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Утас: 94092904, 88006228, 70115476, 70115477
Мэйл: info@mongolianeconomy.mn



Mayor E. Bat-Uul: Seeing Investors as Colonialists Is Killing Development

No country can develop without attracting investment. (p.7)



FOUNDER, EDITOR-IN-CHIEF:
D. Bekhbayar / 9999-4248

FOUNDER, DEPUTY EDITOR:
I. Otgonjargal / 8800-6228

MAGAZINE EDITOR::
B. Uuriintuya

ENGLISH EDITOR:
O. Tuvshin

TRANSLATOR:
B. Enkhmunkh

JOURNALISTS:
B. Enkhtsetseg
G. Orkhon
TS. Elbegsaikhan

DESIGNER:
Sh. Oyundari

MARKETING MANAGER:
D. Barianjav / 9409-2904

Address:
Ulaanbaatar, Chingeltei district 1st khoroo,
Enkhtaivan avenue, express
tower 11th floor number 1101
Ulaanbaatar, Mongolia
Central Post Office, P.O.B 2762, 15160
Ulaanbaatar, Mongolia
URL: www.mongolianeconomy.mn
E-mail: info@mongolianeconomy.mn
Tel/Fax: 976 - 7011 5476

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City of Dreams

What is stopping us from being happy residents of a city that that is free of suffocating air pollution in the winter, traffic congestion and crashes, has negligible noise levels, enough kindergartens for children, short queues at hospitals and fresh water? This list can go on and on, as there are countless challenges that lie ahead. But what has been accomplished thus far?



No Longer Stubborn Like Mrs. Dari

About 71 percent of ger district residents are willing to trade their land and house for apartments. (p.9)



J. Od: Mongolians Talk the Talk, Don't Walk the Walk

A small population lives on the huge territory of Mongolia, but the case is different for Ulaanbaatar, as it's a densely populated market. It's a market where so many things can be done if operated correctly. (p. 12)



Reform of State Services

The centre can handle up to 180 people at once, up to 6,480 people per day, and offers over 230 services of the city authority's 25 agencies.

Coloured forms are placed so that citizens will have a clear understanding of how long their requested service will take. (p.22)



Editor's Note

Mongolian Economy magazine is delivering the fourth issue about Ulaanbaatar to the readers as the capital city expands and becomes more vibrant day by day. In 2014, the first issue about the city of 1.3 million residents raised topics about the city's economy, social life and development trends. After that, we have delivered three issues in cooperation with the city administration within a year.

Our magazine met you, the participants of the Ulaanbaatar Investment business forum, for the first time in April of last year under the theme "Partnership for Development." This year, we're meeting again at the forum under the theme "Ulaanbaatar Procurement 2016."

Although city residents live breathing poison during the cold winter, it's a good thing that many positive changes to city landscaping, services, culture and education were made. Therefore, we had a lot of things to write about the capital city. For example, the city was buzzing with works during the last two years when the economic downturn worsened and unemployment increased.

New residential apartments tower everywhere among the ger districts. The electronic land lottery system

is operational, and the smart card service of public transportation has been introduced.

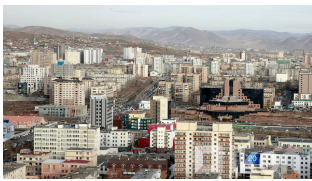
The Mayor of Ulaanbaatar, E.Bat-Uul, noted in his interview with our magazine that the most outstanding thing is that these works required a lot of time and effort to be implemented in developed countries, while it was achieved in such short amount of time here. In addition, the reader can get new information related to the city's business and developments.

Also, we're pleased to tell you that this issue has some spoilers about the city administration's "surprise gifts" to be revealed during the forum.

This year is an important year for Mongolia, as we have upcoming elections and will have a new government, see what will happen to the economic downturn, organise the ASEM summit in our country and cheer on our athletes competing in the Olympics.

Everyone must make an effort to develop Ulaanbaatar. Let's learn about city culture as this city is ours. Our magazine will work towards this and will make many more related issues.

Rental housing



A resolution to take some measures on the implementation of “rental housing” programme was approved by the cabinet meeting. It was decided that 929 household apartments built in Ulaanbaatar and provinces under the order of the State Housing Corporation are to be transferred to the state rent-housing fund by the resolution. Depending on the apartment’s total area and number of bedrooms, the per month rent was set to be around MNT 200-280,000 in the city and MNT 140-2300,000 in provinces.

Changes were made to article 4.3 in the regulation for orders of the “Buyant-Ukhaa 1” residential complex, which was built under the programme to provide housing to a target group. For example, it says “A civil servant or target group citizen will have the right to sell or lease the apartment if he or she manages to fully pay the mortgage.” Also, articles 6.4 and 6.5 of the regulation were removed.

Industry

The Ministry of Industry organised the “State and national manufacturers to support domestic production and sales” conference in cooperation with the Office of the President.



During the conference, the Minister of Education L.Gantumur and Mayor of Ulaanbaatar E.Bat-Uul and the Ministry of Industry signed a memorandum of understanding to support the sector’s procurement through domestic production.

Public transport

The Capital City Transportation Authority and “Ulaanbaatar Smart Card” LLC started testing a new service. Under the project to introduce management, information and e-payment systems to Ulaanbaatar public transportation services, the first version of the “UB smart bus” app has been launched. Anyone who has a smartphone with an Android



OS can download and use this app. By downloading the app from Google Play Store, you can see the city’s public transportation schedules, bus stops and route maps. In addition, you can get information about all the transit routes, and even see the wait time for the next bus. But the most interesting is that you can see the location of the buses. For now, the app is only available on Google Play Store for Android devices, but will soon be available on Apple Store of for iOS devices. Within the framework of the city public transport reform, articulated buses were put into operation. Each articulated bus is 18.7 metres long, has 38 seats and a capacity to transport 163 people. They also come with ramps for the disabled. Twenty buses have been put into operation initially by serving from Peace Avenue

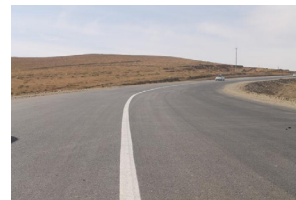
until Officers Palace.

Tourism



The capital city tourism risk management plan which depicts the “Hospitable Ulaanbaatar” programme’s measures to ensure the safety of tourists in states of emergency was developed and approved. According to the plan, the mayor of the city has approved “The capital city tourism risk management plan.” This plan is important as 8 types of risk assessment which may have negative effects on tourism: earthquakes, fires, floods, infectious disease, strong wind, chemical and radiation accidents, forest fires and riots. It also defined the measures to take before and after incidents.

Roads



In order to improve road networks and reduce traffic congestion in Ulaanbaatar, a new road connecting the First Central Hospital of Mongolia to Chin Van Chagdarjav street, and going left to S.Zorig street, was built. This road’s total length is 75 metres and total width is 3.5 metres, as it has a 2.8-metre carriageway, and a 0.7-metre wide sidewalk. The Traffic Police Department explained that the Institute of Forensic Examination has no other way than using the north and west roads of the First Central Hos-

pital to remove the deceased, which caused traffic violations and congestion regularly.

Vehicles



In order to reduce the traffic congestion in connection to the Lunar New Year holiday period, the vehicles with plate numbers ending in odd numbers will be prohibited from participating in traffic from the Sapporo intersection to the Tavan Shar intersection from 10am to 2pm on the 30th of this and 6th of next month. Also, vehicles with plate numbers ending with even numbers will have the same restrictions applied on the 31st of this and 7th of the next month.

Services

City Service Centre The Mayor of the capital city has issued a decree “on some measures to improve services” on September 4. By this decree, the year of 2016 was announced as “a year to create technology-based service exchange systems.” It has the objectives of taking services of local governments to citizens and legal entities to a new level, improve service quality and accessibility, and decrease centralization. In addition, it was decided that the works to ensure the reliability of services provided by the Capital City Service Center would take place, including installation of new fiber optic cables in order to reduce the IT and telecommunications costs of administrative organisations, and transfer of all organisations to IP-communications based systems in accordance with the relevant legislation. ■



Landscaping

City of Dreams

BY TS. BADRAL

The ultimate wish of residents of the capital is to live in a peaceful, comfortable and stress-free city. What is stopping us from being happy residents of a city that is free of suffocating air pollution in the winter, traffic congestion and crashes, has negligible noise levels, enough kindergartens for children, short queues at hospitals and fresh water? This list can go on and on, as there are countless challenges that lie ahead. But what has been accomplished thus far?

Seeing workers all over wearing their yellow vests performing their duty gives us a sense of progress. It seems that city residents have started to respect and value others' works. The shift in the mindset and attitude of the public can clearly be seen. This in itself may even serve as the most significant achievement in the last few years. However, such abstract notions are not reliable indicators. Results must be

tangible and visible.

We are witnessing things changing day by day in Ulaanbaatar. The most recent example is the planting of annual flowers – flowers that germinate, produce seeds and die within one year – in the city streets during the summer. Although it has been criticised as a waste of money, it is an aspect of the new culture of the city. It is undeniable that Ulaanbaatar summers have become more radiant. The capital city has a total area of 470 thousand hectares. Of that, urban areas comprise 61 thousand hectares. However, only 376 hectares of land are public green areas. This includes the parks, roads and areas beautified last year. The work to increase the city's greenery has been intensifying in recent years. For example, the 0.45 hectares of landscaping work in khoroo-1 of Khan-Uul district and 54 hectares of the "dream park" in Bayangol district could be mentioned. More green

Beautification efforts have quadrupled since 2012

areas and better landscaping will make for better urban scenery with the added benefit of dust reduction. As such, many parks are being built under the fresh air project.

Last year, under the "Ulaanbaatar Fresh Air" programme, a new "Micro Park" covering 1.7 hectares was opened in the "Tasgan Ovoo" area of Chingeltei district. Many small piles of rocks were merged into one big pile. An irrigation system, road lighting and 4,129 trees and shrubs from five species have been introduced. Now, the "Micro Park" has become a green environment with 1,073 square metres of walkways. The opening ceremony of the new park included religious rituals and ceremonies dedicated to the devotees, as Tasgan Ovoo is one of the historical and cultural heritage areas of the capital. The new park uplifts the city's green environment, appearance and provides a place for residents to relax. It also gives an opportunity to experiment with different types of trees suitable for the soil.

Reducing traffic congestion is the task that needs to be done immediately if we are to reduce the level of noise and stress. Several works have been planned to address this issue. For example, relocating "100 ▶

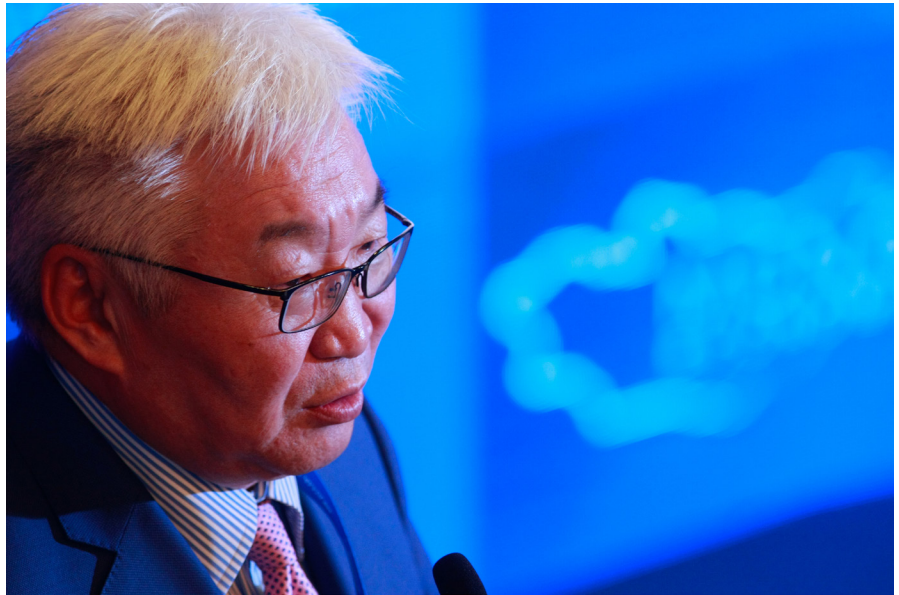
► ail” and the vehicle and technical parts markets is one of those ideas. The first part of the auto sales complex is already in operation. If merchants move there, traffic in the eastern part of the city will be significantly reduced. There are also nine technical markets and 27 other small markets totalling 25 hectares that conduct vehicle and parts trading. The 8-10,000 thousand people who go to these markets daily greatly affect traffic congestion.

It has also been decided that there are going to be car-free streets. The plan is to make the city centre and main streets an area dedicated to shopping and tourism with no traffic for a span of 20 years. The project will start out with four locations near Sukhbaatar Square. In order for this to happen, car parking was the first issue to be resolved, and so an underground parking lot is to be built. The owners of the locations agreed in advance to finance construction of the parking lot by their own funds.

To briefly mention another decision, a proposal to make all the billboards and company facades in traditional Mongolian script is being developed within the initiative to create a city which would be instantly recognisable by seeing the general appearance, street furnishing, public services, colours and designs.

There also are many things from the art and culture world decorating the city. The summer especially has become less boring. Within the scope of the “Hospitable Ulaanbaatar” programme, watching classical art masterpieces, dancing the Viennese waltz and listening to jazz at the central square has become a tradition for the city’s residents. People seeking healthy lifestyles leave their car at home for a day to go biking, hiking or walking, and some even run in marathons. Furthermore, 3D paintings crafted under the programme are adding a warm colour to the streets of the city throughout the whole year. Under the project, realistic paintings were featured at 16 underdeveloped locations that used to be an eyesore, starting from the East-4 intersection and stretching to the West-4 intersection. Now, these locations have become spots where young people and tourists visit and take pictures.

There is still much to be done to realise our city of dreams, and there is no shortage of works being done to bring us closer to the dream. Though fallible we may be, the biggest mistake would be to do nothing at all. ■



Interview

Mayor E. Bat-Uul: Seeing Investors as Colonialists Is Killing Development

BY D. BEKHBAYAR

We sat down with the Mayor of Ulaanbaatar, E. Bat-Uul

-How was 2015 for Ulaanbaatar? What have been the results of the city’s policies, services and programmes?

-During this period, we worked to renew the city’s roads, especially works to connect residential areas to the city centre. The work that received the most appreciation of the people was the construction of several primary schools and kindergartens. Many development works such as the ger district redevelopment plan can be mentioned. Among these works, the biggest work is that we were able to reform the public transport industry under a public-private partnership. From the outside, it may look as if it was just the smart card payment system, but in fact, it was a very large-scale restructuring. Public transport companies have become operators now. By reallocating the routes for public transport companies, they will not pursue numbers or income, but will work according to their schedules and routes.

There were difficulties. Foreigners were surprised by us, asking how we managed to finish this job this quickly. It was not something done voluntarily. Meanwhile, the public transport companies received our initiative to improve the service quite

positively. Public transports used to act as though they were transporting meat and we wanted to correct that. The project took effect in a short time because the public transport companies understood and supported us.

-It’s been a year since the Ulaanbaatar city administration officially partnered with the business community. During this period, how has the partnership been?

-The private sector must get organised in order to partner with the city. They conducted this organising by establishing its chamber and arbitration. Also, we established the Ulaanbaatar Development Corporation in cooperation with Ulaanbaatar Chamber. It’s not an administrative organisation. It’s also not under the governance of the city administration. Only three members of its board of directors are from the city administration, and the rest consists of members from the private sector and other independents. It will be a body that implement projects and programmes under public-private partnerships. Preparatory works of the partnership have going on for a year and are almost finished. However, public-private partnerships still moved forward during this time, the ger district’s redevelopment and public transport reform, for example. It has been going with the flow. But now it’s going into the realm of official ►

▶ organising. The main requirement is to cooperate to raise money on the international financial market. There are many proposals with potential to raise funds if we will go there with the private sector with a good feasibility study. A lot of money is there.

-Other countries' capitals developed their city through foreign and domestic investments. Currently, foreign investment has fled from Ulaanbaatar. What should be done re-attract foreign investments?

-Only one law of development governs the world. Investment must flow in, in order for a country to develop. President Putin and the President Xi Jinping are begging for investment in their countries. These two countries are two of the world's most powerful countries.

No country can develop without attracting investment. No matter how smart you are, you're not going to develop if you lack of assets. We must introduce everything, namely modern technology and know-hows. Yet, we see investors as colonialists. This thinking is killing development. For example, USD 18-20 billion is required to implement the general development plan until 2030. We don't have this money; the state itself doesn't have it. We can find it only through investments. Our neighbouring countries are seeking investment relentlessly. Then shall we just sit without a job, income or business? Should we make the citizens poorer? We need to get rid of the horrors of populism.

-They say poverty has increased in the city. How much has it increased?

-Investment has fled and the mining has come to a halt as a result. Fifty thousand people who worked in this sector lost their jobs. If we assume that each household has three members, 150 thousand people lost their main source of income. Poverty has become very difficult in the city. The percentage of the poor in ger districts has reached 86 percent. It's linked to the stall in investment and business.

-The city administration and Ulaanbaatar Chamber is cooperating to organise this forum for the second year. This year's theme is city procurement. Would you share with us a bit about what procurements the city will make?

-Last year, the city administration invested MNT 300 billion. In fact, works have been going on only in the city. Work in other places has stopped. As a result, we tried to reduce unemployment and contain growth of poverty. This year, the city



administration will make the same amount of investment again. On top of this, we will make investments under public-private partnerships. Procurement means the roads, construction projects, schools and hospitals. It means that the city administration gives money to build these. They would not be limited just by procurements. We will cooperate with the private sector to raise money from international markets. People must understand just one thing. We want the citizens to have employment and income. Therefore, I'm running around no less than Putin or Xi Jinping to attract investment.

-How is the economy going to be this year?

-Most likely very difficult. Parliamentary elections will take place. Investors think that we are a capricious people by nature, and on top of it, the government is about to change. Thus, they have already started pulling back investment. Even so, Prime Minister Ch.Saikhanbileg advanced the OT underground mine project. It gave a spark to the economy and society in the dark. I'm glad about that. OT is like a dinosaur. A lot of things will come in by following this giant. It creates a lot of promise and hope.

The next big dinosaur is the ger district. We're going to get moving with this huge undertaking. Ger district lands are an asset worth USD 7.2 billion. It's a project as big as OT. Therefore, our country will be able to maintain remarkable economic growth for 20 years if we can move forward with OT, the ger district redevelopment plan and Tavan Tolgoi. It is guaranteed. In ger districts, 200,000 households will invest their land to build apartments. As we build a new Ulaanbaatar, we can ensure economic demand is high. People will start to sew curtains and make furniture. Domestic production will rise. Unemployment will fall. Unemployment and poverty will improve by inserting these lands into circulation. All of these will happen in a 20-year period. If we can move these three giant dinosaurs, 2016

will be a year when the crisis ends.

-And if they don't move forward?

-Everything will stop. The situation will get even worse.

-The city's residents have already started paying municipal taxes. How's the progress on this work? What will the tax income be spent on?

-The work is just beginning. We're discussing taking a variety of measures. There's an experience that Beijing has. They put numbers on the receipt to make it a lottery ticket. So people take the many tickets from shops and service locations. The city tax is not a tax imposed on entities. Entities become the tax collectors, so the tax is imposed on citizens. In addition, we will establish a board led by taxpayers' council of representatives in order to monitor how the city taxes are being spent. We will spend money by getting a permit from them. In turn, this tax will be spent on attracting tourists and increasing demand for business. Other countries do this.

-The good and the bad both come with the development of the city. As the city administration, what's the most pressing issue for the capital city and what's the solution to overcome it?

-The city must have good governance. In the end, economic stagnation and the current development issues are related to poor governance. There is the clever Mongolian saying: If the people above can't figure themselves out, then the people below will wander aimlessly. Bad governance hinders development.

-What efforts have you made to improve the governance of Ulaanbaatar?

-Issues are starting to be decided openly and with the participation of the citizens. We have opened a public service supermarket with the objective to serve customers as quick as a shop. It's important to introduce a system that serves fast and doesn't interrupt the person doing a job. Public-private partnership is a method to improve governance. Private sector calculates a risk. It's risky if the state works badly. Entrepreneurs will not allow that. They will require good governance and quick service from their partner. They would not want to cooperate with a bad partner with poor governance. Both must have good governance in order raise money on international markets.

However, it's time for our politicians to understand one thing. I truly hope that they understand this one thing. We will be the ones who live in this country. Unless ▶

▶ you plan on escaping, that is. We want to improve our homeland. For what are you getting so greedy? Why are your personal interests so high? You people are already living comfortably in your wealth. Are you people not ashamed, knowing there are citizens living in poverty with no income at all?

-Major projects have already started in the city. However, the people and business community are worried whether the newly elected government will continue these projects. Replacing currently on-going projects with new projects and not getting any results has become a custom for us.

-No one has so much courage as to stop the on-going ger district works. If it gets stopped, the city mayor will be thrown out of office immediately. No lie. As for me, I'm not afraid of it stopping. I'm worried that its implementation might go wrong. The ger district redevelopment project is being implemented in two phases. In the first phase, wealthy companies were invited and allowed to speak to the landowners, and the lands have become valuable by entering economic circulation. Just compare the land price before the redevelopment with the price after development, it increased 10 to 20-fold. Today, land has become a valuable asset, so we stopped the re-planning work which was being done by the companies. The land has become expensive, thank you. Now, the people must trade their land to build the apartments. It means at least one dinosaur will come to life.

-Businessmen think the Development Corporation system is not really a thing. In the past, only the authorities made the decision, now the decision will be made with the participation of the private sector. What's your opinion on this?

-In the future, the Development Corporation will be the driving force behind the city's development. It'll be the meeting platform for the public and private sector. If we can correctly establish public-private partnerships, we're working to raise substantial amount of funds to support green development before anything else. There's the possibility to raise the funds on international markets. It means that I will partner with the entrepreneurs and go there. Because the private sector is incapable of taking risks, they approach issues shrewdly. The state will be the guarantor; I have no doubt about its success. The ADB and other international organisations are very supportive of this initiative. ■

Urban planning

No Longer Stubborn Like Mrs. Dari

BY G.ORKHON

-What is happening here?

-Working. Could you please step aside?

-Can't you dogs be quiet? What kind of work makes such a mess in someone's backyard?

This is a conversation in a scene from a movie, describing the construction process of the 40-Myangat district, from a movie called "Aman khuur" produced in the 1960s. In the movie, Mrs. Dari is portrayed as a stubborn woman who ties up state development works by refusing to evacuate her property. She calls the urban development authorities a deranging organisation.

Since 2013, city authorities have been implementing urban planning projects to redevelop ger districts, allowing citizens to trade their coal transport wagons for centralised heating. However, with only limited information on the project, some of them have been rolled into the character of Mrs. Dari from the movie. But that was yesterday. Now all these Mrs. Daris have become rare. About 71 percent of ger district residents are now supportive of the project and are willing to trade in their homes for apartments. A resident of the 10th khoroo of

Khan-Uul district, S.Bekhjikh, loves the idea of exchanging his old apartment with a new one. The project developers said that there are many others that agree with S.Bekhjikh.

The redevelopment project is being implemented on 14 percent of the total area of the city's total ger districts. At present, over 2,100 citizens have forfeited their lands and moved into their new apartments. About 9 percent, or 78,000 citizens, of city's total population have participated in the project.

Residential complexes with the capacity to house 580 households in 2014 and 1,656 households in 2015 have been completed. In the first half of this year, apartments that can house over 1,100 household will be ready, and around 4,000 citizens will be moving into their new homes. In addition to this urban planning project, with the help ADB loans, the project to develop sub-centres in the city is on-going. In 2013, city authorities approved the "General development plan until 2020" and parliament ratified the "2030 development tendency of Ulaanbaatar." According to these, the city will have six sub-centres, of which the first two will be located in Bayankhoshuu and Selbe, both funded by the ADB. ▶



About 71 percent of ger district residents are willing to trade in their house for an apartment

► The redevelopment project is being implemented on 24 locations, executed by 38 enterprises. According to the plan, until 2020-2022, over 80,000 household apartments are planned to build, said M.Enkhbaatar, the Head of International Relations and Cooperation Department at the Ger Area Development Agency. He added, "Preparatory works take so much time. For example, the selection process of the implementing companies could require up to 5 months." Those companies are operating on someone else's property, which means they have to reach a settlement with the landlords. Besides that, most of the lands do not have engineering planning, which is just one of the many issues the companies are facing. In addition, they are responsible for coming up with expenses as well as rent costs for citizens who have freed their lands. But in just 3 years time, projects to house over 7,300 households have been initiated. Currently, 86.5 hectares of land from 1,360 households have been freed up.

In the scope of redevelopment, the Japanese are surprised that the state, enterprises and citizens have agreed on terms quite fast, noted the city mayor once. The reason is because all three participants agree on the need for redevelopment, which is why progress has been so rapid.

Citizens are not interested in trading their lands for only one apartment. Looking at the agreements and negotiations, many of them received up to 3 apartments. People who had service shops on their property have exchanged their old houses for both apartments and service spaces. For example, L.Batjargal, now a resident of the 6th khoroо of Songinokhairkhan district, swapped his 500-square-metre property for a 117-square-metre service shop according to the above-mentioned agreement. Now he owns a two-bedroom apartment, and a restaurant on 80 square metres of space. He, who used to fire up barrel-loads of coal to heat his small pub, now runs a restaurant that is as cosy as those in the heart of the city.

Redeveloping ger areas and improving the lives of the people living there is the main aim of city authorities. As the living standards of those people improve, their children will also be able to enjoy the benefits of a better environment. However, not all who forfeited their property grounds are filled with promised building blocks. It is not as same as constructing a building, explains the Ger Area Development Agency. Project Manager M. Enkhbaatar says that redevelopment planning requires

lots of other social infrastructure, such as investment, general heating systems as well as a clean water supply.

The first two years have been difficult, because the residents and companies could not reach an agreement. Last year,

enterprises raised questions concerning investment and infrastructure issues to city authorities. This gives us a picture of tomorrow, a time when the stubbornness of the Mrs. Daris of Mongolia are a thing of history. ■

Investment

S.Ochirbat: City Development Policy Is Clear

We sat down with the Deputy Mayor of Ulaanbaatar City responsible for Construction, Urbanisation and Investment, S.Ochirbat.

-What works are scheduled for this year? Parliamentary and municipal elections will take place. Will the works be neglected because of these?

-Despite the economic downturn, we are not planning to do fewer works than last year. We believe that 72 primary schools and 30 kindergartens approved by government concessions will be built this year. As for the roads, there's only one route to get out of the capital city. To the right of Peace Avenue, there is the 22 Tovchoo road and to the left there's the Bayanzurkh Tovchoo road. We have paved a road beginning from Bogd Mountain and in the front of Dunjingarav. The roads that lead out of the city were renovated. Now only two roads remain. One is Nalaikh and the other is Naraimdal road. We aim to renovate these roads within this year.

About MNT 260 billion in investment is budgeted for this year's investment works. Although how much money is to come in from the government is not clear yet, we plan more than the previous year and will commence the works within the first half of the year. We must dismiss the negligence related to the election year. Therefore, all the the preparations of the above works must be done quickly and the works must be commenced in or before April.

-How do you see the partnerships between the city administration and the private sector?

-In 2013, we held the "Partnership for Development Forum" for the first time in 2013. Back then, the private sector completed works equal to more than MNT



7 billion. The city administration has only created the conditions for work. The private sector proved that they truly work. Last year, the Ulaanbaatar Chamber of Commerce was established, and city administration and entrepreneurs partnership forum was organised very successfully with lots of results. Within this forum, we signed more than 10 memoranda of understanding with the private sector and the works have commenced. It's a big achievement. In general, if the city administration gives support and creates all the conditions for business, entities as well as the city have a lot of opportunities to grow.

In general, the city's development policy is clear. Parliament has proved the general development plan of Ulaanbaatar until 2030. Now we have something to show to foreign ►

► and domestic investors. In other words, now we have a “manual” which provides an opportunity for investors to see and decide where to invest. As this plan was approved, we were able to raise funds to develop the Bayankhoshuu and Selbe sub-centres from the ADB within a year. Today, the works are on-going. The first phase housing has been commissioned and the engineering network works have been launched. The investment policy beyond this will be to implement the general plan. The works are being carried out under partial planning, design and phases. An action plan to implement the general plan was developed in cooperation with JICA and was submitted to the government. After it gets approved, we will present the investments and programmes included in it.

-How's the ger district housing progress going? I believe it is included in your responsibilities?

-This is a really big job. An innovative work based on the agreement between the citizens and business community. Today, residential apartment is being built at 26 ger district locations. A seventh district is almost completed. A total of two thousand apartments are already in operation. The city administration decided to promote its sale by giving half of the 30 percent down payment for city employees that buy these apartments. As a result, 93 state employees got new apartments. Now the next ones are waiting for their turn. By July, several residential complexes are to be completed. Overall, it means 26 housing districts basis is set.

We have begun the work of 26 residential districts in a span of three years. A huge business field is getting opened up for domestic companies. Some entities' work progress is slow. There are some cases of investment and transaction issues that need to be solved. Forty-six domestic companies are involved in the housing project. It has become a work awaited by the citizens.

As for infrastructure, major works have been done by the investments of the state, city and the development banks. Infrastructure has reached most of the re-planned areas, which is a result of the infrastructure investment. Construction works go on for a short time depending on the climatic conditions of Mongolia, so it takes a lot of time. But there are a lot of citizens waiting. We will work to fulfil citizens' expectation. As for the business community, we're calling upon them to participate in this huge business field. ■

Project

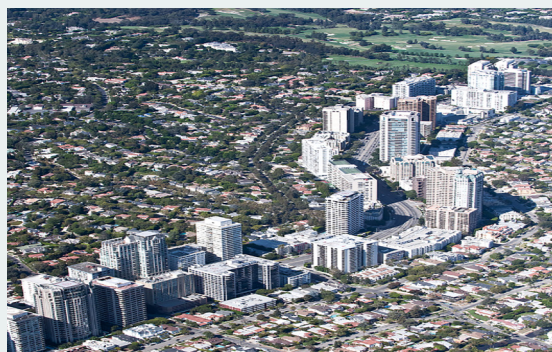
ULAANBAATAR URBAN SERVICES AND GER AREAS DEVELOPMENT INVESTMENT PROGRAMME, ULAANBAATAR, MONGOLIA

The population of the ger areas is estimated at 800,000, representing roughly 60 percent of Ulaanbaatar and 30 percent of country's population. Living conditions in ger areas are difficult. Poor sanitation – households almost exclusively rely on open pit latrines (outhouses) – and poor waste collection has created highly unsanitary living conditions. Air pollution is among the most severe in the world, particularly during winter because of inadequate household heating systems and unpaved roads. Access to water, which is supplied by kiosks operated by the Ulaanbaatar Water Supply and Sewerage Authority (USUG), is limited. This will cause significant threats to the city environment and population health if the situation is not improved.

The first phase will support the implementation of city master plan to develop the Selbe and Bayankhoshuu subcentres: (i) construction of sewerage network extension from the city core of 6.1 km of collector mains and 2.9 km of sewer pipe extension; (ii) within the subcentres, 15 km priority roads; 18.6 km water supply network, 20 km sewerage network, 21 km district heating network and five heating facilities using the most suitable state-of-the-art, environmentally friendly technologies; (iii) social and economic facilities, such as (a) two kindergartens, green areas, and small squares; and (b) two business incubators, associated with two vocational training centres; (iv) multi-interventions in

USUG to improve operations and service delivery efficiency of water supply and wastewater collection; and (v) institutional strengthening and capacity development to (a) prepare a detailed design and construction supervision, (b) support community participation, awareness, and SME development; (c) improve subcentre redevelopment; (d) strengthen the capacity of the programme management office (PMO); and (e) support service providers' reforms. The Programme will be implemented between the periods of 2014-2023 for 9 years in 3 phases.

Currently, project implementation is on-going, where 4 different consulting services been implemented by South Korean (Joint venture of Dohwa Engineering Co. Ltd. and the Korea District Heating Corporation), French (Egis International), Japanese (United Nations Human settlements programme Regional office for Asia and the Pacific)



Planned changes after ger district redevelopment

and Indian (IPE Global limited) partners. The detailed designs for the infrastructure networks, roads and social and economic facilities will be completed by February 2016. According to the loan agreement undertaking, MUB has financed and completed 2 each (50-household Temporary Housing Apartments) at project subcentres from its budget, which should be dedicated for the resettlement of the affected people and the residents under project 1. ■



The ger district today

URBAN TRANSPORT DEVELOPMENT PROGRAM – SHORT TERM ULAANBAATAR, MONGOLIA

Ulaanbaatar City, as the most important economic hub in Mongolia, has been facing serious urban development challenges, including underdeveloped urban transport, infrastructure and the poor quality of public transport services. Transport infrastructure and services in Ulaanbaatar are suffering from increasing road congestion, inadequate traffic management, worsening road safety conditions, and a poorly developed public transport system. These factors contribute to economic inefficiency, due to increasing trip times, excessive fuel use, and worsening air quality, all of which serve to reduce residents' quality of life and act as a bottleneck to growth. Given the rapid growth of the number of private vehicles, road improvements may only lead to limited and temporary improvements. Strong institutions with clear mandates are required to implement investment programmes, to attract financing, to coordinate amongst stakeholders, and to regulate service providers. Without a viable system of public transport, Ulaanbaatar will soon experience very serious congestion, with negative impacts on economic vitality and quality of life. The improvement of traffic and parking control, driving behaviour and enforcement are also of critical importance to address the city's transport needs.

The coming development programme includes (i) construction of bus rapid transit (BRT) infrastructure (roads, bridges, and stations); and (ii) development of a BRT system, including a bus management system (BMS) and bus information system (BIS). Nonphysical components include institutional capacity development in the urban transport sector, support for local contractors, extensive on-the-job training in project management and implementation, and sector reform initiatives.

MUB develops a sustainable, efficient, affordable and environmentally-friendly transport system that will prioritise public transport, and traffic and road safety in cooperation with the ADB. The BRT, as the core part of the public transport system, will be underpinned by infrastructure improvement, policy reforms, capacity development, and introduction of modern IT systems. Introduction of the BRT-dedicated lines will significantly reduce passenger travel time, which will provide more time for productive economic activities and improve the quality of life, especially for low income residents. ■



Planned BRT Corridors in ULAANBAATAR

Interview

J.Od: Mongolians Talk the Talk, Don't Walk the Walk



BY D. BEKHEE

We sat down with the President of Ulaanbaatar Chamber of Commerce and MCS Group, J.Od.

- It's been a year since the establishment of the Ulaanbaatar Chamber of Commerce. How is the business situation, and how have partnership works been going?

-Our chamber was established to involve the capital's entrepreneurs in the development of Ulaanbaatar, mobilise their forces and attract private entities to the projects funded by the city. During the past year, we were able to lay the foundation of the partnerships. The city administration has established the City Development Corporation. In its board of directors sit three members from our chamber. Such a thing has not been previously heard of. Now our chamber has its own office, structure and arbitration. Although it has been a short period, the partnership relationship is going well. We're moving forward despite the downturn. It's normal for economic indicators to move up and down. Life will still go on, especially life in the city. Therefore, the more the businesses participate in the city's development, the more ▶

▶ people will benefit. The city administration and our chamber were able to cooperate during this economic downturn, and we believe that this partnership will bring positive things.

-You said that the business community should be involved in leadership roles in the development of the city.

-Private firms work on all of the city's projects as contractors. However, our main goal is to broaden opportunities for participation, selection type, public and private terms. But the biggest achievement is that the city administration is encouraging the implementation of projects under public-private partnership and involvement of the private sector in decision making processes. The process is just starting. To implement projects under public-private partnerships, creating legal basis and other mechanisms is very important, such as the responsibilities, obligations and financing methods of the two sides.

It hasn't been that long since the establishment of Ulaanbaatar Development Corporation. Projects will be carried out through this organisation. As I understand, the Corporation will involve entities and the City Council in the process of deciding which project should be carried out, which projects should have priority over others and on which project to attract private sector capital. In the past, only administrative officers were responsible for making such decisions, whereas today, it will be decided by representatives on multiple sides. Therefore, the Corporation's board of directors consists of nine members, three from the private sector, three that represent the citizens and three from the administration, and they will cooperate on policy issues. Also, there must be an independent, internationally recognised arbitration with options for investors to judge all the disputes. Many works such as selecting or inviting the arbiters, strengthening the organisation and conducting trainings are awaiting the arbitration under the UBCC.

-Other countries' capitals developed their city through foreign and domestic investments. Currently, foreign investment has fled from Ulaanbaatar. What should be done re-attract foreign investments?

It's hard to talk about Ulaanbaatar in the investment environment. The climate and stability of investment depend on many things, such as the country's macro-

economy, political situation and nature of politicians. People know that today's situation is worse. We can't talk about Ulaanbaatar investment separately from the country's overall investment environment. The foreign representatives who came to last year's forum said they would not be coming this year, saying, "You guys talk all these nice things but in reality you make other decisions." We can't relocate all the nomads that have come to settle in the city because the international community views us as irresponsible; we need to find other ways. We have to focus on exactly how to attract foreign and domestic investment.

In my opinion, Ulaanbaatar is an attractive market that can grab the interest of investors. A small population lives on the huge territory of Mongolia, but the case is different for Ulaanbaatar, as it's a densely populated market. It's a market where so many things can be done if operated correctly. There are possibilities to issue regulations to provide goods and services, free trade and tourism zones or to establish a logistics free trade zone between two of the largest global markets. It's possible to build a free trade zone dedicated to foreign citizens and tourists around the new airport. It's possible to attract foreign investment if laws and regulations are developed in accordance with the city's features and peculiarities. There are lots of works to do if we have the desire to get things done.

Our chamber is working on a project to make Ulaanbaatar a financial hub. There are such projects which can be realised if laws and legislation are implemented correctly.

-How do you see the economic situation turning out in 2016?

-A slowdown is happening not only in our country, but the whole world. As for this year, parliamentary elections will take place. Politicians might take election-orientated measures. I don't think the situation will get that much better. In general, activities and steps taken during the election have never had a positive impact on the economy. In 2016, the economic forecast appears to be difficult. The OT underground project may move forward, but it's not that clear for the Tavan Tolgoi power plant. Generally, whether the megaprojects move forward or not depends on political decisions.

-How about business?

-It's true that the last two years have been difficult for the private sector. Good policies are needed. It's necessary to

implement appropriate, stable economic, financial and political policies. Our private sector has already learned how to work on the market. If the conditions get created, even individuals make contributions. Our country's companies have specialised in each of their industries. Companies have risen, and professionals have become more capable than in the past. There's nothing they can't do.

As for our company, we're building the residential complex for ASEM representatives. All the contractors are Mongolian companies and people. EU experts came here to check on our construction process, and they were amazed by the quality and design of our work. They could not believe that all the stages of the project, starting from the blueprint, were done by Mongolians. Our companies have reached high standards. A small country like ours can develop quickly if we can attract investment and provide the citizens with jobs under the right policies.

-How are the things going for your company?

-The mining downturn is a global phenomenon. Other sectors have also swung one way or another because of mining, especially the real estate sector. The situation is not as bad for our company, as we did not have many construction projects that had to be sold. Growth of other consumer goods and products has fallen compared to previous years. Our company paid MNT 200 million in taxes to the state last year. It's no small amount, especially in a time of economic downturn. It's business as usual for us. However, we probably could have seized opportunities to attract more investment and create jobs.

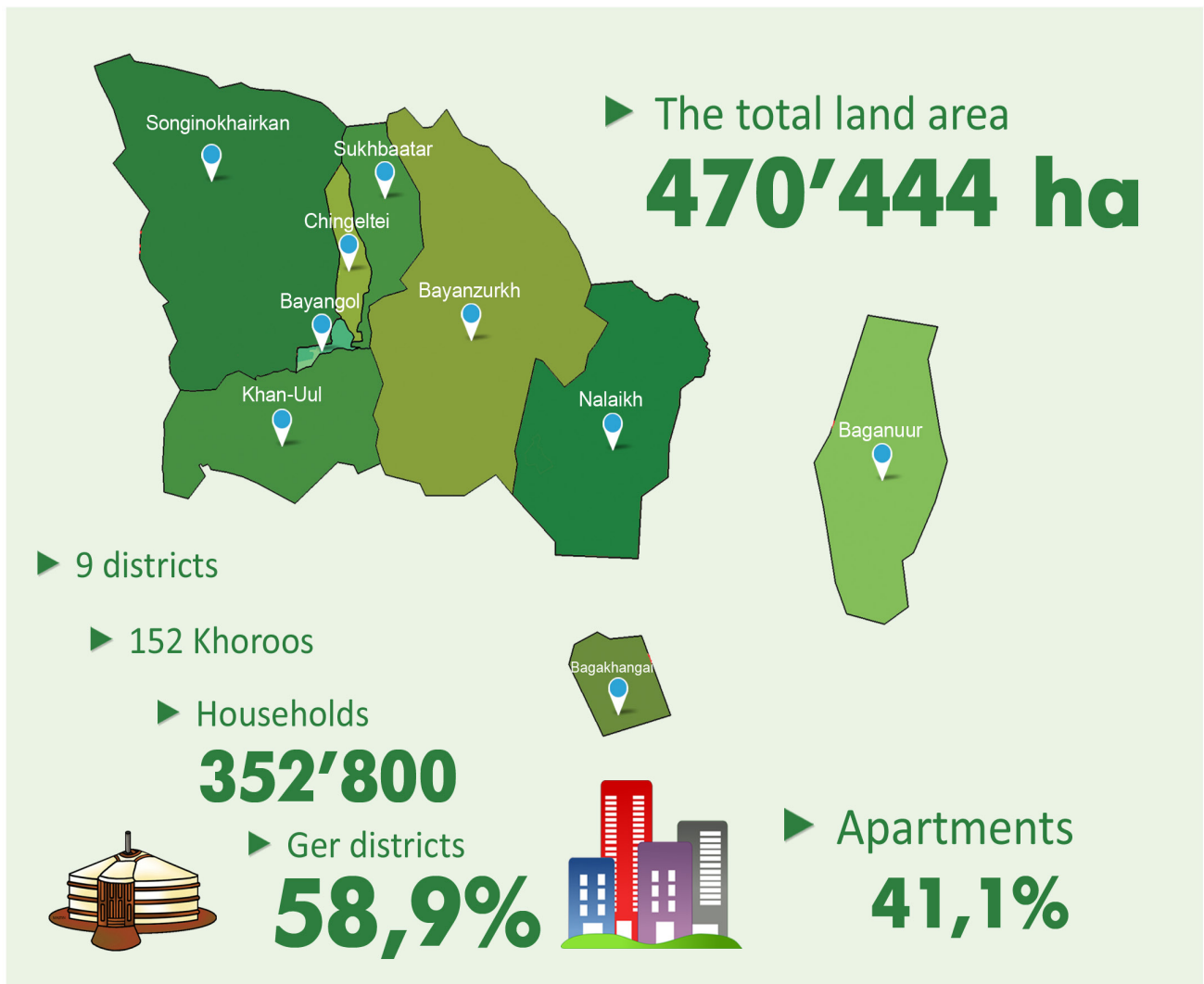
-What are the main features of this year's business forum?

-Projects and programmes budgeted by the city will be introduced to the private sector and will be discussed in order to create a network that hears their opinion and initiatives not only during the forum, but also after it.

-What is your dream as a resident of this city?

-I wish our city becomes a liveable, safe and hospitable city where all of its citizens have sufficient income and make guests leave the city happy and satisfied for coming here and spending their money. I also wish that the people's lives get better and many more business opportunities are presented before us. ■

CAPITAL CITY OF MONGOLIA ULAANBAATAR



TOTAL AREA, hectares, by usage

	61,479.5	CITIES, TOWNS AND OTHER URBAN AREAS
	5,871.5	ROAD NETWORK
	74,043.3	FORESTED AREAS
	4,078.1	SPECIAL PROTECTED AREAS
	5,871.5	WATER RESERVOIR

► Population (2014)

1 341 486



► Migration to UB
861 400

► Birth **37 672**

► Migration out of UB
10 009



► Density:

279 / KM²



► Marriages:

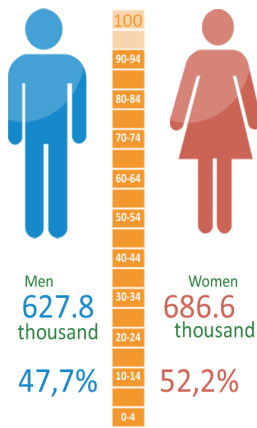
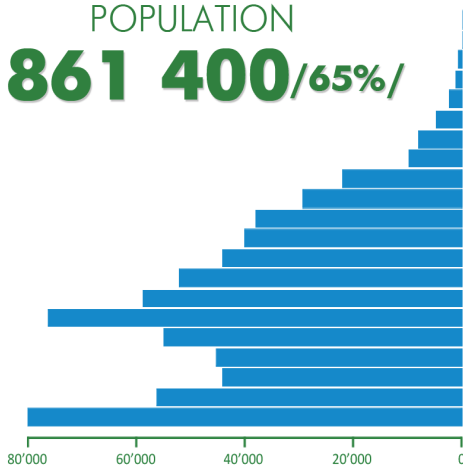
7933

► Divorces

2293

► THE TOTAL WORKING AGE POPULATION

861 400 / 65% /



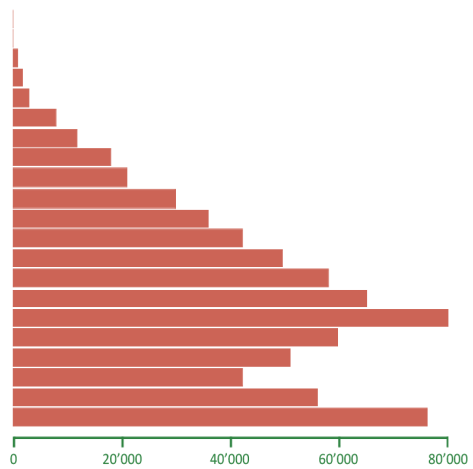
Men
627.8
thousand
47,7%

Women
686.6
thousand
52,2%

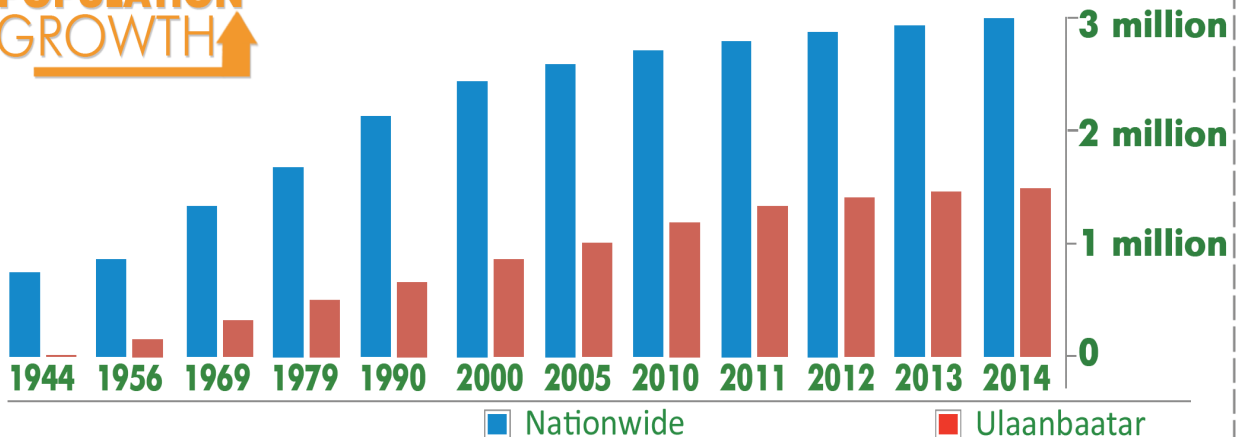
66,04

74,67

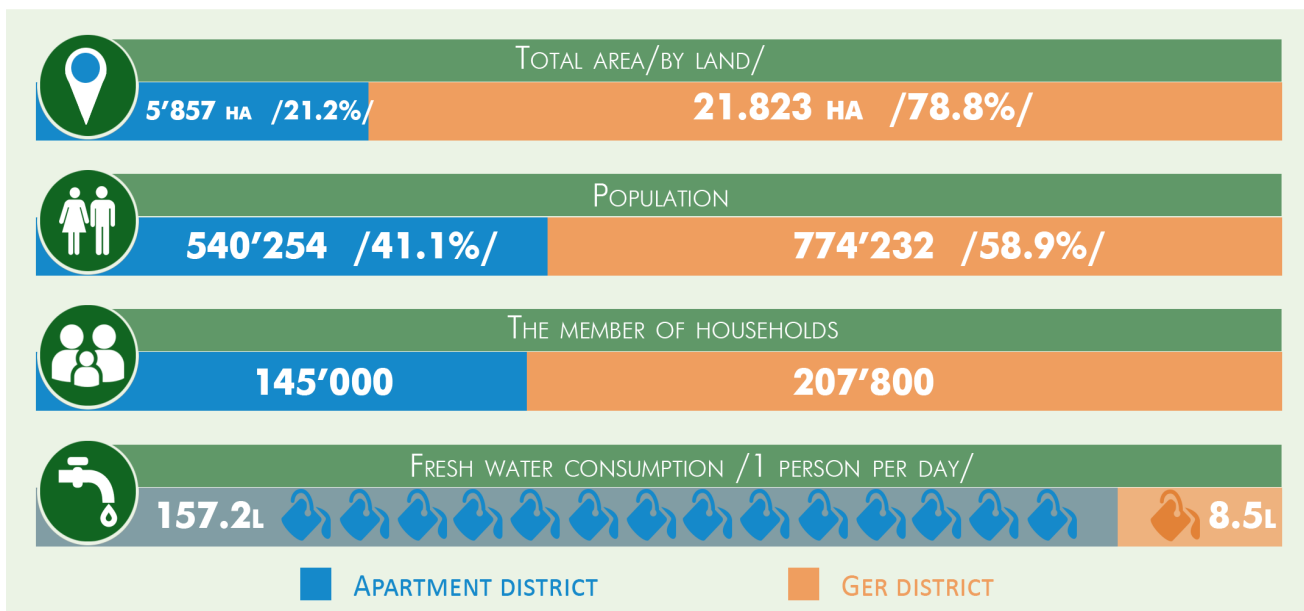
Average life expectancy



POPULATION GROWTH

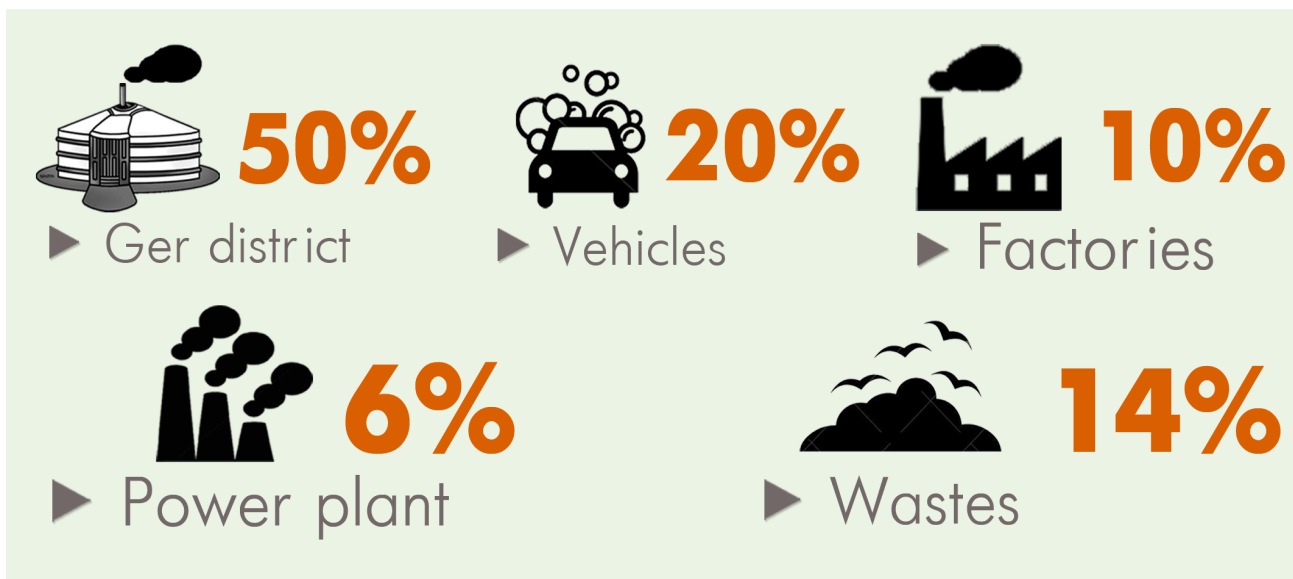


APARTMENTS AND GER DISTRICTS

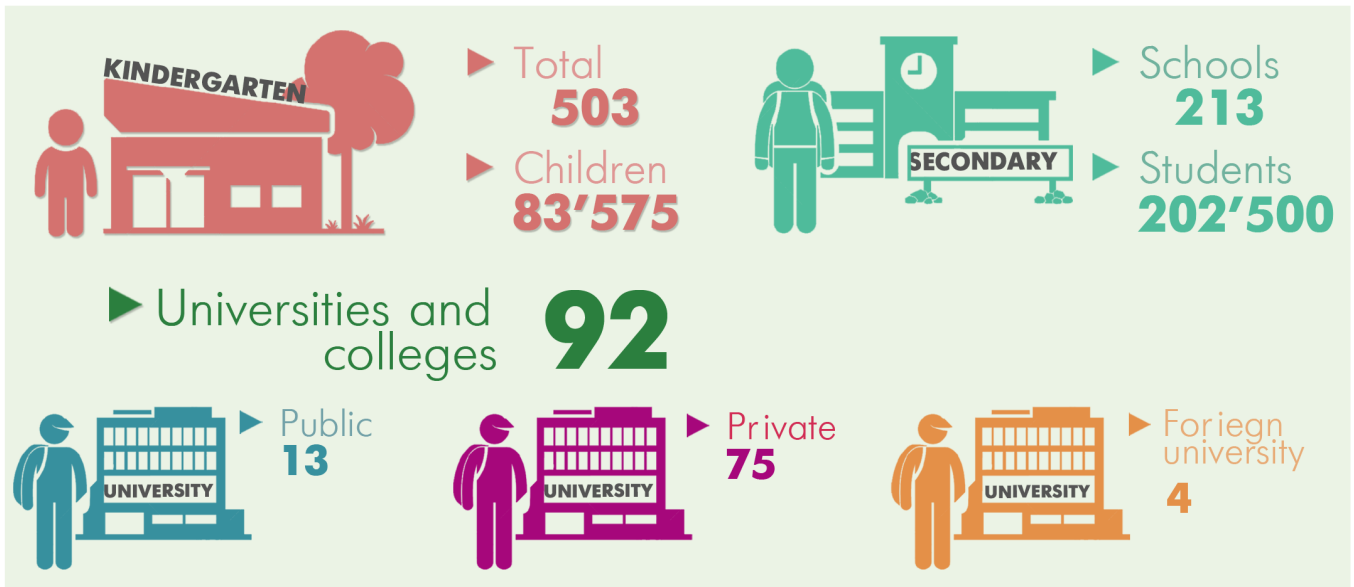


▶ Entities	▶ Fountains	▶ Monuments
81'748	139	192

AIR POLLUTION



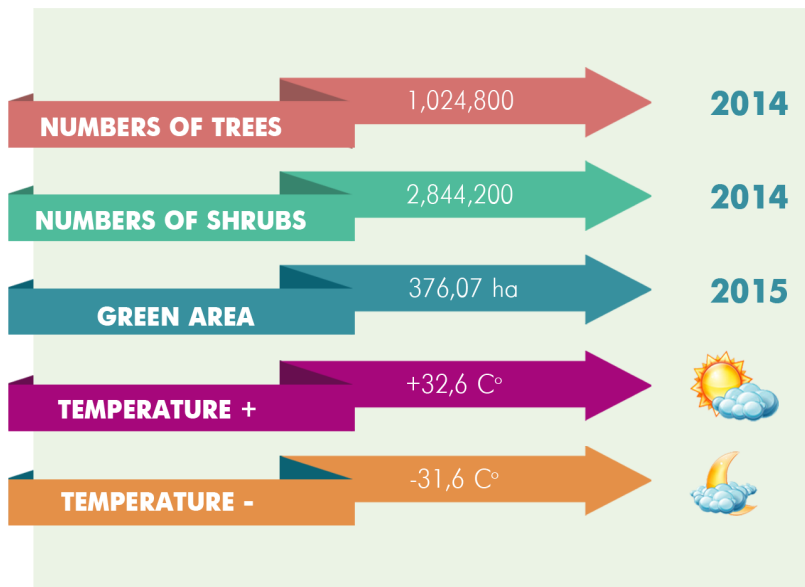
EDUCATION



Ulaanbaatar

as a part of Mongolia

Environment



► Territory **0.3%**

► Population **44%**

► GDP **63%**

► Savings **84%**

► Vehicles **84%**

► Loans issued **77.9%**



Hospitable Ulaanbaatar

Tourism Hub

BY B.ENKHTSETSEG

Whether they like it or not, the first destination of tourists travelling to Mongolia is Ulaanbaatar, so the need to develop city tourism is without question. The relevant authorities began implementing policies and programmes to develop city tourism in order to make Ulaanbaatar an important part of Mongolian tourism and change the minds of foreigners who view this city as the airport arrival city. The clear indication of this work is the “Hospitable Ulaanbaatar” programme.

Over the last year, this programme has shown that it’s not just a proclamation. It has resolved number of issues facing the tourism sector, such as the vehicle plate number restrictions and parking. In addition, a new tax on tourists was introduced and raised the funds to attract upcoming tourists. Within the framework of the project, more than 30 public events were organised, and the busy days at Sukhbaatar Square will denote that not only the foreigners, but also Mongolians now have many entertainment events. The head of the Capital City Tourism Authority,

E.Battulga, says that it’s wrong to judge this programme based only on social and cultural events.

Three years ago, Mongolia was named one of the most unfriendly countries in the world, but just recently, in 2016, CNN travel named Mongolia one of the most ethical travel destinations.

By adopting the “Hospitable Ulaanbaatar” programme, the city administration has begun conducting marketing abroad. National, regional or city level tourism bodies throughout the world spend a lot of time and money on advertising. It basically refers to four types of activities: advertising, publishing, public relations, and discounts and incentives. Global tourism organisations recommend planning by estimating capacity and determining the target market in order not to waste investment.

The number of people who entered Mongolia on a tourist visa was 386,000 in 2015, which is a 1.7 percent decrease from the year prior. The top 5 countries whose

citizens visit Mongolia are China, Russia, Japan, South Korea and Kazakhstan.

As for the Capital City Tourism Authority, they say that marketing is going to focus on countries with direct flights to Mongolia, including Russia, China, Japan, Germany, South Korea and Hong Kong. These countries all differ from each other in terms of tourists’ reasons for travelling, cost, and the age structure that accounts for the tourism market. For example, a few large companies hold the tourism market of China, while the Japanese market moves forward depending on its tourism associations. As for South Korea’s market, foreign companies consider it the hardest market to attract tourists as nation-based business dominates. The South Korean market is considered one that is hard to penetrate. Thus the Capital City Tourism Authority has held the Ulaanbaatar Culture Days event in downtown Seoul, to incentivise the Koreans to visit Mongolia. They expect that this country’s tour operators will eventually become interested in Mongolia when its customers start asking about Mongolia.

In order to catch the shark’s eyes

Today, the largest tour operator in Mongolia receives 10,000 tourists per year, while the largest tour companies in the world can boast 30-40 million for their respective nation. Looking at the world’s largest tourism markets, a few large ▶



► companies clench their respective country's market. For example, CITS dominates in China, JTB Travel Corporation in Japan, TUI in Germany and Thomas Cook in Great Britain. If Mongolia were to be included in one of these companies' annual highlight travel programme, it will have such impact that will substantially increase figures and growth of the Mongolian tourism sector. It's a narrow understanding to think that an individual chooses where to travel just by thinking alone. Many factors are at play. Major companies develop a programme and material listing the highlighted countries and distribute it to several thousand of its subsidiaries and promise gifts and discounts, which is an amicable way of imposing. For example, Germany's TUI Group has 1,800 tour operators, 6 airlines, 300 hotels and 30 million customers. If Mongolia gets included in their list of annual highlight travel destinations, it would mean that we have caught a golden fish. If major companies decide to choose our country, they can make Mongolia come into trend even if we lack infrastructure, as they have the capacity to transport their tourists by issuing charter flights or by the Trans-Siberian railroad.

So how do we catch their attention? The above mentioned companies are waiting for Mongolia to make good foreign advertising and to become better-known. They don't need a product with weak sales. Today, Mongolia, more precisely

the city administration, is implementing the "Hospitable Ulaanbaatar" programme, which not only focuses domestically, but also internationally, to organise and promote Mongolia to other countries.

In this context, in 2015, the media was the main tool for attracting foreign tourists coming as individuals, while they focused on professional players by participating in major expos to let these players purchase a tourism product known as Mongolia. In 2015, the Capital City Tourism Authority's advertising abroad began the year strong, as Mongolia participated in "ITB Berlin" expo, the world's largest tourism exhibition, as an official partner, and Ulaanbaatar participated as the key participant. In addition, the discussion during the expo was held under the theme "Mongolia in MICE tourism market" to begin the work to advertise the capital city internationally as a business tourism destination. As a confirmation of the Capital City Tourism Authority's success, *Welt am Sonntag*, Germany's leading Sunday publication, which has received awards such as European Newspaper of the Year of 2012 and European Weekly Newspaper of the Year of 2013, published its December 2015 newspaper issue highlighting a topic about Ulaanbaatar tourism. The Mayor of Ulaanbaatar, E.Bat-Uul, emphasised that this display, made by the newspaper with 1.1 million readers and 45.7 million followers of its website *Welt.de*, has become the largest

media marketing in the history of Mongolian tourism.

One of the biggest marketing works of last year was the opening of Ulaanbaatar city tourism representative office in Tokyo. The relevant tourism sector officials have recognised that our marketing method must connect with Japanese tourism associations as the industry moves forward by depending on their associations, such as the national tourism association and travel agencies association. Therefore, Mayor E.Bat-Uul visited them twice last year to make proposals. Also under this framework, Ulaanbaatar participated in the Japanese international travel exhibition "JATA." As for this country, we have many advantages such as direct flights, loose visa requirements, and relatively good advertising conducted in Japan.

But to dive into the huge market of our southern neighbour, the city administration is using media and web-based advertising, which has high impact in this country. E.Battulga said that although a few large companies dominate the Chinese tourism business and have tight control over the market, they are doing advertising aimed at these companies through international exhibitions.

We're introducing our country to China's private sector through major exhibitions, while using media and websites to reach its citizens. According to a survey from tourists ►

▶ conducted in 2015, 61 percent of the tourists named the internet as the main source of information on Mongolia and Ulaanbaatar, while tour guides accounted for 50.5 percent and social networking for 14.8 percent. As e-marketing was considered to be effective for Ulaanbaatar tourism advertising, ulaanbaatour.mn website was launched and can be viewed in Mongolian, English, Russian and Korean. Also, the information about Ulaanbaatar city and the city tourism was updated on or added on six languages in Wikipedia and Wikitravel, which is highly used by tourists and foreigners.

By developing the Ulaanbaatar city marketing bundle last year, all the city

agencies and private firms are getting an opportunity to conduct integrated image advertising by their own network. Our city motto to get recognised globally has become “Dynamic city with a nomadic soul.”

Cities are the most active trade and cultural exchange points. Currently, half of the world’s population lives in urban areas, but the World Tourism Organisation projected that it will increase to five billion by 2030. As cities’ number of visitors increase year by year, it brings positive impacts, such as creating employment in the domestic economy, supporting currency trading and boosting infrastructure investments. This in turn, benefits both the residents and tourists. ■

expenses and prompt settlement of disputes.

In other words, the autonomous choice can be construed as the ability of the parties to select the arbitrators to resolve their disputes, challenge the arbitrators on specific grounds, agree on arbitration procedures, select the place and language of the arbitration, and choose the type of arbitration proceedings: whether the parties have to attend the oral hearing on merits of the dispute or the award should be based on only evidence.

Another advantage is that the arbitral decision is final and binding on the parties meaning it is not possible to appeal the arbitral award. According to the Mongolian Law on Arbitration, recourse against the arbitral award can only be annulled if it is in conflict with public interest and national security of Mongolia, or in the case of serious procedural error.

As for the binding nature of arbitral decisions, Mongolia joined the 1958 New York Convention on the Recognition and Enforcement of Foreign Arbitral Awards in 1995, and so arbitral decisions made in Mongolia are binding in 156 member states of the Convention.

On the other hand, any dispute can be submitted to foreign and domestic arbitrators who are professionally competent and have the necessary skills, especially given the fact that overall business relations are becoming more complicated and more globalised nowadays.

If a dispute is referred to litigation in the court, it would not only be possible for the parties to select the judges, the procedures and the methods, and they have to go through multiple stages of litigation processes such as appeals and judicial reviews and possibly all the way to a supreme court.

However, it would not be wise to say arbitration offers too much freedom or that it is too liberal. Some relationships can do without the court’s interference due to such demands as the enforcement of arbitral awards, the protection of legitimate rights of the parties and the need to obtain the order for interim measures. This practice is quite common internationally. The important point here is that judicial intervention must be at the proper extent and must be acknowledged by all those involved.

The Ulaanbaatar Chamber of Commerce (UBCC) was established recently, as was its arbitration wing. Would you talk a bit more about arbitration through the UBCC? Was there really a need to set up new arbitration when the Mongolian National Chamber of

Expert Words

S.Enkhtsetseg: Arbitration Speedy and Flexible

We sat down with Mrs. S.Enkhtsetseg, Head of Arbitration at the Ulaanbaatar Chamber of Commerce

The public has been very much interested in one thing lately – arbitration. What is an arbitration institution and what are its functions?

Arbitration can be explained as a technique for the resolution of disputes outside the courts whereby the parties, upon mutual consent, submit the dispute arisen in connection with any commercial contract to a qualified and impartial third party.

There are two forms of arbitration: institutional and ad hoc. The ad hoc proceeding refers to a single incidence of arbitration conducted by the parties in relation to a specific contract or dispute.

Institutional arbitration, on the other hand, means arbitration conducted under the administration of an arbitration institution. As stated in the Mongolian Law on Arbitration, institutional arbitration can be established under the chamber of commerce and non-governmental organisations with the aim of protecting producers and consumers. One specific feature of institutional arbitration is its rules, which means that the parties to the dispute who have selected a particular arbitration institution must comply with the arbitration rules of that institution.

The world arbitration history traces



back for 220 years, whereas in Mongolia, the Court-Arbitral Ministry was formed in 1929 which was later was re-organised as the State Arbitral Office.

What the difference between arbitration proceedings and court proceedings? Is seeking arbitration beneficial?

In simple terms, arbitration differs from litigation by providing opportunities to make autonomous choices to the parties in relation to the proceedings and offering a high level of professionalism, greater flexibility, lower

► Commerce and Industry (MNCCI) already has an Arbitration Center? What makes UBCC Arbitration significant?

The UBCC was established in 2015 with the purpose of building a business-fostering and sustainable environment with transparent governance for the capital city's investors. The Chamber's mission is to develop Ulaanbaatar into a leading international business and finance hub.

Entrepreneurs in Ulaanbaatar are free by law to join together and found a chamber of commerce. Every nation's laws permit this. In fact, the purpose, functions and missions of these two chambers are quite different.

Most of the country's businesses are operating in Ulaanbaatar. In view of this, our Chamber's purpose is as clear as crystal – this is a union of dedicated business owners committed to launching new initiatives, sharing their voices for development of policy and contributing to policy implementation in order to develop Ulaanbaatar as a comfortable city to live in, create favourable investment, tax and legal environments and increase employment opportunities.

Bearing in mind its core function is to protect the interests of business owners, the UBCC decided to establish an arbitration body with the purpose of resolving business disputes faster and in line with international best practices.

There are probably some people wondering, why another arbitration body when there is one under the MNCCI, and what makes this arbitration unit different from the one that was already in existence. Here I would like to re-iterate what I said earlier: the Mongolian Law on Arbitration clearly specifies that an arbitration body can be founded by the NGO dealing with a particular issue. Therefore, by law, it is absolutely possible to set up arbitration.

Secondly, I hope there is nobody that would disagree with the fact that the current development of arbitration in Mongolia is not fully matured; hence, the ability to conduct arbitration proceedings by the same standards and practices applicable internationally falls short. Since adopting the free market system, Mongolia has taken on obligations and responsibilities by joining international investment and trade agreements and conventions, and at the same time, has promulgated a number of domestic laws in this regard. While collaborating with prominent foreign corporations, Mongolia has been taken to international courts of arbitration several times for failing to meet

contractual and legal obligations on one hand, and due to adopting unfavourable and regressive investment and taxation policies on the other and consequently, suffered defeat in each case. With this being the case, we have decided to put forth extra effort into bringing the development of arbitration to a new level, bringing arbitration proceedings closer to international practices and protecting business owners' interests in a proper manner. To this end, we have carefully studied practices of other nations, relevant legal acts and specifically, the Model Law of the United Nations Convention on International Commercial Arbitration (UNCITRAL), and developed accordingly the arbitration rules and regulations based on the Arbitration Rules and Standards of the International Chamber of Commerce (ICC).

If we are able pen down good arbitration rules consistent with international requirements, then businesses from our neighbours as well as from other countries will submit their commercial disputes for resolution under the UBCC Arbitration rules, and at the same time, use it at arbitrations seated in any other country. Generally, arbitration procedures must be strictly within the confines of applicable laws and arbitration rules. Therefore, a team of highly competent professionals must administer the entire arbitration process with utmost care in view of the fact that a procedural error alone can constitute grounds to set aside the arbitral award.

Our panel of arbitrators comprises arbitrators and lawyers who are highly experienced experts in each of business sector, particularly in energy, mining, infrastructure, investment, acquisition and procurement fields. As for the panel of international arbitrators and lawyers, they represent a mix of common and civil law countries including Australia, Singapore, EU nations, Switzerland, the US and the UK.

What would you say about independence and impartiality in arbitration?

We are totally independent and impartial. This might be one of the factors that make UBCC Arbitration unique. In other words, our arbitration functions not as an integral unit of the Chamber; the Chamber management does not meddle in our affairs. We enjoy complete independence from the Chamber and its members, and we will be committed to upholding this status in the future. Most certainly, reputed international

arbitration institutions have gained the respect of their users for their independent and impartial existence.

On January 20, the UBCC, in collaboration with the municipal authorities, is going to organise the “Ulaanbaatar Procurement 2016” forum aimed at promoting partnerships between the municipality and the private sector. How do you see the role and significance of arbitration within the context of this driver for partnerships?

At the forum, municipal authorities are expected to present projects and programmes to implement jointly with private sector entities, obtain their feedback on those documents and discuss areas of further collaboration. The ultimate purpose of any collaboration and partnership effort is about mutually beneficial outcomes, and the projects initiated under this framework are deemed to have better survivability only if such efforts are founded on the principles of equality and fair treatment.

When we talk about public-private partnerships, people would inevitably imagine unbalanced power where the private sector stakeholders ask for favours from the public sector authorities or bribe public officials. In fact, things have always been like this. The projects and programmes to be discussed at the upcoming forum have been initiated by the municipal authorities for consideration of and potential collaboration with the private sector. By doing this, municipal authorities demonstrate their commitment to equal, fair, open and transparent partnership principles, which is indeed a tremendous progress on their part. The concept of public-private partnership is not a totally new idea. There were many occasions when the private sector supplied the public sector with necessary goods and services. However, this was a faulty partnership: the state alone made all the relevant decisions by going over the heads of private sector. Under such circumstances, the private sector contractor files a lawsuit to the court protesting the state's decision, and the courts ultimately issue politically motivated judgments under the duress of politicians and public officials. In the final stage of the process, the private sector actors end up bearing all the risks. If this is a real partnership, then the parties' involvement must be equal, the decisions must be made jointly, and the parties must share the potential risks and grow together. Should conflicts arise, the parties must refer the case to the impartial ►

▶ and independent third party. In view of such a principle, the role of our arbitration in the event is to show our commitment to settling the disputes of the private sector with the public sector in accordance with agreements and collaboration by being transparent and treating parties equally.

Can arbitration play any role aimed protecting the interests of business owners before a dispute emerges instead of being involved after the dispute? If yes, to what extent?

The main duty of arbitration is to resolve disputes in an independent and impartial manner. Nonetheless, we don't just sit and wait for submission of disputes. Under the UBCC's overall purpose and core functions to protect the interests of business owners, we review the legal basis of contracts and agreements of the members of the Chamber, and provide necessary legal advice.

Currently, parliament is debating the revised draft of the Arbitration Law. Do you think the enactment of this law would bring any real reforms in the arbitration sector? What is UBCC Arbitration's perspective on the draft?

Parliament is in the process of deliberating the revised draft of the new Arbitration Law developed and submitted by the government. We provided our input on the proposed draft law prior to its discussions at the cabinet meeting. In our view, the revised draft of the Arbitration Law conforms to the UNCITRAL Model Law and reflects Mongolian specifics. The current Arbitration Law was passed in 2003. This is also a good law. However, arbitration, as an institution designed to resolve disputes across borders, is the sole sector which is required to apply in its proceedings an internationally recognised model law and comply with international standards. Therefore, we have no other way but to ensure Mongolia's arbitration-related legal regulations are consistent with UNCITRAL's Model Law.

The revised draft law is expected to play an important role in further development of arbitration since it provides several innovative and progressive regulations concerning discretion of arbitral tribunals to award interim measures, mechanisms to resolve consumer-related disputes more in a consumer-friendly manner, arbitration agreements concluded online and proper ways to settle bankruptcy cases involving one of the parties to the contract.

Is there anything I haven't asked you that you would like our readers to know?

A contract or agreement lies at the heart

of any business relationship. The contract must contain all kinds of probable conditions on the basis of in-depth evaluation of cases: therefore, an entire range of "If" conditionals must be taken into due consideration. Cooperation between parties is always based on trust. However, if one side acts against the trust, then it is up to you to decide how to protect your interests and whom to approach. Of course, everybody understands

it is better to use mediation to resolve the disputes before taking the case to court or arbitration.

I implore businesses to always use our arbitration when disputes arise. The reason is that for resolution of disputes, arbitration is far more beneficial in terms of risks, efficiency and impartiality, especially now that international trade is increasing and the time is becoming more valuable than ever. ■

Report

Reform of State Services



Government services as fast as store

BY G.KHULAN

Some of the main jobs of the government include delivering state services in a timely manner and improving the quality and reach of its services. In this context, the government is undertaking a major endeavour to bring the state and enterprises closer to one another and to hear concerns voiced by citizens.

The "Municipal Centre for Integrated Services" officially started its operations on 14th January, upon which Prime Minister Ch.Saikhanbileg, City Mayor E.Bat-Uul, the Head of Capital City Citizen's Representative Khural (City Council) D.Battulga attended the opening ceremony. The centre, which is a sub-project under the Smart UB initiative, will function as a hub for state services provided by the city with the aim of reducing all the burdens citizens are facing related to receiving services. "Recently, a citizen came to the centre and received all his requested services from one window," said Mayor E.Bat-Uul during the ceremony. "He got his permit for his small

shop with its official seal and signature. He was in shock. He couldn't believe it, so he asked several times if everything was really done. This is the king of service we have been waiting and dreaming to provide our citizens with for the last 25 years. Now, no one has to wait in lines in front of some chief's room. All they have to do is bring all the necessary documents."

The centre can handle up to 180 people at once, up to 6,480 people per day, and offers over 230 services of the city authority's 25 agencies. It will work extended schedules during workdays and will be open on Saturdays. Coloured forms are placed so that citizens will have a clear understanding of how long their requested service will take. Banks and notaries public can also be found there. For example, if a person was given a green form, their request will be handled right away while a yellow sheet means the person will have to wait for a day before the request is completed. A red form means that the person has to wait a bit longer. For ▶

▶ instance, if a citizen is requesting a permit to construct a building, it has to be checked whether the construction site complies with norms and standards, which would take time. The idea of using those colours is derived from the traffic lights. Even a playroom for children is built within the centre, so that people who come with their young aged children won't have to tend to their little distractions. U.Baigalimaa, a citizen, said, "I came here today to get my tax allowance for individual income payments," stated U.Baigalimaa, an ordinary citizen going about her errands. "The centre offers quite a fast service, I think. Before I used spend so much time queuing at the district office. Now I just submit my report. I'm glad that we can receive such fast services."

During the opening, a ceremony was held at the event hall to present the birth certificate of a newborn and the identity card of a 16-year-old girl. Such ceremonies and registrations will be held every day. In an online room, city residents can directly communicate with City's authorities and discuss and resolve their issues.

Such centres are planned to be opened at three other locations: the first at the Dunjingarav market, then in Sodon khoroolol in Sukhbaatar district and in Misheel Expo in Khan-Uul district after that. ■

Organisations offering their services at the centre are listed below:

Office of the Capital City Governer
 Ulaanbaatar Heating SOE
 Ulaanbaatar Energy Distributing Network SOE
 Information Communication Network SOE
 Water Supply and Sewerage Authority
 General Archival Authority
 Ulaanbaatar Tourism Office
 Ulaanbaatar Air Quality Authority
 Ulaanbaatar Environment and Green Development Authority
 Ulaanbaatar Education Authority
 Ulaanbaatar General Planning Authority
 Ulaanbaatar Agency for Specialized Inspection
 Ulaanbaatar Property Authority
 Ulaanbaatar Registration Authority
 Ulaanbaatar Social Insurance Office
 Ulaanbaatar Labour Authority
 Ulaanbaatar Social Welfare and Service Authority
 Ulaanbaatar Road Authority
 Ulaanbaatar Taxation Department
 Ulaanbaatar Health Authority
 Ulaanbaatar Investment Authority
 Ulaanbaatar Culture and Arts Authority
 Ulaanbaatar Industry and Agriculture Authority
 Ulaanbaatar Emergency Management Authority



The new road to the north of Mount Bogd

Infrastructure

Roads for Development

BY TS.ELBEGSAIKHAN

The days of when city roads were chock full of bumps and potholes are gradually coming to an end. Lots good as well as bad memories of drivers must be ending along with this era. In the past few years, roads have become broader, smoother and intersections more spacious. A lot of money and effort must have been spent to make that happen. But as for the past year, it was a year focused more on the roads leading to remote areas of the city.

The reason why the city becomes desolate during the summer months has to do with summer being a holiday-esque season: the season when urban nomads move to their summer houses. In this regard, the roads heading out of the city become more traffic-heavy instead of the main roads. The most traffic is incurred towards the northern direction. According to one calculation, more than 100,000 vehicles partake in movement in that direction during the summer – almost half of all vehicles involved in city traffic. However, those roads have not been renovated for 30-40 years, causing drivers and even passengers to think twice about going on such roads. Last year, the 16 kilometres of road stretching from the Dambadarjaa intersection with the traffic police post to the new Shadivlan intersection-Shargamorit-Khandgait road was completely renovat-

ed. By expanding and renovating this road, vehicles can travel faster at constant speed and the travel time between the city and the summer houses became shorter.

One popular location for summer houses is Gachuurt. It has been 30 years since the Uliastai-Gachuurt road was built in the territory of Bayanzurkh district in the eastern region of the capital. The road used to have a carriageway width of seven metres and total roadbed width of 10 metres. After the renovations, the width of the roadbed became 12 metres and the carriageway 8 metres. Twenty-seven new bus stops were built, and the load bearing capacity of two bridges, 18 and 36 metres long, located along the planned road was increased. The road was improved by building a sidewalk along the south and lighting along the north. Water drainage pipes were repaired at eight locations, with one new reinforced concrete pipe also added. By renovating these roads, residents of khoroo-20, 23 and 28 of Bayanzurkh district and as well as those heading to Gachuurt can now travel on safe roads. In addition, it provides other positive social and environmental externalities, such as increased road travel speed, better fuel efficiency, reduced air pollution and slower vehicle depreciation.

The next is the 9-kilometre Ulziit district-Biokombinat-Shuvuun factory road, ▶

▶ which was carried out last year. The residents of Khan-Uul district's remote areas had waited for this for so many years. The residents of Ulziit district (colloquial name for a residential area, not an actual city district) have always expressed their desire to have good roads, schools, kindergartens and public transportation that goes directly to the city centre. In 2015, these issues were resolved, at least in the case of new roads and public transportation. This road had not been renovated at all since it was first paved in 1991. The company DRJ LLC performed the work under a concession agreement at the requests of residents, since quite a bit of damage was inflicted on the roads due to haul trucks and other heavy-duty vehicles. The contractor began renovating in May 2014 and finished in September 2015. Thus, the roads were completely renovated with a dual carriageway, a three-metre-wide sidewalk on both sides of the road, a total of 26 reinforced concrete water drainage pipes, an 8,700-metre-long safety barricade and 5,000 metres of street lights at the beginning and the end of the road.

Since we are on the topic of road infrastructure, one large work done in the city must be mentioned. The 1.5-kilometre road connecting Narnii Road (sometimes called Sunny Road) with the 19th district with a 58-metre-long reinforced concrete bridge and a 22-metre-long underpass below the railroad tracks connecting to Narnii road was built. It is estimated that when the road becomes operational, traffic on Narnii Road and Dund Gol Street will fall by 800 cars per hour, and traffic on the section of Narnii Road immediately to the north of the 19th district is also estimated to drop by 20-30 percent. In addition, traffic volume in the city's western parts will increase, while traffic downtown will decrease as the district's main roads improve. The newly built road is seven metres wide with two lanes, has not only a 1.5-metres-wide sidewalk, greenery and full lighting, but a three-metre-wide cycling path is also to be built. The railroad underpass is designed for passenger vehicles, allowing drivers to get to the other side of the tracks regardless of train schedules.

Finally, the last thing to mention is an issue long talked about: special roads for buses. The first phase of the project's financing has been resolved. Within the framework the programme, a total of USD 215.9 million from the ADB, a USD 1.5 million grant from the Global Environment Facility and USD 57 million from the government will be invested in three phases. The work will begin

with first phase funding of USD 59.9 million in soft and normal mixed loans, the USD 1.5 million grant from the Global Environment Facility and USD 17 million funding from the government of Mongolia. This funding will be spent on improving a 77 km verti-

cal axis road and infrastructure, expansion of Peace Bridge, building and renovating bus stops and introducing a GPS management system for buses. Establishing special roads for buses will allow 8,000-25,000 passengers to be transported in one direction per hour. ■

Procurement

U.Enkhtaivan: Tender participants must be responsible and have to monitor state organisations



BY TS.ELBEGEE

This year's UB Forum is emphasising topics concerning purchasing. U.Enkhtaivan, Deputy Director of Procurement Agency Capital of the City, discussed the agency's policies and administering of those policies

-What changes have there been since the establishment of an official organisation to handle purchasing activities?

-Its establishment allowed for the creation of a more developed legal environment and introduction of an eligible purchasing structure as well as system. Also, it implements a joint monitoring system and makes policies that would create more capable human resources. We have developed a mid-term purchasing strategy for Ulaanbaatar. Although the strategy has not yet been authorised completely, we are a step closer to forming an official agency while striving to make purchasing more efficient

and transparent as well as running the agency based on appropriate policies and regulations. Right from the beginning, we started working on making the purchasing environment more transparent and open. In 2013, we concluded what violations could occur during the planning and organising processes and developed an Outline on Interest Violations. According to this outline, we define the ways to solve such violations and make decisions. For example, the issue of proposing unfounded high budgets and making a profit out of it has completely cleared up. This is because the budget is jointly monitored and we have managed to set fundamentals to announcing tenders after irregularities are cleared up. In one of our announced tenders in January 2013 worth MNT 650 million, MNT 1.3 billion was budgeted and certified. Our engineers made analyses and conclusions. As a result, the tender was announced at MNT ▶

► 650 million and the off balance remainder was refunded to the budget.

-Does that mean engineers check on every tender and each detail?

-Yes, they do. There are issues such as insufficient budgeting, double planning on one work by two different companies or double or impractical planning. For example, the road pavement project at the north of Dund Gol was proposed with a bike lane, which was worth MNT 1.3 billion. However, another company has already been working on paving the bike lane along that terrain. In such a case, one company could get free money or one company does all the work and the other company must share its allocated budget. And such incidences might trigger certain interest violations. With an official agency working and the ability to participate in centralised purchasing, such violations are cleared up so that enterprises as well as the budget face less risks of loss.

-What advantages and disadvantages are there in introducing an online system?

-The online system is a step towards reducing human involvement. Its advantage is to use a special code, a "KOICA" system to be downloaded only once, which would not allow any information to leak. With the increasing ability of the human resources and improvement of monitoring, tender announcements require less time, which would lessen the possibilities of any kind of interest violations.

Furthermore, we will register companies and confirm all information. Thus, participants' abilities are automatically evaluated, which would be a great sign of progress. This means only the price offer and technological proposal would be accepted from a company for the purchasing. As for today, we not only look into delivered company materials and evaluate them but also try not to eliminate based on small incidences and strive to create as much competitiveness as possible, legally. For that reason, we collect lots of facts and evidence for the evaluation. It is impossible to win a tender with faulty documents, because information exchange at all levels of governmental organisation have been improved.

-What are the initiatives and works the agency is implementing?

-Conspiring and corrupting seems to be an idea when it comes to tender announcements. Such times are history now. The city mayor makes an ordinance on each and every tender announcement and summons a team to do the work. That team includes at least five members of every organisation taking part as representatives. All the representatives

from different sectors such as civil, NGO, official organisations or other institutions with different directions have equal rights in the team. However, a representative from our agency works as the secretary with also an equal right. Official associations have an open option to monitor whether the tender process is progressing fairly according to the law.

But there are three important issues to address. A person in a leadership position would not be allowed to be appointed with his subordinate while it is also now permitted to organise a tender with a same long standing team. In 2013 and 2014, the city mayor's deputies were in charge of heading the evaluation committee. In doing so, up to 7 people were in charge of handling up to 570 proposals. There have been occasions where one deputy headed up to 50 evaluation committees at once. This in turn affected the selection quality and created the risks in team members negotiating or agreeing to mutual compromise. For that reason, tender announcements were handed to the responsibilities of districts governors while one evaluation committee's number of tenders received would be an average of 6 projects. In addition, external monitoring and inspections are improved. Also, the Independent Authority against Corruption, government agencies and the city's internal audit do monitoring and inspection by sample surveys or by each proposal. Conclusions are quite good, with only a few downsides.

-Is there any risk of dispute on direct agreements?

-Direct agreements have their own law. So there is no other decision superior than through this law. In general, if there is a company that complies with all the requirements, in order to save time, a direct agreement is allowed to be made. But our agency accepts at least three companies' price proposals in order to enable competition. The tender registrations are selected according to their potential, so that means price proposals are the main field of competition. Last year a number of road tenders were signed as direct agreements. An open announcement collected proposals from about 100 companies, of which 20 were selected based on their capacity. These companies then were again ranked on each batch and were selected through vote. So the process can't be called a secret negotiation.

-Are there any new policy and organisational plans for this year? Will there be any changes to the requirements for tender participants?

-Last year, using inter-government organisational network we could inquire about enterprises quickly and easily. Our agency launched the tender.ub-procurement.mn website where information on city agencies and districts are gathered. Also, we registered every step and participants of each tender organised in the city. This year, the government's state-funded procurements will be registered in the online registration system, which will be launched. Doing so would not only be a step towards online evaluation but also a closer approach to a new opportunity for participants to receive state procurement related information as well as update their company information that is saved in the government database.

Another thing is, the city is aiming to utilise an insurance system for procurement and focusing on eco-friendly and socially responsible approaches to construction and industries. We require enterprises operating with state-funding to have certain safety standards as well as enforcements on the welfare of the citizens by, for example, operating on schedule, and also demand use of eco-friendly techniques and equipment as much as possible. By 2020, the government, as a goal, will have spent up to 20 percent, by 2030 up to 30 percent, of its investment on eco-friendly, profitable procurements.

Tender participating enterprises raise a lot of money by establishing different kinds of securities. In Asia, South Korea, Singapore or Taiwan regulate procurement related securities by insurance. Wealth creators will have the chance to use their money instead of locking it up in banks, while on the other hand, the insurance sector can develop. Furthermore, insurance agencies can also monitor the efficiency of state investment quality and make risk evaluations as well. We are open to such cooperation with insurance companies. We hope that, if solutions and projects are introduced to the mayor, using an insurance system on improving investment quality, thus reducing risks along with financial issues that companies are facing, will be a successful initiation.

-Is there any possibility of easing the financial requirements in times of such economic turbulence?

-There is, actually. Sales revenues are not required to be calculated by many year averages. We will try to negotiate an eased condition and create competitiveness. Apart from economic requirements, we will enforce tender participants to set both ecologically and socially friendly approaches. ■

Development through the eyes of citizens:

N.Tsogt (Resident of Bayanzurkh district):

-Overall, urban development is going well. At least these high-rise buildings have been built and the roads have become nice. The issues surrounding ger district redevelopment must get resolved and the project moved forward. It's development for Ulaanbaatar. At least it will help to reduce the air pollution.



D.Batsolmon (Resident of Bayanzurkh district):

- It's developing. Our city is getting better. Each year, city roads are improving. Now the ger district housing work must continue. Residents of the ger district don't want to live there forever. They too want to live comfortably.



G.Mendkhuu (Resident of Bayanzurkh district):

-Compared to 10-15 years before, I think Ulaanbaatar's appearance has changed for the better. The city roads have improved. During summer, city beautification works are being done. It's something any city must have. There has been a significant change in public transport service since the "U money" smart card was introduced. However, Ulaanbaatar still has a long way to go: traffic congestion, for instance. We are wasting a lot of time in traffic. I think that because of congestion we're losing not just time, but economic growth is slowing down due to this. No one has estimated how much fuel is being wasted and how much smoke it exhausts. I wish that works to build a subway network work would begin in this city which already has over one million residents. I think this kind of project is possible by collecting donations from the citizens. Darkhan city has a practice which gets support from entities and residents to begin a new project.



D.Enkhzaya (Resident of Khan-Uul district)

-Bat-Uul has promised a lot of things. But it's still not finished yet. Maybe he was defeated by bureaucracy and financing. However, he has worked well on the roads and beautification. The ger district is still not like South Korea's Gangnam district. Air pollution hasn't decreased. People's thinking is still the same as ever. We must begin by instilling city culture in people's minds. The time for nomadic Mongolians to learn of urban civilization has come. As for me, I grade it as average. The only truth is that no one other than Bat-Uul can bring changes.



D.Munkhjargal (Resident of Bayangol district):

- It seems like the city is developing, but the organization of lands looks bad to me. Also, doubts arise on whether the energy and engineering networks will be able to handle the load. It's necessary to redevelop the ger districts, but it will require a lot of time. Generally, there's a need to continue this work.



B.Khulan (Resident of Bayangol district)

I like the on-going changes in the city. I would give it a grade of 88 percent. Now we want more bike lanes, sidewalks, green areas and parks to spend our free time. If you're not going to resolve the air pollution issue, at least give us a chance to ride bikes and go for walks during the summer.



However, the Danshig festival seemed like a waste of money to me. It would be better to focus more on better organising Naadam. Also, the infrastructure of the outermost districts needs to be upgraded. Lighting, roads, kindergartens and schools need to be added. Ger district residents also want to relax in a comfortable environment. If that were to be achieved, road congestion directed towards the National Park will decrease. ■



CAPITAL CITY
GOVERNOR'S OFFICE



HOSPITABLE
ULAANBAATAR

Ulaanbaatar

HOSPITABLE ULAANBAATAR 2016 CALENDAR



January

Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2
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31						

February

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March

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May

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2016.02.06
"ULAANBAATAR WINTER
FESTIVAL"

2016.03.26-04.10
"WORLD CIRCUS IN MONGOLIA"

2016.05.15-05.21
"SAINT MUSE" theatrical festival

2016.05.20-21
"ULAANBAATAR BOOK FAIR"

2016.05.28
"THE SPLENDOR OF MONGOLIAN
SOLDIERS" festival

2016.06.04
"ULAANBAATAR INTERNATIONAL
MARATHON"

2016.06.04-05
"ULAANBAATAR" international
travel expo

2016.06.11
"ULAANBAATAR-VIENNA DANCE
NIGHT"

2016.06.18
"UB DANCE" festival

2016.06.24-06.26
"PLAY TIME" live music festival

2016.07.02
"THE BEST OF CLASSICS" open
air concert

2016.07.10
"MONGOLIAN NATIONAL
COSTUME" festival and parade

2016.07.10
"THREE DRAMATIC CHARACTERS"
national opera day

2016.07.11
"UB NIGHT" festival

2016.07.12
"SILENCE WHITE" dance event

2016.07.12
"MONGOLIAN DANCE FESTIVAL"

2016.07.13
"MORIN KHUUR" traditional music
festival

2016.07.14
"ULAANBAATAR SWING NIGHT"
"Giant steps of jazz" international
festival

2016.07.30
"STAR OF FAME" music festival

August

Mon	Tue	Wed	Thu	Fri	Sat	Sun
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September

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October

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November

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December

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2016.08.06-07
"DANSHIG NAADAM" culture
festival

2016.08.06
"THE TALE OF MOUNTAIN AND
WATER" Mongolian contortion
festival

2016.08.07
"MELODIC HARMONY-MYSTIC
ENERGY" ethno concert

2016.08.13-14
"UB FOOD" festival

2016.08.15-20
"MOND DRAMA" festival

2016.09.25-30
"UB ART FAIR AND STREET ART"
festival

2016.10.11-10.15
"ULAANBAATAR" international
film festival

2016.12.05-12.15
"THE NUTCRACKER" ballet

