobi branch	“Taste of Living with No Corruption” project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens’ participation
Umnugobi	Round 2	Gobi Development Era	“Monitoring on Soum Development Plan and Soum Development Fund” project to monitor participation of local citizens in development and implementation of SMPs and LDFs
Uvs	Round 1	Uvs Nogoonton Hudulguun	“Toward Good Governance” project to influence to Anti-corruption action plan, support an efficient collaboration across Public and civil society organizations
Uvs	Round 1	Sain Tus	“Citizens can control over the local budget spending” project to provide assistance for citizen participation during decision –making process to improve monitoring skills of the citizen for tracking budget expenditure
Uvs	Round 1	Youth Competitive Support Center	Electronic Application” project to provide assistance for citizens participation during decision-making process and improve monitoring skills of the citizen for tracking budget expenditure
Uvs	Round 1	Institute for Certified Accountants	“Let’s discuss with citizens” project to monitor the Soum development fund action, provide citizens participation to soum development fund plan, logistics and performance, and support open, transparency, and accountable collaboration across public and citizens

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Uvs	Round 2	Uvs Nogoonton Hudulguun	“Plan to Eliminate Corruption ” project to develop and implement local ACAPs in collaboration with local government agencies based on citizens’ participation
Uvs	Round 2	Consulting Network for Public, Nature Protection and Entrepreneurs	“Monitoring Interconnection of SMP and SDF” project to monitor participation of local citizens in the development and implementation of SMPs and LDFs
Uvs	Round 2	Uvsiin Ungu	“Let's Be Open” project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Uvurhangai	Round 1	Motherland Development	“Good Governance” project goal is to conduct participatory monitoring at the local Social Welfare and Service Department and improve service delivery, quality and social accountability towards citizen
Uvurhangai	Round 1	Liberal Women’s Brain Pool (LEOS)	“Citizens Participation and Information Transparency” project to improve consistent practice of Citizen hall in Arvaiheer and Uyanga soums of Uvurhangai aimag and increase citizens’ participation in decision making
Uvurhangai	Round 1	Enkh Itgeliin Gegee	“Citizens Voice for Good Governance” project goal is to increase roles of CSOs, Citizens and Government authorities and strengthen good governance by changing citizens perceptions related to anti-corruption
Uvurhangai	Round 1	Chamber of Commerce and Industry	"Soum Policy and Industrial Development" project goal is to conduct monitoring of 2010-2011 soum development funds loan issuance and evaluate the impacts resulted from the loans and provide assistance to the local government to increase impacts of both soums development fund disbursement and soum long-term master plan by coordinating them
Uvurhangai	Round 2	Motherland Development	“Citizen Participation and Government Service” project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens’ participation
Uvurhangai	Round 2	LEOS	“Citizen Chamber and Citizens’ Voice” project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Uvurhangai	Round 2	Citizen Initiative-Local Development	“Soum Development Starts from Planning” project to monitor participation of local citizens in development and implementation of SMPs and LDFs

AIMAG	GRANT ROUND	CSO NAME	SUBGRANT OBJECTIVE
Uvurhangai	Round 2	Enkh Tumnii Huch	“Good Governance and Information” project to collaborate with local governments, other CSOs, and media on raising awareness about good governance and increasing transparency and accountability of public services
Zavhan	Round 1	Setgeliin Dolgion	“Notification against corruption” project to improve the civil servants’ and citizens’ awareness and knowledge about by laws related Anti-corruption in the project target Soums in Zavhan aimag and to give technical support to the GOs, NGOs and SCO for developing ACSP and conducting activities for Good governance and anti-corruption
Zavhan	Round 1	Cedaw Watch	"Monitoring on quality, access, and transparency of the Employment Fund" project to <evaluate the implementation of the Employment Support Law and support development of Anti-Corruption Strategy at the Labor Department
Zavhan	Round 1	Dusliig Huraaval Dalai	"Consistent action of Citizen Chambers" project to make the activities of the Citizen chamber sustainable by advertising the activities by Government organizations, discussing the facing problems, improving the citizens’ capacity building, submitting the ideas and proposals by citizens to the decision makers, and improving the cooperation between government and public
Zavhan	Round 1	Javhalant Uyanga	“SDF is in our life” project to monitor the SDF’s expenditure and advertise it to the citizens, Improve the quality, access. Transparency and accountability of the Government services and to improve the cooperation among Government, citizens and CSOs
Zavhan	Round 2	Cedaw Watch	“Active Public Partnership Will Restrict Corruption” project to develop and implement local ACAPs in collaboration with local government agencies and based on citizens’ participation
Zavhan	Round 2	Ornokh Khogjil Suljee	“Public engagement in local development” project to support local Citizen Chambers to ensure active participation of citizens in decision making processes
Zavhan	Round 2	Zavkhan Wool Competence Center	“Opportunity” project to ensure inclusion and extend the partnerships and collaboration with PWDs

APPENDIX 4: GOOD GOVERNANCE WEEK EVENTS

2012 National Good Governance Week Events

- The 2012 Integrity Award Ceremony
 - Essay writing competition among university students on one of three topics: -social fairness;-personal fairness; appealing to others to being fair
- Spread the good governance best practices, widely through nationwide broadcast on MNBTB
- Round table meeting about the current corruption facts in the business environment
- Advertisement on anti-corruption through television broadcast by 4 celebrities from different sectors
- Nationwide dissemination of the “Civic Measurement Survey” findings through MNTV from Citizen Hall in Ulaanbaatar and 15 provinces
- Lecture on good governance topic for university students by student leaders

2012 Local Good Governance Week Events

At the local level, local governments, CSOs, citizens and media also celebrated International Anti-corruption Day through the organization of Good Governance Weeks at the local level. Local events promoting good governance included:

- Essay writing contest among civil servants and students about transparent and accountable governance;
- Picture drawing competitions among school children about the perception of good governance and the current situation;
- Citizens Chamber discussion with citizens on Civic Measurement Survey;
- Legal knowledge quiz among students;
- Public hearing hours by local authorities at Citizen Chambers on potential improvement of government service delivery, accountability and transparency;
- Official opening Rules to Reality six month campaign in target districts
- Public information dissemination by local authorities about increased budget authority of the districts and citizens’ rights to involve in this process actively to decide what investments should be made where and for what;
- Formalize joint working groups of the project in each target district who will facilitate the process in the coming months;
- Declarations recognizing the local good governance initiatives by certain government offices and departments.

2013 National Good Governance Week Activities

- TV Program on land No. 1 MNB
- Launch of TAF’s SPEAK 3, Roundtable discussion on Citizens’ partnership, Citizens’ participation, Openness and transparency, Best practices (5 provinces)
- Exhibition opening at the National Legal Institute of weeklong exhibition (T-shirt, poster, poetry etc.)
- Filming of lecture on Integrity, MNB
- TV program on land No. 2, MNB
- Open and Transparent Procurement: a) Best practices of procurement process from:

General Procurement Agency, Capital City Procurement Department, District Procurement Department; b) MCM: iCOGS project; c) Dornod aimag: Local procurement monitoring d) Discussions

- Parade; The Compass band's performance; opening Enkhbadral, Amarbat's lectures; Introduction on xamtdaa.mn and campaign at Capital City Children and Youth Palace
- Drama from Bayan Ulgii and Dornod aimags
- Publish Undestnii Toim magazine
- Nation-wide broadcast of Lecture on Integrity on MNB
- Nation-wide broadcast Compass band's music video on MNB
- Private Sector's Efforts against Corruption at the Chamber of Commerce
- Integrity Award 2013
- Good Governance Week Reception
- IAAC Interview on MNB TV
- ACAP 2013 Evaluation presentation

2013 LOCAL Good Governance Week Activities

At the local level, local governments, CSOs, citizens and media also celebrated International Anti-corruption Day through the organization of Good Governance Weeks at the local level. Local events promoting good governance included:

- A legal knowledge quiz held between educational organizations;
- A TV forum on law and integrity to share experiences on governance practices among local governments,
- CSOs and citizens and to widen opportunities for collaboration and partnerships;
- Picture drawing competitions held between pupils of secondary schools;
- Public discussions about democratic values;
- Promotion of local governments' achievements on anti-corruption activities through websites, daily papers, and other media outlets;
- Public discussions on citizens' role and participation in strengthening governance practices at the provincial level;
- A youth public speaking competition on good governance topics;
- Peer-to-peer online sessions of **district** government officials to share local practices in Uvurhangai province.