

# Seminar on Regional Development, Urban Planning, and Housing Upgrading: International Policy and Experiences

- 2nd ITC Follow-up Project in Mongolia -

Ulaanbaatar, Mongolia, 28 September 2005

## Executive Summary



United Nations Centre for  
Regional Development



ADB, Housing Finance (Sector) Project  
MON-1847, PMU



Urban Development  
Resource Center

## 1. Introduction

As a part of its annual ITC, held every spring in Nagoya, Japan, UNCRD conducts follow-up projects in one or two selected participants' countries with the following objectives: (a) to help the participants disseminate what they learned during the course to their supervisors, colleagues, and other stakeholders involved; (b) to technically support the implementation of their action plans in compliance with their intentions; (c) to observe the training impact of ITC at the organizational level; and (d) to assess training future needs for the next ITC. Since ITC 30 held in 2002, four follow-up projects have been conducted in Nepal, Sri Lanka, Indonesia, and Mongolia. Through these seminar-type projects organized at the initiative of participants themselves since ITC 31, what participants learned from the course has been widely disseminated and substantive discussion has been created with every possible stakeholder not only involving their action plan but also in regional development as a whole, which has cleared the path for a smooth implementation of their action plans. UNCRD, through implementing those follow-up projects, has thus effectively achieved the above four objectives.

## 2. Background and Needs of Living Environment Improvement in Mongolia

Figure Map of Mongolia



Source: Infoplease Atlas: Mongolia

Mongolia used to be a nomadic county with its population scattered all over the country. However, due to its settlement policy, Mongolia experienced rapid population increase and urbanization during the past three decades. And this trend has dramatically accelerated since its transition from a centrally-planned economy to a market-oriented one in 1990s. As of 2004, 59.3 percent of the population lived in urban areas. Under the socialist regime, housing, mainly apartments, were provided by the government, but since the collapse of the socialist system, very little new housing has been constructed either by the public or private sector. As a result, Mongolia is now facing a serious shortage of housing in the urban area, which is causing a considerable price increase of housing. Those who cannot afford to obtain an apartment are forced to construct by themselves a *ger*, which is a traditional felt-made and tent-structured house used by nomadic people, in a vacant lot. A collection of

such housing is called a *ger* area, which is an informal settlement. These have expanded in and around the cities in Mongolia.



**Ger Area**

In the *ger* area, residents' access to urban infrastructure and services such as water supply, sewerage, district heating systems, and waste management are limited, which makes the living environment unsanitary and bad. The ratio of the *ger* areas is still increasing. Given the ongoing expansion of the *ger* areas, the entire living environment in the urban area will further deteriorate if this problem remains untackled. Against this background, Asian Development Bank (ADB) is now providing

housing finance loans to establish a sustainable market-based housing finance system that will allow low-and-middle income households access to housing loans from qualified project-participating banks. For the poorer and poorest families in particular, ADB is financing subprojects called Housing Action Area Plan (HAAP) project schemes to improve low-income households' housing, access to basic infrastructure and services, and income-earning potential to update the living environment. Concerning more detailed comparison between apartment and *ger* areas, refer to the table below.



**Serviced Apartment Area**

Table 1: Comparison between Apartment and Ger Areas in Ulaanbaatar City

	<b>Serviced Apartment Area</b>	<b>Ger Area</b>
<b>Population</b>	392,900 (41.5%)	535,600 (58.5%)
<b>Water Consumption</b>	328 liter per day	5.2 liter per day (buying from a water kiosk or water truck)
<b>Balance of Income and Expenditure</b>	200,000 <i>Tugrik</i> 179164 <i>Tugrik</i>	150,000 <i>Tugrik</i> 220560 <i>Tugrik</i>

Source: Video "Urbanization and *Ger* Area"

Note: The *Tugrik* is the official currency of Mongolia and 1186 *Tugrik* equals 1 US Dollar.

### **3. ITC First Follow-up Project in 2004**



**Seminar Participants in 2004**

Regarding planning and implementation of the HAAP projects, community-based approaches have been introduced, however, attitude, knowledge, and skills concerning community participation are not fully understood by the national/local government officials, *ger*-area residents, and other stakeholders involved with the projects, which is the reason why Ms. Enkhbayar Tsendorj (ITC 32 participant), who is a project manager of ADB's Housing Finance Sector Project as well as an advisor to the Minister of Construction and Urban Development (MCUD), formulated her action plan "Community Based Learning and Action Process for *Ger* Area Improvement in Mongolia" to supplement those projects with more focus on participation and empowerment of local communities. In order to technically support her action plan implementation, UNCRD organized a seminar in September 2004 to assist her and other stakeholders involved with her action plan to explore various techniques and knowledge for improving the living environment with community participation. Detailed information on this seminar is available as "Executive Summary of Seminar on Community-driven Urban Planning and

Housing Upgrading: International Policy and Experiences.” (See the following website: <http://www.uncrd.or.jp/tr/index.html>.)

#### **4. ITC Second Follow-up Project in 2005**

This time, as the second follow-up project in Mongolia, UNCRD decided to organize another seminar to further follow-up on and support not only Ms. Enkhbayar, but also ITC 33 participant, Ms. Tsend-Auysh Baldandorj Borjigon. Ms. Baldandorj is also working for community-driven living environment improvement in the *ger* areas under the HAAP project together with Ms. Enkhbayar. In the process of implementation of the HAAP project and Ms. Enkhbayar’s action plan, community-driven approach is now being introduced. However, knowledge and skills especially concerning community’s financial initiatives are badly lacking, which is impeding ongoing community-driven activities in their project. That is the reason why Ms. Baldandorj came up with an action plan entitled “Action Plan for the Loan Recovery Mechanism for the HAAP Pilot Project in Mongolia” as an output of ITC 33. Ms. Enkhbayar’s action plan dealt with community participation in living environment improvement while Ms. Baldandorj’s action plan focused more on financial initiatives and empowerment of community people. Against this background, in response to a request from both participants, UNCRD decided to organize the second follow-up seminar under the theme of “Regional Development, Urban Planning, and Housing Upgrading: International Policy and Experiences,” which covers not only financial initiatives for living environment improvement but also endogenous regional development, making full use of local resources.

#### **5. Seminar in 2005**

- Date: 28 September 2005
- Venue: Meeting Room, Puma Imperial Hotel
- Co-organizers: Ministry of Construction and Urban Development (MCUD) and Urban Development Resource Center (UDRC)
- Theme: Regional Development, Urban Planning, and Housing Upgrading: International Policy and Experiences
- Number of Participants: forty-seven officials of MCUD, Ministry of Finance, and local governments, those involved in the HAAP projects, CBO representatives, university professors, and urban planning experts
- Topics:
  - (a) Overview of Urban Development in Japan
  - (b) Disaster Mitigation Activities in Japan
  - (c) Case Study of CBO/*Machi-Zukuri* in Japan
  - (d) Financial Initiative for Living Environment Improvement (LEI) with Community Empowerment
  - (e) Endogenous Regional Development Measures Utilizing Local Resources
- Resource Persons: Ms. Enkhbayar Tsendendorj (ITC 32 participant) ; Ms. Tsend-Auysh Baldandorj Borjigon (ITC 33 participant); Mr. Katsuaki Takai (UNCRD); and Ms. Nana Urakami (UNCRD)



**Seminar Participants in 2005**

Under the ADB’s HAAP project and the UNCRD’s follow-up project, the seminar on “Regional Development, Urban Planning, and Housing Upgrading: International Policies and

Experiences” was conducted under the joint auspices of UNCRD, Ministry of Construction and Urban Development (MCUD), and Urban Development Resource Center (UDRC). The seminar was attended by about forty-seven officials of MCUD, Ministry of Finance, and local governments, those involved in the HAAP projects, CBO representatives, university professors, and urban planning experts. (The list of participants is available as Attachment 2.)

The seminar consisted of lecture sessions, an action plan presentation, and discussions and a wrap-up session. Attachment 1, the seminar programme, indicates, Ms. Enkhbayar made a presentation on the progress of the HAAP project and her own action plan for *ger*-area living environment improvement in Mongolia. In addition, using a schematic drawing made by her, she explained the future direction and strategy of HAAP project. (Figure is available as Attachment 5.) Her action plan as well as HAAP project have made remarkable headway since last year due to great efforts made by her and her colleagues/subordinates. To disseminate what the former participants learned from ITC 32 and 33 respectively, Ms. Enkhbayar presented “Overview of Urban Development in Japan.” This is an important topic in particular for the staff of MCUD as it is a newly-established ministry after the break-up of former Ministry of Infrastructure in 2004. Next Ms. Baldandorj made a presentation on “Disaster Mitigation Activities in Japan,” emphasizing the importance of disaster prevention activities at the community level.



**Presentation by Ms. Enkhbayar (ITC32 Participant)**

Ms. Urakami from UNCRD made a presentation on “Case Study of CBO/*Machi-Zukuri* in Japan,” advocating the importance of community participation in the process of planning and implementation in order to secure sustainability of urban development. She described how residents can participate in urban development programme/projects in details, introducing cases in Japan. Then Mr. Takai from UNCRD made a presentation on “Financial Initiative for Living Environment Improvement (LEI) with Community Empowerment,” which advocated the importance of community initiatives and empowerment by introducing two case studies in developing countries: the Orangi Pilot Project (OPP) in Pakistan and the Community Organization Development Institute (CODI) in Thailand. He described how communities could be empowered through setting up CBOs and/or savings groups.



**Presentation by Ms. Urakami**

During the lunch break, a video “Urbanization and *Ger* Areas” was shown to seminar participants. This is a promotion video made by former ITC participants in order to introduce their activities. It describes the history of *ger* areas, rural-urban migration, urban poverty problems and living environment deterioration caused by uncontrolled expansion of *ger* areas as well as their activities to improve them. UNCRD found this video to be quite informative and useful and had highly evaluated such achievements.



**Presentation by Mr. Takai**

In the afternoon session, Mr. Takai also presented on “Endogenous Regional Development Measures Utilizing Local Resources.” UNCRD defines endogenous regional development

(ERD) as a process of development promoted by the initiative of local people with the use of local resources based on local culture, traditions and skills. This lecture was added from the viewpoint that endogenous development in particular in the rural area is very important in order to stop rural-urban migration, which is the main cause of recent uncontrolled expansion of the *ger* area in Ulaanbaatar and other urban areas in Mongolia. It introduced two Japanese cases firstly, of “Rural Life Improvement Movement in Post-war Japan” and secondly, “Yubari City’s Tourism and Melon Production.” “Rural Life Improvement Movement in Post-war Japan” is another model case of how communities in the rural area in Japan improved their lives and empowered themselves in collaboration with livelihood extension workers. A comparative analysis of community participation and empowerment cases was made, as a conclusion. The comparative figure is available as Attachment 6.

Finally Ms. Baldandorj introduced her action plan entitled “Action Plan for Loan Recovery Mechanism for HAAP Pilot Project in Mongolia.” Loan repayment is a critical issue, in particular at the community level. The presentation analysed the scenario as to how local governments and community residents can pay back loans under the ADB’s Housing (Finance) Sector Loan Scheme. In fact, groups for saving have been formed and saving activities has been started in HAAP pilot-project areas. Her presentation identified current concerns and the future strategy for promoting community financial initiatives.



**Presentation by  
Ms. Baldandorj (ITC33 Participant)**

## **6. Essence of Discussion Extracted from Seminar**

Following the presentations by former participants and UNCRD, discussions and a wrap-up session were conducted. Mainly discussed was the community empowerment. Once residents realize that they are able to improve their living environments by themselves, they will try to do so through a learning-by-doing-process. And through this process, communities can be empowered. When they are empowered, they will expand their activities for education, health care, and income generation in order to further improve their life. However, at the very initial stage, they need support from outside. HAAP aims at empowering communities by setting up community-based organizations (CBOs) under the ADB’s Housing Finance (Sector) Project. HAAP would enable communities to improve their living environment through a learning-by-doing-process with the necessary technical



**Discussion Session**

assistance from its project management unit (PMU) and an NGO called Urban Development Resource Center (UDRC). Through this process, the community can learn what they can do for the living environment improvement under the leadership of CBO. The PMU serves as a facilitator/coordinator for CBOs to play a main role. Empowered CBOs are expected to carry out further activities to improve their lives by themselves with partnerships among local governments, private companies, NGOs and on.

The case of Pakistan, an NGO named Orangi Pilot Project (OPP) is a facilitator/coordinator. It empowered the communities by the method of action research and extension education by utilizing the fund from the Bank of Credit and Commerce International Foundation. They

started with small-scale sewerage system development which is the most prioritized by people. With technical assistance from OPP, they installed and maintained sewerage pipes. So the main actor was the community itself. Furthermore, this project, starting with small-scale sewerage installation, expanded its activities to include small family enterprises, health-related projects, school projects and so on. Community leaders were also fostered through the process of implementing the projects. And as a final result, the communities gained self-sustainability, ownership, and accountability. As for the case of Thailand, UCDO or CODI established and funded by the government was the facilitator/coordinator. Projects were promoted by savings and credit groups with technical assistance from CODI and NGOs. The groups created a network and expanded their activities further more. In this case, the main actors were the community groups empowered by CODI and community leaders were also fostered enabling the community to gain bargaining power against government authorities and private companies, while attaining self-sustainability, ownership, and accountability.

In the case of Japan, front-line livelihood extension workers were facilitators/coordinators. They were government officials, but they could establish good relationship with the community. Community residents who were empowered by extension workers improved their rural lives by themselves. Of course, the main actor was the community, in particular, women. Self-reliance, creativity, management ability were developed and leaders were also fostered through the learning-by-doing process with assistance from extension workers. By comparing these cases from three different countries of Pakistan, Thailand, and Japan, seminar participants were able to understand how important community empowerment is and that empowerment can be done through the learning-by-doing process. At that same time they also understood that there must always exist an outside facilitator/coordinator, but the main actors are the community and residents themselves. It may take a long time for communities to be empowered, but once they are empowered, further life improvement will be accelerated.

## **7. Observations and Findings from Field Survey**

UNCRD visited Zuunmod City for the second time to have a meeting with Ms. Galsan Tsendsuren, Chairman of Zuunmod *Sum*'s Citizen's Representatives Khural of Tuv *Aimag* on 29 September 2005. Zuunmod City is located 43km south of Ulaanbaatar City and infill and *ger*-area upgrading are being conducted on separate sites under the ADB's HAAP schemes. The upgrading project targets 185 existing plots housing 241 families in the *ger* area and will provide them with piped water with three new and improved kiosks, minor improvement of roads and a storm-water drainage ditch, and street lighting. General information on Zuunmod City including its population, area, major industry, linkage with Ulaanbaatar City, and local development strategy such as "One *Bag*, One-Product" project was provided. UNCRD found that Zuunmod City understands the importance of HAAP and CBO's activity and is cooperative with them to improve its *ger* area.



Meeting at Zuunmod City



**Integrated Community Center**

UNCRD also visited one of integrated community centers (ICC) in Zuunmod City. ICCs have been constructed in the respective pilot-project areas in Zuunmod and Darkhan cities utilizing the Japan Fund for Poverty Reduction (JFPR) under the ADB's HAAP project. The ICC visited had been open since 26 Sept 2005. Based on the requests and needs of residents, it accommodates a water kiosk, shower stalls, a laundry equipped with a washing machine and a drying machine, a barbershop, a meeting room, a greenhouse for growing vegetables, and a water heater (on the roof). With minimum charges, for example 800 *Tugrik* for a shower (500 *Tugrik* for children, 400 *Tugrik* for those with a designated-as-poor card), residents can gain access to social services and can also have an opportunity to increase their household income utilizing these facilities. A briquette-making shop has also been constructed in an unused *ger* near the ICC site so that residents can not only produce briquettes from coal, soil, and dung but also buy and consume more environmentally-friendly briquettes compared to the conventional ones. As for management and operation of this ICC, the CBO is responsible, employing seven community residents as permanent staff members.

When UNCRD staff were shown around, about twenty community residents gathered for a meeting. In response to UNCRD' questions, they said they were very happy with the opening of their ICC and all the services it can provide for them are essential ones. Voluntary members in the community have also set up seven saving groups with five to ten members each



**Meeting at ICC**



**Barber**

and are saving 100 *Tugrik* per day. With this saved money as collateral, two members have already secured loans of 20,000 *Tugrik* with 3 percent interest rate for one month: one is for buying a cover of her *ger* and the other is for starting a business as barber in the ICC. In addition, UNCRD also interviewed a CBO leader, who noted that the ICC faces several problems including: no appropriate management know-how and

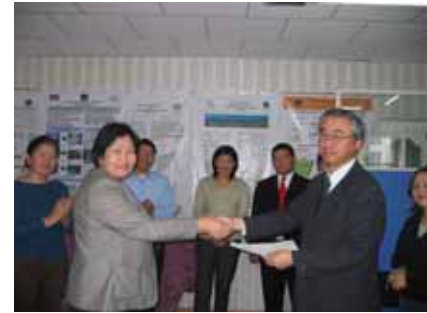
experience of ICC, volatile behaviour of community members and insufficient support from the local government and so on. Based upon the observation on the spot, UNCRD found that smooth management and operation of this ICC would depend on whether or not it could cover its operation cost by means of selling its products and services such as briquettes and shower/laundry services. Constructed by the JFPR fund, the ICC is well-equipped but seems a bit over-invested compared with the residents' living standard. Though its construction cost was completely covered by JFPR, its operational cost including personnel cost have to be covered by the community themselves.



**Briquette Workshop**

## **8. Signing of Memorandum of Understanding**

Urban Development Resource Center (UDRC) is an NGO established in July in 2005 with the objective of providing services, including consulting, research, training, assistance to the planning, designing and construction of the urban environment, and sharing of information on urban development, building, infrastructure and housing. The memorandum of understanding was signed by Mr. Katsuaki Takai, Chief of Training, UNCRD and Ms. Enkhbayar, President, UDRC on 30 September. Both organizations



**Memorandum Signing**

officially agreed that: (1) both should continue to share experiences and information on related areas; (2) UNCRD should technically support the implementing of related projects; (3) UNCRD should make efforts to invite members of UDRC for further seminars conducted by UNCRD in order to share information; (4) UNCRD organizes study tour and local training in Mongolia and Japan; (5) UDRC gives lecture on behalf of UNCRD; and (6) UDRC will operate in the field of information dissemination as focal point of UNCRD. (Please refer to the Attachment 3 of the signed memorandum for more detailed contents.)

## **9. Output/Findings of Seminar**

The following are the results by the seminar.

- (a) ITC's contents and essence relevant to ex-participants' action plans were disseminated among seminar participants. In addition, through comparing the study cases from different countries, they fully recognized the importance of community empowerment, and realized that residents could be empowered by learning-by-doing processed. Although it may take a long time for a community to be empowered, but once empowered, community improvement activities would be easily expanded further.
- (b) The presence and activities of CBOs in Mongolia were strengthened. In fact, one active CBO periodically publishes its newsletter in order to provide information on its activities, but its existence had not been known by some participants including local government officials. UNCRD found that public relations activities for CBOs needed to be strengthened to obtain more presence and cooperation from local governments.
- (c) The establishment of UDRD. In the previous seminar, UNCRD recommended the formation of a support team for community-driven activities by associating university professors and other experts. UDRC is the NGO that was set up by ex-participants in July 2005 in response to this advice. UNCRD highly evaluated this significant achievement and their productive efforts, because once such a supporting organization is established, their action plans can be more sustainable even after the ADB's project is completed and withdrawn. It is greatly anticipated that this NGO will play an important role in facilitating community participation and mobilization of their community resources in order to improve the living environment and benefit the poor and unemployed in the *ger* areas in Mongolia. Please refer to Attachment 4 for detailed information of UDRC.

- (d) The institutional commitment to the implementation of not only Ms. Enkhbayar but also Ms. Baldandorj was further strengthened compared to last year among more stakeholders involved.

These results are remarkable and entirely due to the hard efforts made by ex-participants.

## Attachment 1

### SCHEDULE OF THE SEMINAR ON REGIONAL DEVELOPMENT, URBAN PLANNING, AND HOUSING UPGRADING: INTERNATIONAL POLICY AND EXPERIENCES

Scheduled Training Date: Sep. 28<sup>th</sup> 2005

Location: MEETING ROOM, SECOND FLOOR, PUMA IMPERIAL HOTEL

Time	Topic	Training Facilitator
10:00	Opening	Ts. Dashdorj, Deputy Ministry of Construction and Urban Development
10:10	Introduction Brief about UNCRD	Ts. Enkhbayar, Project Manager of HFSP
10:20	Result of Action Plan For <i>Ger</i> Area Improvement in Mongolia ITC-32	Ts. Enkhbayar
10:45	Overview Urban Development in Japan	Ts. Enkhbayar
11:15	Disaster Mitigation Activities in Japan	B. Tsend-Auysh, Construction Supervision Specialist of HFSP
11:30	Discussion	
11:45	Coffee break	
11:55	Case study of CBO/ <i>Machi-Zukuri</i> in Japan	Ms. Nana Urakami Operations Officer of UNCRD
12:20	Financial Initiative for LEI with Community Empowerment	Katsuaki Takai, Senior Researcher of UNCRD
13:00	Lunch	
14:00	Endogenous regional development measures utilizing local resources	Mr. Katsuaki Takai
14:30	Case study of Rural life Improvement Movement in Post – War Japan	Mr. Katsuaki Takai
15:00	Case study of Yubari City, of tourism and melon production	Mr. Katsuaki Takai
15:30	Discussion	
15:50	Coffee break	
16:00	Action plan of Improvement for HAAP Investment ITC-33	B. Tsend-Auysh,
16:15	Discussion	
16:40	Conclusion	Mr. Katsuaki Takai

- The lecture will be accompanied by a Power Point presentation.

**Attachment 2**

**PARTICIPANTS NAME ON SEMINAR ON REGIONAL DEVELOPMENT, URBAN  
PALNNING, AND HOUSING UPGRADING: INTERNATIONAL POLICY AND  
EXPERIENCES**

28 SEPTEMBER, 2005

<sup>1</sup>	PARTICIPANTS NAME	POSITION	
<b>MINISTRY OF CONSTRUCTION AND URBAN DEVELOPMENT</b>			
1	Ts. Dashdorj	Deputy Minister	
2	Ts. Gankhuu	Construction and utility policy regulation department director	
3	S. Davaanyam	Regional development specialist	
4	T. Nergui	Regional development planning senior specialist	
5	Kh. Norvanchig	Housing policy regulation specialist	
<b>MINISTRY OF FINANCE</b>			
6	Yu. Galsan	Sector policy and investment department director	
7	O.Enkhbat	Debt management division specialist	
<b>ADB MNRM MISSION</b>			
8	B. Bayasgalan	Social sector officer	
<b>CDCPU</b>			
9	B. Byambajav	Director	
10	Bat-Erdene	Deputy director	
11	Bayarbat	Specialist	
<b>UB CITY ADMINISTRATION OFFICE</b>			
12	G. Munkhbayar	Ub city manager	
13	B. Zulgerel	City development and planning division chief	
14	Sukhbaatar	Engineer	
<b>CONSTRUCTION, RESEARCH AND DRAWING INSTITUTE</b>			
15	G. Bold	Director of Institute, general architect	
16	Solongo	Deputy Director	
17	Нарангэрэл		
<b>UB CITY LAND OFFICE</b>			
18	G. Tumurkhuyag	Director	
19	Ts. Sandui	Cadastral division chief	
20	G. Byambasuren	Specialist	
<b>CITIES UNION</b>			
21	B. Batchimeg	Economist	
22	D. Munkhuu	Social officer	
<b>ᠣᠠᠨᠠ</b>			
23	D. Sain-Er	Director	
24	Tumen-Ulzii	Officer	
<b>SCIENCE AND TECHNOLOGY INSTITUTE</b>			
25	Ì.Orgil	Construction engineer and architect sector director	
<b>ARCHITECTORIAL UNION</b>			
26	B. Sainbuyan	Director	
<b>CONSTRUCTION ENGINEERS UNION</b>			
27	Sh. Ganzorig	President	
<b>UNDP STRAWBALE HOUSING PROJECT</b>			
28	G. Myagmar	Local coordinator	
<b>DARKHAN-UUL AIMAG</b>			
29	D. Khayankhyarvaa	Governor	
30	Baasan	Governors Adm office Director	
<b>TUV AIMAG</b>			
31	G. Tsendsuren	Chairman of Citizens representative office	
32	D. Chuluunbat	Governors office specialist	

<b>BAYANKHONGOR AIMAG</b>			
33	P. Zorigtbaatar	Governor	
34	Ganbaatar	Officer	
<b>GOVI-ALTAI AIMAG</b>			
35	P. Tsogtbaatar	Governor	
36	Ganzorig	Officer	
<b>BAGANUUR DISTRICT</b>			
37	Bayarsaikhan	Deputy Governor	
38	Erdenechimeg	Engineer	
<b>CBO's</b>			
39	P. Oyungerel	Leader of Orhiluun bulag CBO	
40	I. Nyambuu	Leader of Eviin khuch CBO	
41	Jambal	Leader of Munkh-Orgil CBO	
<b>MINISTRY OF SOCIAL WELFARE</b>			
42	Ts. Unurtsetseg	Policy regulation department deputy	
<b>HUMAN RIGHT DEVELOPMENT CENTER, NGO</b>			
43	G. Urantsooj	President	
<b>PRESENTERS</b>			
44	Katsuaki Takai	Senior Researcher UNCRD	
45	Nana Urakami	Officer, UNCRD	
<b>PREVIOUS PARTICIPANTS</b>			
46	A. Tsogt	Senior officer, MCUD	
47	D. Myagmar	JFPR MON-9015 manager	

### Attachment 3

**MEMORANDUM OF UNDERSTANDING BETWEEN  
THE UNITED NATIONS CENTER FOR REGIONAL DEVELOPMENT AND  
URBAN DEVELOPMENT RESOURCE CENTER NGO**

**The mission of UNCRD  
26<sup>th</sup> Sep-01<sup>st</sup> Oct 2005**

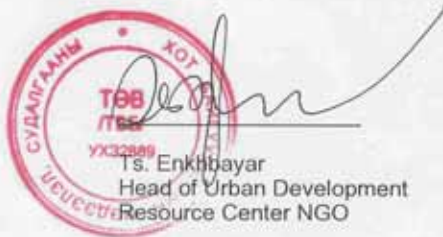
The mission of UNCRD comprising Mr, Katsuaki Takai, the chief of training (senior researcher) and Ms, Nana Urakami, the operations officer from UNCRD visited Mongolia between 26<sup>th</sup> Sep -1<sup>st</sup> Oct 2005 to organize seminar on "Regional development, Urban planning and Housing upgrading international policy and experience".

The seminar program has included an Endogenous regional development measures utilizing local resources, Case study of Yubari, the city of tourism and melon production and case study of rural life improvement movement in post war Japan. Furthermore, seminar was focused on Empowerment of community.

During the visit, the mission had meetings with the members of UDRC and reviewed its ongoing activities.

The Mission has agreed followings:


- Both share experiences and information on related area;
- UNCRD supports technically on implementing related projects;
- UNCRD makes efforts to invite members of UDRC for further seminars conducted by the UNCRD in order to share information;
- UNCRD organizes study tour and local training in Mongolia and Japan;
- UDRC gives lectures on behalf of UNCRD;
- UDRC operates in the field of information dissemination as focal point of UNCRD.

  
Ts. Enkhbayar  
Head of Urban Development  
Resource Center NGO


Signed by:

  
Katsuaki Takai  
Chief of training  
UNCRD


Attachment 4



**URBAN DEVELOPMENT RESOURCE CENTER**  
Non-Government Organization





Having a comfortable house and healthy living conditions are among the most important aspects of one's life. Their constant improvement needs to be driven by the residents themselves. Although the Government and citizen responsibilities have grown in order to achieve the sustainable integration of social and environmental sectors, a lack of information exchange and community involvement continue to exist.

Our NGO has taken on the Mission to promote this integration by helping communities and residents to become active participants in the improvement of their own living conditions and not simply recipients of assistance determined by others. Once communities and residents are able to improve their living conditions, the country's economic development will be enhanced.

In addition, our NGO will use all its resources to disseminate information and professional expertise to bridge the gap between citizens and other developmental stakeholders and organizations.

**Introduction:**  
In July 2005, the "Urban Development Resource Center" (UDRC) Non-government organization was established by a group of civil engineers, architects, urban planners, economists and financial specialists. Its overall purpose is to encourage collaborative activities that would promote sustainable development and poverty reduction.

**Objective:**  
The UDRC will provide services that include consulting, research, training, assistance to the planning, designing and construction of the urban environment, and sharing of information on urban development, building, infrastructure and housing that focus on helping low-income communities and households to improve their living environment and to build affordable and energy efficient houses.

**We have skills, knowledge and experiences in:**

- Community development;
- Upgrading Ger areas;
- Urban development and planning;
- Design and construction;
- Housing finance;
- Energy efficiency, and;
- Project management, etc.

*Our NGO is ready to provide services of consulting, sharing knowledge and experiences to YOU.*

**We are seeking:**


- Active partners of UDRC;
- Catalogue of successful and best practices, and;
- Network of training expertise and institutions, etc.

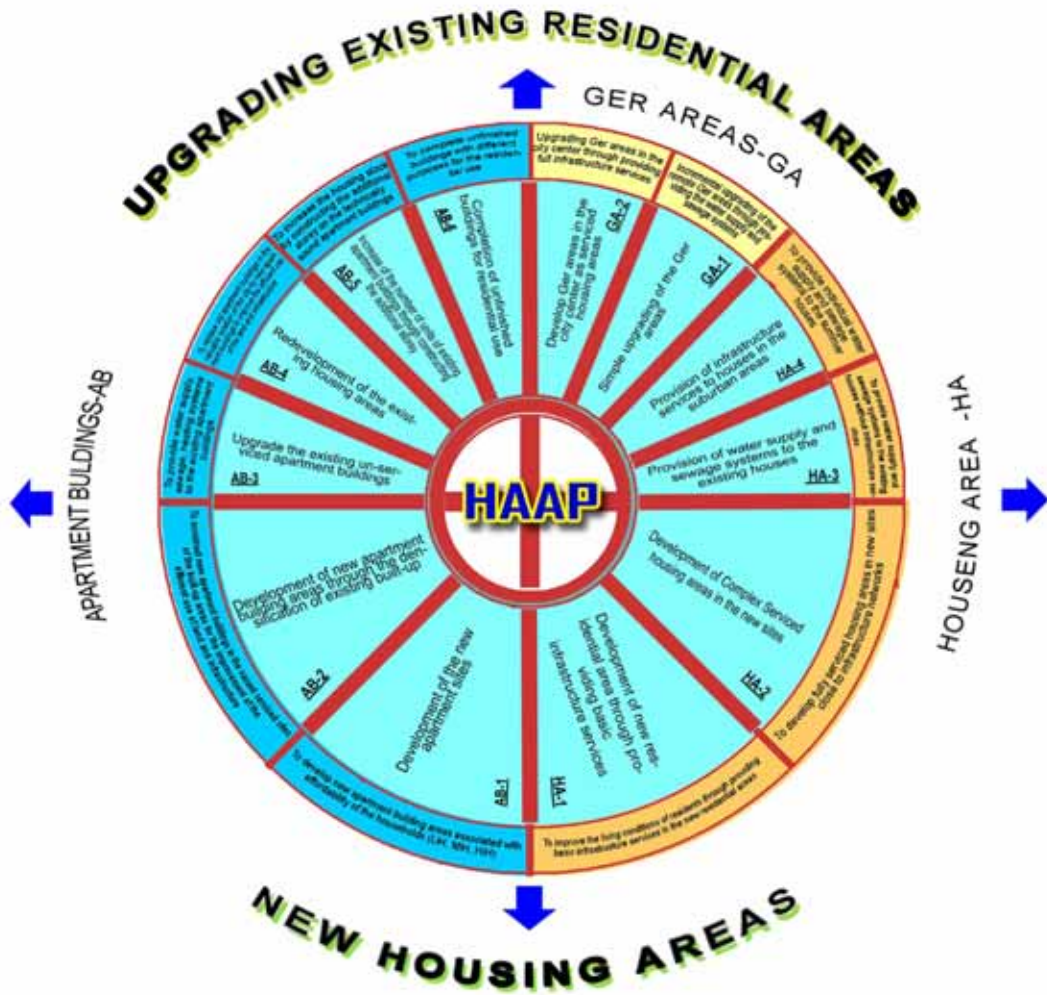
*Our NGO is welcoming YOU to establish a strong and close relationship with our NGO.*

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**PARTNERSHIP ARRANGEMENT**





**Attachment 6: Comparison at Glance of Community Participation between HAAP, OPP, CODI and Postwar Movement for Improvement of Living Condition**

	<b>Background /Objectives</b>	<b>Fund Source</b>	<b>Key Actor for Coordination &amp; Facilitation</b>	<b>Main Actor</b>	<b>Notes</b>
<b>HAAP in Mongolia</b>	Slum upgrading by CBO empowerment	ADB (Donor)	PMU (and NGO: UDRC)	CBO not Individual Residents	<ul style="list-style-type: none"> <li>✓ Donor-financed Pilot projects to be replicated to other areas</li> <li>✓ Expected output of income-generation activities</li> </ul>
<b>OPP in Pakistan</b>	Slum upgrading by community empowerment	Bank of Credit and Commerce International Foundation (Private Sector)	NGO: OPP	Residents grouped alley by alley	<ul style="list-style-type: none"> <li>✓ Starting with the sewerage installation, which was most prioritized project by residents</li> <li>✓ Method: Action Research &amp; Extension Education</li> <li>✓ Expanded project activities including health and family programme for low-income women, family enterprise economic programme, social forestry, education project etc.</li> <li>✓ Expanded project area even in the rural area</li> </ul>
<b>CODI in Thailand</b>	Slum upgrading by community empowerment	Government	Autonomous Governmental Body: CODI	Residents belonging to saving/credit groups	<ul style="list-style-type: none"> <li>✓ From community support to community network-making support</li> <li>✓ Community empowerment through the process of saving and credit group activities</li> <li>✓ Activity expanding not only in urban but also in rural to be integrated one</li> </ul>
<b>Postwar Movement for Improvement of Living Conditions In Japan</b>	Improvement of living conditions by community empowerment	Prefectural Governments	Livelihood extension workers	Farmers belonging to livelihood improvement groups	<ul style="list-style-type: none"> <li>✓ Externally-forced strategy by GHQ</li> <li>✓ Method: Multi-sector Approach</li> <li>✓ From living condition improvement to income generation in rural area</li> <li>✓ Supply of labor in the urban area</li> <li>✓ Meaningless as time passes</li> <li>✓ Foundation for further development activities like "One-village-one-product" movement</li> <li>✓ While in urban area, reaffirmed importance of community and <i>Machi-Zukuri</i> activities</li> </ul>

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