

モンゴル国  
モンゴルPPP能力強化プロジェクト

事業完了報告書

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独立行政法人  
国際協力機構 (JICA)

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略語表

Abbreviations	English
ADB	Asian Development Bank
BT	Build and Transfer
BOT	Build Operate Transfer
DFI	Development Finance Institution
DBM	Development Bank of Mongolia
DPSPD	Development Policy and Strategic Planning Department
F/S	Feasibility Study
FSL	Fiscal Stability Law
GF	Guarantee Facility
GOJ	Government of Japan
GOM	Government of Mongolia
IBL	Integrated Budget Law or Budget Law of Mongolia
IMA	Invest Mongolia Agency
IMF	International Monetary Fund
IPPP Dept.	Innovation and PPP Department
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
MED	Ministry of Economic Development
MNT	Mongolian Tugreg
MOE	Ministry of Energy
MOF	Ministry of Finance
MOHS	Ministry of Health and Sports
MOI	Ministry of Industry
NIP	National Investment Plan
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PDF	Project Development Facility
PFI	Private Finance Initiative
PIP	Public Investment Program
PPP	Public Private Partnership
PQ	Pre-Qualification
R/D	Record of Discussions
SOE	State-owned Enterprises
VFM	Value For Money
VGf	Viability Gap Funding
UB	Ulaanbaatar
WB	World Bank

## 第1章 業務実施の背景と目的

### 1-1 業務実施の背景・経緯

#### モンゴルの経済動向

近年モンゴルは、豊富な銅、石炭、金、ウラニウムなどの鉱物資源の開発の本格化に伴い、我が国企業を含む民間資本の流入や石炭・銅の 2004 年よりの価格高騰もあいまって、良好な経済成長の実績を示していた(2012 年経済成長率:12.3%、2013 年 IMF 見込み:11.8%)。しかしながら、モンゴルの経済は鉱物資源の国際市況の影響を受けやすい脆弱な構造となっている。そのため、2008 年には米国発の世界金融・経済危機に、主要輸出品である銅価格が急速に落ち込んだことを受け、経常収支の悪化、財政収支の悪化、自国通貨の減価、外貨準備高の大幅な減少に見舞われ、モンゴル経済は大きな打撃を受け、IMF、JICA 等の支援を受けた。その後、V 字回復を果たしたものの、直近では中国リスクも大きく世銀などは経済運営、財政支出に警告も発している。これは PPP を含む公共投資の厳しい選択と質の向上を促すものである。

いずれにせよ今後もモンゴルの継続的成長を担保するための方策が求められている。すなわち、主要産業である鉱業セクターの強化を引き続き図りつつも、その他の戦略的セクターの発展を促し、経済構造の多様化を図るとともに、輸出品に付加価値を付与することである。このために一段とインフラ開発が必要となる。とりわけ電力、鉄道・道路、水などのインフラ開発への膨大なニーズが存在するが、政府自己資金や ODA 等の公的資金だけでは、必要資金を賄いきれない状況にある。モンゴル政府はこの資金調達として、間接金融の充実（モンゴル開発銀行の設立による政策金融の本格化）、直接金融の拡大、PPP などにより対処せんとしている。

#### PPP 能力強化プロジェクトの経緯

モンゴル政府は民間資金を活用した Public -Private Partnership (PPP) スキームによるインフラ整備を推進する方針(国家 PPP 政策)を打ち出している。MOE への PPP 担当部局(IPPP 局: Innovation PPP Department) の設置やコンセッション法の制定・施行、コンセッション・リストの作成など、PPP 促進のための環境整備を進めている。さらに 2011 年に策定された 2012~2016 年の政府改革アクションプランでも、優先課題の一つとして PPP への取り組みを新たなレベルに発展させることが明記されている。現政府はスピード感を持って PPP を強力に推進すべく取り組んでおり、関連政府部局へのインセンティブ付与やその再編成をも視野に入れている。

ただモンゴルにおける PPP はいまだ揺籃期であり、制度・政策面での一段の整備、関係者の理解度の向上、政府内調整方策、民間との対話、人材養成などの課題が山積である。こうした中、モンゴル政府は我が国政府に対し、PPP 能力強化のための技術協力プロジェクトの実施を要請した。これを受けて、JICA は 2013 年 9~12 月にかけて 2 回に分けて詳細計画策定調査を実施した。調査結果を踏まえ、2014 年 1 月 29 日にモンゴルの PPP 行政能力強化を目的とした「モンゴル PPP 能力強化プロジェクト」として、両国間で討議議事録(Record of Discussions: R/D) の署名・交換を行った。

## 1-2 業務の目的

当モンゴル PPP 能力強化プロジェクトの目標、目的は、以下である。

- 上位目標：モンゴルにおいて PPP がより一層促進されること。
  - プロジェクト目標：効果的な PPP 策定・運営にかかる MOE イノベーション・PPP 局(開始当時)の実務能力が強化されること。
  - 目的(=期待される成果)：
    - ① 民間セクターを含む主要関係者に対する PPP 啓発プログラムの導入・実施
    - ② IPPP 局の PPP 実施枠組みの強化
- 以上により IPPP 局の実践的な能力が改善されることを図り、もってモンゴルにおける PPP のさらなる促進に寄与するものである。

## 1-3 業務実施の対象

当プロジェクトの実施対象は以下の通りである。

- 対象地域：モンゴル国ウランバートル市
- 実施機関：MOE (MED) /イノベーション・PPP 局 (IPPP 局) (開始当時)
- 関係機関 (開始当時)：MED/開発政策および戦略計画・規制局、経済協力およびローン・援助政策局、MOF 財政政策・債務管理局、教育省、エネルギー省、環境省、道路運輸省 (各 PPP 担当部局)
- 協力期間：2014 年 4 月下旬から 2016 年 5 月下旬 (実際 2014 年 4 月下旬から 2016 年 7 月中旬：追加出張とそれにとまう最終報告書提出期限の延長による。)

## 1-4 業務実施の課題

モンゴルにおける PPP 促進のための基本的な課題は以下の通り。

- 財政およびソブリン・リスクとそれらの運営
- 国内金融市場の PPP プロジェクトに対して資本含む長期資金供給の未成熟
- 業務に携わる経験者の不足
- プロジェクトに対するサービス提供者の乏しさ

詳細に関しては、アウトプット 2-1 アセスメント・レポート参照。

## 第2章 実施体制とスケジュール

### 2-1 業務実施体制

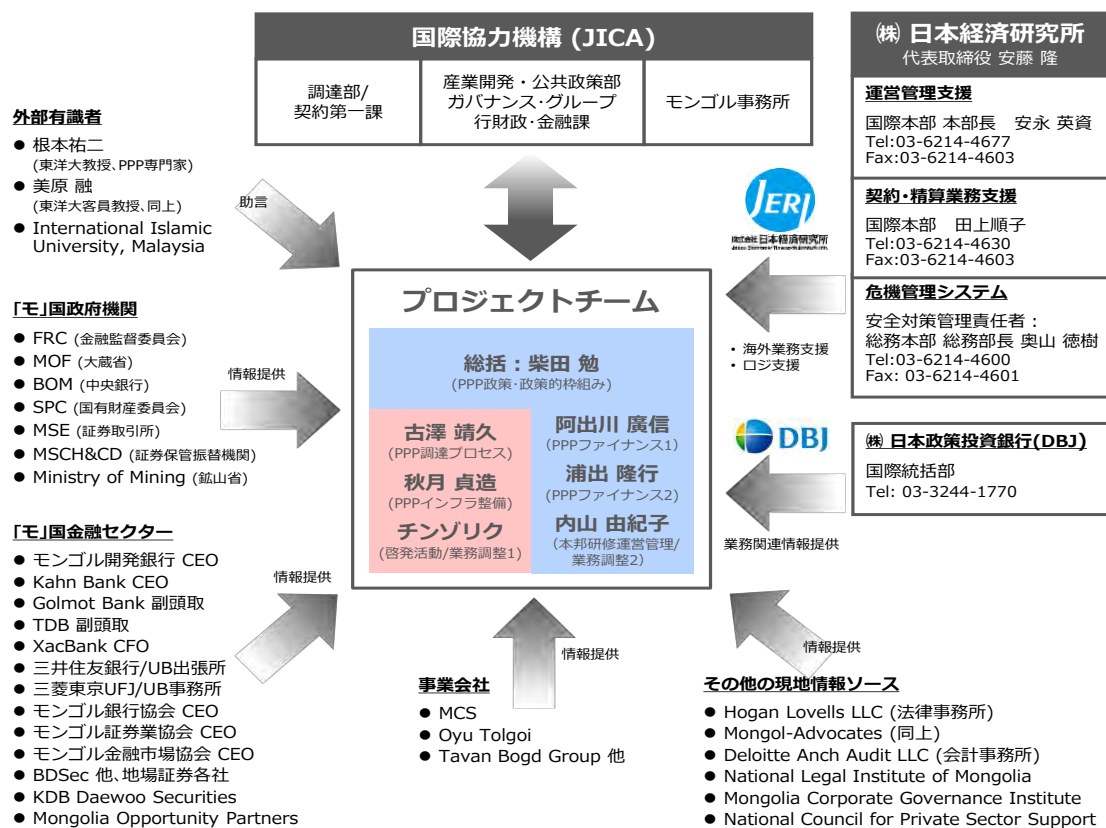
#### 調査団の構成と各担当分野の業務範囲

本プロジェクトでは、下記の専門家を約2年間という長期間にわたって投入した。

- 柴田（総括） 「PPP 政策・制度的枠組み」
- 阿出川 「PPP ファイナンス 1」
- 浦出 「PPP ファイナンス 2」
- 古澤 「PPP 調達プロセス」
- 秋月・武富 「PPP インフラ整備」
- チンゾリング 「啓発活動／業務調整 1」
- 内山・原田 「本邦研修運営管理／業務調整 2」

※研修運営管理／業務調整 2 の内山については長期休暇をとらざるをえなかったため原田が引き継いだ。

また、日本経済研究所及びその関係会社である（株）日本政策投資銀行を中心とした十分なバックアップ体制を構築し、プロジェクトを遂行した。



#### 初期実施体制及びバックアップ体制図

## 2-2 作業業計画兼業務フローチャート（当初）

本プロジェクトは、2014年4月下旬から2016年5月下旬までの作業工期で、後述する内容を実施せんとしたものであり、モンゴル政府の省庁改編等の要因により実施内容については変更した点があるが、最終的なスケジュールはほぼ予定通りであった。

作業項目	期間	2014年度										2015年度										2016年度				
		5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5
		第1期					第2期					第3期					第4期									
0-1 ワークプランの設定およびセットアップ																										
0-2 キャパシティ・マトリックス精細化・改訂																										
アウトプット1： PPP啓発プログラムの導入・実施		第1次：啓発プログラム作成					第1次：実施・モニタリング					第2次：啓発プログラム作成					第2次：実施・モニタリング									
1-1 PPP啓発プログラムの策定																										
1-2 PPP啓発プログラムの実施（タイプI）																										
PPP啓発プログラムの実施（タイプII）																										
本邦研修・第三国研修（タイプII）																										
1-3 PPP啓発プログラムのモニタリング																										
アウトプット2： IPPP局のPPP実施枠組み強化		PPPにかかる現状分析					活動計画およびPPP候補事業の準備・実施										PPP候補事業とりまとめ									
2-1 モンゴルPPPに係る現状調査																										
2-2 調整会議の開催																										
2-3 民間セクターとの対話																										
2-4 PPP実施促進に向けた行動計画の策定																										
2-5 行動計画のモニタリング																										
2-6 支援対象PPP候補事業の選定																										
2-7 PPP事業の準備・実施支援（ケース・スタディ）																										
2-8 ケース・スタディ教材の作成																										
2-9 ガイドライン/参考資料の作成																										
会議・セミナー等其他活動																										
合同調整委員会（JCC）																										
終了時評価																										
成果品等		<div>△ 業務 モニタリング ワークプラン/ モニタリングシート1</div> <div>△ モニタリングシート2</div> <div>△ モニタリングシート3</div> <div>△ モニタリングシート4</div> <div>△ モニタリングシート5</div> <div>△ 業務完了 報告書</div> <div>△ 2-1 モンゴルPPP政策・制度にかかる報告書</div> <div>△ 2-3 民間セクター対話報告書</div> <div>△ 本邦研修報告書</div> <div>△ 第三国研修報告書</div> <div>△ 本邦研修報告書</div> <div>△ 2-8 支援対象PPP事業ケース・スタディ教材</div> <div>△ 2-9 PPP事業管理に係るガイドライン</div>																								



## 第3章 活動と実績

### 3-1 アウトプットの全体実績

#### アウトプット1：啓発プログラム

タイプ1啓発プログラムについては、高官向けセミナーが予定の一部のみの達成であったが、PPPのマクロ的観点も含め実施された。タイプ2実務家向けはセミナー、海外研修〔本邦2回、マレーシア1回〕等を好評裡に実施、日本およびマレーシアの広範なPPP経験を伝達しえた。

#### アウトプット2：PPP主務官庁の実施枠組みの強化

アセスメント・レポートによりPPPの現状を分析し、これと官民の見解をとりいれたアクションプログラムを作成し、PPP関連法案、計画の一貫性、コンセッション・リスト上の案件の妥当な選別の必要性などを中長期に改善することを提言した。他方、主務官庁、MEDの解散とPPP業務のIMA（一部産業省）による引き継ぎは長時間を要し、アセスメント・レポートとアクションプログラムの承認は想定より大幅に遅延した。またMOFは、当初MEDの資本予算担当による二重予算状況下では、当プロジェクトについても積極的な協力姿勢を示さなかったが、IMAへのPPP管掌移管後プロジェクトチームの継続的なアプローチにより、本プロジェクトにも積極的に協力がなされるようになり、アクションプログラムの提言にも積極的に同意を示すこととなった。

ケーススタディに関しては、適当な案件の不足と、官庁間の足並みの相違などから、実施にいたらなかった。候補となった一案件については、当方よりPPPとしての課題メモを提出した。また当初から想定した代替案として、関連各省庁（IMA、MOE、MOHS など）に対するPPPのミニレクチャー等を計42回実施し、それをベースに実践的ガイドブックを3点まとめた。

プロジェクトを実施する過程で、関連の他ドナー機関（世銀グループ、ADB等）とは適宜意見交換を実施した。ことにADBとは、同行の支援する新PPP法案をふくむ討議を頻繁に実施した。

（新PPP法案は、ADBの協力によってIMAにて作成されているが、その中には、本プロジェクトチームの意見と共通の部分が相当ある。）

### 3-2 詳細アウトプットの達成状況（想定と実施対比）

#### アウトプット1 PPP啓発プログラム

##### アウトプット1-1 PPP啓発プログラムの策定

##### 【想定・実施】

啓発セミナーを下記に分けてそれぞれ独立のプログラムとして実施することとした。

タイプ1＝MED, MOF および関係省庁の高官、(講師：国内支援委員)

タイプ2＝関係省庁、民間セクター、金融機関、メディアの実務者 (講師：業務従事者)

#### **アウトプット1-2 (タイプ1) PPP 啓発プログラムの実施 (政府高官対象)**

##### **【想定】**

企画・準備は業務従事者が MED と協力して行い、テーマ選定は国内支援委員会の意見も踏まえて決めると指示された。

##### **【実施】**

第1回目のプログラムは2014年5月16日に実施した。i) 財政、ii) PPP における政府の役割、iii) インフラ投資における PPP の位置づけ等をテーマとした。参加者は、MED や担当省庁等からの6名の局長の参加を含め、合計で20名の幹部官僚であった。

あと数回実施される予定であったが、国内支援委員会も初回2014年開催以来、次回は種々の事情からプロジェクト終了に近い2016年2月末まで開催されず、したがって時間的制約から PPP 啓発プログラムは、2回目以降開催されなかった。

#### **アウトプット1-2 (タイプ2) PPP に対する理解力向上 (実務対象者)**

##### **【想定】**

タイプ2の対象は関係省庁、民間セクター、金融機関、メディア等の実務者を対象として行うことから、日本や第三国の事例に基づくより実務的な啓発プログラムの作成に留意する。金融機関は PPP 融資が期待されている DBM も含むこととしたい。内容はセミナーおよび本邦・第三か国研修である。

##### **【実施】**

上記に沿って実施。詳細は以下。セミナーについては7回実施し延べ310名が出席した。セミナー全体を通じて、PPPに係る包括的な内容となっており、参加者のPPP理解促進に寄与したと考えられる。また、民間企業との意見交換やPPPの調達手順やF/SのケースやPPPによる電力事業等を題材にしたセミナーも開催し、他国でのPPP事情やPPPの発電事業を例に講義を行ったことにより、より実務的なセミナーを行うことができたと考えられる。

これに加え、アウトプット2で想定していたケーススタディが実施にいたらず、この代替として関連省庁でミニレクチャー等も実施した。本邦研修は2回、第三か国研修はマレーシアで1回実施して好評を得た。

#### セミナー

7回以下のとおり実施

第1回 2014年6月6日

## Project Overview / PPP101(Risk sharing in PPP Projects)PPP の目的と PPP の定義

- 日本の事例と第三国の事例
- PPP の実施に必要なフレームワーク
- モンゴル政府の推進政策と計画
- PPP 事業における事業リスク
- 事業リスクの官民分担
- 環境社会配慮 (EIA) 問題の重要性

## 第2回 2014年9月16日

### Global Trend of PPP

- 環境社会配慮問題による事業遅延問題 (インドネシアとインドの事例活用)
- 事業収益性と公共料金設定価格とのギャップ問題 (フィリピンと日本の事例活用)
- PPP 推進枠組みの効果に関する課題 (ベトナムとインドネシアの事例活用)
- 自国の金融市場育成の課題 (マレーシアとインドネシアの事例活用)

## 第3回 2015年1月30日

### PPP Procurement Process

- PPP 調達に係るプロセスおよびシステム  
世銀、ADB の PPP 関連調達ガイドラインおよび日本、インドネシア、フィリピン等 PPP 先行国の法制度紹介を含む
- 入札方式  
発意 (政府招請型 (Solicited) / 民間提案型 (Unsolicited))、評価対象 (価格のみ、技術のみ、総合評価)、手続き (一般競争型、指名型、交渉型、競争的対話、フレームワーク型、チャレンジマッチ) 等の観点からさまざまな入札方式の適性や問題点解説を行う。
- 入札手続の設計 (ゲームの設計の考え方 / スケジュールリング / 市場との対話 / 入札図書構成と役割等)
- 札資格 (Preliminary Qualification)
- 入札招聘および入札要項 (Terms of Reference=TOR)
- 入札評価基準 (Evaluation Criteria)
- 契約交渉および契約締結

## 第4回 2015年6月30日

### PPP Project Screening / Important Factors for Finance using Development Banks

上記の題材につき、2部構成で実施した

### 第1部 プロジェクト スクリーニング

- プロジェクト スクリーニングのプロセス
- 技術的 ヴァイアビリティのスクリーニング

- 業務的 ヴァイアビリティのスクリーニング
- 経済的 ヴァイアビリティのスクリーニング
- その他の課題のスクリーニング

## 第2部 開発銀行を利用する金融の重要な要素

ここではモンゴルで、長期金融を提供する銀行を持つ必要性を強調した。

### 第5回 2015年9月8日

Project Finance for PPP / Viability Gap Funding (VGF) and Guarantee Fund (GF) for PPP Projects

上記の題材につき、2部構成で実施した。

#### 第1部 PPPのプロジェクト・ファイナンス

- 調達の相違：資本対負債
- プロジェクト・ファイナンス
- キャッシュフロー分析
- リスク管理
- 担保・保証の要請

#### 第2部 PPP プロジェクトに対するViability Gap Funding (VGF) および保障基金 (GF)

- インフラプロジェクトへの資金調達形態
- PPP プロジェクトに対するViability Gap Funding
- PPP プロジェクトに対する保証基金 (GF)
- VGF と GF に関する政府の手続き過程

### 第6回 2015年11月10日

Program & Project Management for Government in PPP projects / PPP Contract Management  
PPP の契約に関し留意点を示し、教訓をまとめた。

- 契約管理者の早い段階での任命 Appoint the contract manager at an early stage
- 契約管理者のプロファイルの注意深い考慮 Consider carefully the profile of the contract manager
- 契約管理業務の予算 Budget for contract management activities
- 契約管理業務の人事計画 Plan the staffing for contract management activities
- 外部コンサルへの過度の依頼抑制 Refrain from excessive recourse to external consultants
- 当初および継続の研修の必要性確認 Identify the initial and ongoing training requirements
- 契約取扱いマニュアル作成 Set up a contract management manual
- ガバナンス構造の定義 Define the governance structure

- 契約変化要因への管理 Manage variations to the contract
- コンティンジェンシー計画の用意 Prepare contingency plans

#### 第7回 2016年3月16日

PPP in Mongolia with a Focus on Action Plan

調整会議にて承認されたアクションプランにつき議論した。

- プランの紹介
- 新 PPP 法案の紹介 (ADB スタッフ)
- パネルディスカッション

#### その他レクチャー

後述するケーススタディの代替としてミニレクチャー (MOE 向け、MOHS 向け、IMA 新人向け研修) を実施したが、これは後述のアウトプット 2-8 で触れる。

### 本邦研修及び第三国研修

#### **【想定】**

本邦研修 2 回、第三国研修 1 回を実施する。

本邦研修は 2 回の参加者が重複しないものとして、1 回目を実施し、そのレビュー結果に基づいて 2 回目の内容を改訂するものとする。

その際研修後も受講者が PPP 業務に従事することも条件とする。

#### **【実施】**

当初想定通り実施した。ただし受講者の中には辞任するものも少なからずみられ、成果の浸透に問題なしとはしない。

### 本邦研修

#### **【想定】**

##### **(目的)**

モンゴル政府の MED を中心とする PPP 関連省庁の課題はアセスメント・レポートにまとめているが、これらに対処するため、日本における PPP 関連機関訪問・実査と関連トピックの講義・討論をバランス良く組み合わせることで参加機関の実務者の PPP 能力の更なる強化を目指す。日本のみならず発展段階のより進んだアジア各国における PPP の現況もアジア人講師も招いて紹介する。この際、日本における PPP/PFI に関し、以下の点がモンゴル側に資すると思われ、研修中に織り込む予定である。

### 我が国 PFI の現状

- H11～H24 年度までの PFI 事業費累計は約 4.1 兆円

- いわゆる箱モノ PFI が主流
- 件数、事業費とも近時は頭打ち

### **効果と課題**

#### **a) 効果「公共事業・公共サービスに新しい理念を導入」**

- 新たな官民パートナーシップの構築（イコールパートナー）
- 新たな問題意識の醸成（リスク分担、VFM）
- 新たな事業取組み視点の導入（長期・包括、要求水準・モニタリング）
- 新たな実施プロセスの提示（公平性、透明性の重視）

#### **b) 実務上の課題「課題解決なくして、更なる普及・発展なし」**

- 官民の適切な意思疎通
- リスク認識（把握・分析・評価）とその官民における共有
- 市民、地域社会等における理解の醸成

### **【実施】**

2014 年 10 月および 2015 年 12 月に計 19 名の実務者レベルの参加を得て実施した。内容については参加者からは好評をえている。ここには要約を記述する。

### **第 1 回本邦研修**

2014 年 10 月 20 日（月）（来日）～2014 年 10 月 31 日（金）（離日）

政府実務者、10 名が研修生として来日した。

本研修では、以下の諸点に配慮したプログラムとした。

- モンゴルにおいて PPP 促進を図るため、先行経験を有する日本およびマレーシアの知見を共有できるよう、プログラムを設計した。
- 講義にあたっては、日本国内で PFI を推進している内閣府や PPP に関する学識経験者による講義に加え、PPP を支える金融についてプロジェクト・ファイナンスの基礎から政策金融、信用格付けおよび案件の審査およびモニタリングについての講義を組み合わせることで、PPP についての体系的な知識を得られるようにした。またマレーシア開銀からも講師を招待し、同国の PPP を学び、参加者の異なるマレーシア研修参加者との共通項を確保した。
- 異なる分野及び形態（水族館＝PFI）、廃棄物処理場＝PFI、都市交通＝第 3 セクターのモノレール、空港ターミナル＝PFI、高効率火力発電所等）を視察した。

### **【討論】**

- 主な問題意識や質問は以下のような点であった（→以下は講師等の回答）
- PPP 事業におけるモンゴル開銀の活用
- モンゴルでは給水事業の運営部分のみが民間事業者に委託されている例があるが、公共側にとっては利がないように思われる。
- モンゴルでは公共事業として実施すると時間がかかり、時間の経過と共にインフレで

コストが増加してしまうが、民間が実施すると意思決定プロセス等が早いので、コストが抑えられるかもしれない。→PFI は手続きに時間がかかるので、必ずしも PFI だから早いというものではない。

- 為替リスクは民間事業者がおうことはできないのか→プロジェクト期間が長く、事業費が大きな案件は、為替リスクを民間事業者では抱えきれない。
- 教育案件では利益が生じにくいと思うが、どのように PPP として実施するのか→学校等の教育案件は VFM が小さく、単なる延払いであることが多い。既に空地があり、複数の学校を束ねるような契約が複雑な案件で、民間のノウハウを活用できるような余地があれば、PPP スキームの効果が多少期待できるかもしれない。
- 国内の PPP を担える国内の民間企業が育っていない一方、外資企業は、リスクを全て国に押し付けたいと考えている印象。それでも外資企業を活用する意義はあるのだろうか。→外資企業と国内企業の JV で国内企業を育てることができるだろう。また、外資企業でも民間で負いきれないリスクはあり、その際には国の支援が必要。

#### 研修プログラム内容

日付	時間	内容	会場	講師
10/21 (火)	10:00-12:00	ブリーフィング	JICA 東京	JICA 東京
	13:00-15:00	プログラム説明および政策金融 および政府との関係	JICA 東京	柴田 (団員)
	15:15-17:15	プロジェクト・ファイナンスと PPP を用いたインフラ開発	JICA 東京	東京大学公共政策 大学院教授 西沢利郎教授
	18:00-	歓迎会	乃木坂 倶楽部	
10/22 (水)	10:00-12:00	日本における PFI の制度的枠組み	JICA 東京	内閣府 PFI 推進室
	13:30-15:30	戦後の産業発展およびモンゴル への教訓	JICA 東京	一橋大学 米倉誠一郎教授
10/23 (木)	10:00-12:00	電源開発磯子火力発電所	横浜	電源開発 (株)
	14:00-16:00	新江ノ島水族館 (PFI 案件)	横浜	オリックス
10/24 (金)	10:00-12:00	PPP を用いたインフラ開発	JICA 東京	東洋大学/大阪 商業大学 美原 融教授
	13:30-15:00	PPP/PFI 案件における信用格付け の役割およびモンゴルにおける 財政	JICA 東京	埼玉学園大学 黒沢義孝教授
	15:30-17:00	PPP 案件の審査およびモニタリ ング	JICA 東京	日本政策投資銀行
10/27 (月)	10:00-11:00	「千葉モノレール」の背景	JICA 東京	阿出川 (団員)
	13:30-16:15	千葉モノレールの視察および千葉 市役所訪問、QVC マリンフ ールド視察 (指定管理者制度)		

10/28 (火)	9:00-9:30	「彩の国資源循環工場 PFI 施設」の背景	JICA 東京	阿出川（団員）
	13:00-15:00	「彩の国資源循環工場 PFI 施設」寄居工場	埼玉県 大里郡	オリックス
10/29 (水)	10:00-11:45	PPP ファイナンス	JICA 東京	団員
	14:00-17:00	羽田空港（PFI 案件）		東京国際空港ターミナル(株)
10/30 (木)	10:00-12:00	マレーシアにおけるインフラ金融と PPP	JICA 東京	マレーシア開銀（BPMB）
	13:30-15:30	参加者によるプレゼン「モンゴルにおける PPP のインフラ金融における課題」およびコメンテーター（JICA、マレーシア開銀および団員）との議論	JICA 東京	研修生／JICA／団員
	16:00-17:00	評価会・修了証書授与	JICA 東京	JICA／日経研
	18:00-	意見交換会	JICA 東京	JICA／日経研

## 第 2 回本邦研修

2015 年 12 月 6 日（日）（来日）～2015 年 12 月 16 日（水）（離日）

9 名が研修生として来日した。

研修の概要は以下の通り。

第 1 回研修が好評であったことを踏まえ、かつ参加者が 1 回目と重複していないことから、研修期間はやや短縮したが、基本的には同趣旨の内容を実施した。視察先として、前回の要望にも応え、新たに、病院、水道施設が加わっている。研修デザインについて、研修生の評価も平均 3.8 点（4 点満点）と評価が高かった。

研修成果として新たに挙げられた主要点は以下の通りである。

- 今回の研修で PPP の資金調達の仕組みを理解できた。
- 収入源の少ない事業でも PFI 案件は実施可能であることが分かった。
- PFI 事業の審査、モニタリング、行政の役割を理解できた。また、PFI/PPP 案件のリスクマネジメントの重要性を学んだ。

## 研修プログラム内容

日付	時間	内容	会場	講師
12/7 (月)	10:00 - 12:00	ブリーフィング・オリエンテーション	JICA 東京	JICA
	13:00 - 15:00	プログラム説明/ 政策金融および政府との関係	JICA 東京	日本経済研究所 柴田 勉
	15:15 -	戦後の産業発展およびモンゴルへの教訓	JICA 東京	一橋大学 米倉誠一郎教授



	17:15			
12/8 (火)	10:00 － 12:00	日本における PFI の制度的枠組み	JICA 東京	内閣府 PFI 推進室
	13:30 － 15:00	病院 PFI	JICA 東京	日本経済研究所 阿出川 廣信
	15:30 － 17:30	マレーシアにおけるインフラ金融と PPP	JICA 東京	マレーシア開銀 (BPMB)
	18:00 －	意見交換会	JICA 東京	JICA/JERI
12/9 (水)	午前	<u>視察</u> ：金町浄水場 (PFI 案件)	葛飾区	東京都水道局
	14:00 － 16:00	<u>視察</u> ：霞が関コモンゲート (PFI 案件)	千代田区	霞が関コモンゲート
12/10 (木)	10:00 － 12:00	PPP/PFI 案件における信用格付けの役割およびモンゴルにおける財政	JICA 東京	埼玉学園大学 黒沢義孝教授
	13:30 － 15:00	PPP を用いたインフラ開発	JICA 東京	東洋大学/大阪商業大学 美原融教授
	15:30 － 17:00	PPP 案件の審査およびモニタリング	JICA 東京	日本政策投資銀行
12/11 (金)	10:00 － 12:00	<u>視察</u> ：羽田空港 (PFI 案件)	羽田	東京国際空港ターミナル(株)
	14:00 － 16:30	<u>視察</u> ：電源開発磯子火力発電所	横浜	電源開発 (株)
12/14 (月)	10:00 － 12:00	PPP インフラ開発での政府の役割	JICA 東京	東京女子大学 宍戸恒信教授
	13:30 － 15:30	「モンゴルにおける PPP のインフラ金融における課題」およびコメンテーター (JICA および団員) との議論	JICA 東京	研修生/JICA/団員
	16:00 － 17:00	評価会・修了証書授与	JICA 東京	JICA/JERI

### 第三国研修 (マレーシア)

#### 【想定】

#### (目的)

モンゴルの PPP 関連省庁の課題に対処するため、モンゴルに資すると思われる第三国における PPP 関連機関訪問・実査と関連トピックの講義・討論をバランス良く組み合わせることで参加機関の実務者の PPP 能力の更なる強化を目指す。対象国として発展段階のより進

んだアジアの例としてマレーシアで1週間程度実施する。

- PPPの実績が2012年まで52件、約2兆円と多い。
- 業種が多岐に亘る：道路・その他運輸（複合ターミナル、ラピッド・トランジット）・教育、電力（石炭火力、複合サイクル等）・教育・医療
- 内閣府の担当局3PUが責任を持ってスクリーニングや評価を実施
- Facilitation fundを有し、民間のviability gapを補完している
- 日経研および日本政策投資銀行と長年にわたる協力関係にあるマレーシア開発銀行がインフラ整備、PPPに実績あり、貢献可能である。本邦研修の講師候補でもある。

### 【実施】

対象国として発展段階のより進んだアジアの例として想定で述べた理由があるマレーシアをモンゴル側に提案し了承を得た。

2015年6月6日（土）（ウランバートル発）～2015年6月14日（日）（ウランバートル着）、実務者10名の参加を得て実施した。現地ではマレーシア開発銀行の多大な協力を得て、所期の効果を上げて好評であった。研修の要約は以下の通り。

### プログラム編成

- 本研修では、以下の諸点に配慮したプログラムとした。  
研修のポイントとなる、PPP振興の三要素（PPP推進に係る政府のフレームワーク、PPP事業に不可欠な長期資金を供給できる国内金融市場、PPP実施能力を持つ国内民間企業の存在）のマレーシアの成熟度を実感できるプログラム構成とした。
- 案件については、まずモンゴル側の要請をベースにマレーシアに依頼し実現した。石炭火力発電所、国際空港、高速道路、病院、大学学生寮、博物館はいずれもモンゴル側の関心も強い。

### 討論

講義および視察先で活発な議論がなされた。その際の主な点は以下であった（→以下は講師等の回答）

### マレーシアのPPPとモンゴルにおけるPPPとの比較

- マレーシアにおいてはコンセッション法（PPP）法がなく、政策および政策実施の一環として、PPP事業が実施されているが、国の基本政策、PPP推進機構（UKAS）、およびPPP実施の整合性が高い。
- マレーシアにおいては2006年のPFI導入政策の立案から既に10年近くが経過しているが、初期においては、様々な問題があった。
- マレーシアではマレーシア開発銀行がPPP推進の大きな原動力となっている（モンゴル開銀は設立時の位置づけにもかかわらずPPP分野で活用されていない）。
- マレーシアでは教育案件や病院案件といった社会分野の案件では利益が出にくいことから、高速道路案件のような料金徴収を行う独立採算型ではなく、アベイラビリティを提供するサービス購入型として仕立てられており、完工後に政府から分割して支払

がされるが、その支払いは単なる分割払いではなく、KPI (Key Performance Indicators) を導入し、民間企業の完工後のメンテナンス責任を明確にするパフォーマンス・ベースの支払いとしている。

- マレーシアにおいては、モンゴルに比べ民間提案型 (Unsolicited 型) が少なく公募による競争システム (Solicited 型) がより正確に機能している印象である。
- マレーシアにおいては、民間企業の PPP 事業実施能力および金融機関の融資審査能力も高いため、政府保証等政府支援の要請は高くない。

### 研修プログラム内容

日付	時間	プログラム	会場	講師
6/7 (日)	8:00 - 9:00	オリエンテーション	ホテル	JICA 専門家チーム
6/8 (月)	9:00 - 11:30	講義 1 : マレーシアにおける PPP 制度	UKAS 本部 (新都心 Putrajaya)	首相府 Economic Planning Unit (EPU) 下の PPP ユニット (UKAS)
	13:30 - 14:30	講義 2 : マレーシアの PPP と 近隣アジア諸国の PPP の比較	JICA マレーシア 事務所	日本経済研究所 阿出川 廣信
	14:30 - 14:45	JICA マレーシア事務 所表敬訪問	JICA マレーシア 事務所	JICA マレーシア事務所 松本所長他
	15:30 - 17:30	視察 1 : Petrosains The discovery Centre	KLCC	JICA 専門家チームの アテンド
6/9 (火)	9:00 - 12:30	講義 3 : マレーシアにおける PPP 案件	マレーシア開発銀行 (BPMB) 本店	BPMB アフィダ COO 他
	15:00 - 17:00	視察 2 : クアラルンプール 国際空港	クアラルンプール 国際空港	Malaysia Airports (Sepang) Sdn Bhd
6/10 (水)	9:00 - 12:30	視察 3 : Mara University Technology 学生寮 (建設中 : 2016 年 1 月引渡予定)	Puncak Alam (クアラルンプール 中心地から 46km)	Segimaju Capital Sdn Bhd
	15:00 - 17:00	視察 4 : クアラルンプール -Kuala Selangor 高速	Puncak Alam (クアラルンプール 中心地から約 30km)	KL-Kuala Selangor Expressway Sdn Bhd

		道路		
6/11 (木)	10:00 - 14:00	視察 5 : Teaching hospital	Kuantan (クアラルンプール 中心地から約 250km)	Ahmad Zaki Resources Bhd
6/12 (金)	9:30 - 13:00	視察 6 : Jimah 発電所	Port Dickson (クアラルンプール中 心地から約 90km)	Jimah O&M Sdn Bhd
	15:30 - 17:00	評価会	ホテル 会議室	JICA 専門家チーム

### **アウトプット 1-3 PPP 啓発プログラムのモニタリング**

(想定通り実施)タイプ 1, 2 両方につき実施状況はモニタリングし結果を次期セミナーに反映する。

### **アウトプット 2 PPP 主務官庁の実施枠組みの強化**

#### **アウトプット 2-1 モンゴル PPP に係る現状調査 (アセスメント・レポート)**

##### **【想定】**

PPP 促進のための政策・制度的な枠組みを評価し、PPP 運用上の手順・手続を明確化し、諸制度をレビューした報告書を作成する。

先行する国での知見や経験なども踏まえた「あるべき姿」に照らし併せて課題を効率的かつ効果的に浮き彫りにする。また、PPP 関連省庁・民間セクター間の連携に係る現状の課題にも焦点を当てたものとする。

##### **【実施】**

この調査はアセスメント・レポートとして団から 2014 年 11 月に提出されたが、コメントが得られないうちに MED が解散され PPP の受け皿が決定されるのに時間を要した。そのためこの調査をベースにした PPP のアクション・プラン(後述)の作成及び、モンゴル側の承認も大幅に遅れた。以下にアセスメント・レポートの要約を示す。

#### **モンゴルにおける PPP 促進のための基本的な課題**

他の途上国とも共通のモンゴルにおける PPP 促進のための基本的な課題は以下の通り。

- 財政およびソブリン・リスクとそれらの運営
- 国内金融市場の PPP プロジェクトに対して資本含む長期資金供給の未成熟
- 業務に携わる経験者の不足
- プロジェクトに対するサービス提供者の乏しさ

アクション・プランに記述したように、PPP ビジネスをプライオリティとして新たな高みまで発展させ有効なものとして結実させるために、これら課題を解消するには追加的な政府のプログラムが必要であろう。

### モンゴルで PPP を更に推進する課題

当報告において議論した注目すべき課題は以下の通り。

#### リスクシェアへの政府支援

官民のリスクシェアに基づく PPP プロジェクトの偶発債務へのモンゴル政府の保証は、適切に制度化されるべきである（2015 年に改正された債務管理法に基づく適切な偶発債務の管理が重要と思量）。

#### その他の政府・ドナーの可能な支援

PDF (Project Development Fund) および VGF (Viability Gap Funding)（これらは、慎重に取り扱われるべき）。

#### PPP の制度確立

- PPP の PIP（公共投資プログラム）での位置づけを明確にすべき。
- PPP 関連法案はよりシステマティックに調整されるべき。

#### 開発計画と関連法

これは一貫性、整合性を持つべき。

#### モンゴル政府内での調整メカニズム

調整メカニズムは PPP 管掌省庁内(旧 MED 内 IPPP 局と開発政策、戦略企画、規制局：PIP 所管) および PPP 管掌省 と他省庁(MOF および関連ライン省庁) とともに改善を要する。

#### モ政府と民間部門との対話

改善が必要。

#### プロジェクト発掘および選択

- より厳密にかつ透明性を持ってされるべき
- コンセプション・リストは現在のような疑わしいプレ F/S・F/S によるか、もしくは全く F/S のないプロジェクトのあるウィッシュ・リストではありえない

#### プロジェクト準備および実行

- 透明性確保のため、直接契約は合理的かつガラス張りの中で正当化されるべき。
- 有識者のリスティングが考慮されるべき。

#### PPP 実戦部隊(MED IPPP 局)の強化

- スタッフと予算の増強が必要。
- 分離組織の設立含む組織変更はオプションでありうる。

## アウトプット 2-2 調整会議の開催

### 【想定】

PPP の円滑な実施に向け、カウンターパートとも協議の上、大蔵省 (MOF)、経済開発省 (MED) PIP 担当部局等、主要な政府省庁／部局間での調整会議を企画・開催する。開催頻度は四半期に 1 回程度を目処とする。なお、経験を踏まえた現実的な困難は、現状分析で特定したキーマンが一同に会する状況を創出することである

### 【実施】

この調整会議に関しては、当初より MED と MOF の PPP に関する二重予算的な状況から MOF の協力が得られず 2014 年 9 月 11 日に第 1 回を MED 各局と MOF を予定し開催したが MOF は欠席であり、その後は開催が出来ない状況であった。さらに MED 解散の混乱でその状況が継続し、第 2 回は開催されないままとなった。

これとは性格が異なるが、当プロジェクトの重要事項を議論、決定する合同調整委員会 (JCC) は、以下の 3 回が開催された。

第 1 回 2014 年 9 月 25 日

第 2 回 2015 年 6 月 29 日

第 3 回 2016 年 3 月 21 日

第 1 回は MED の廃止が俎上にされた時期にあたるが、MOF は欠席した。

その後、首相により正式に MED 廃止が決定されたのは 2015 年 1 月 20 日であり、さらに IMA が当プロジェクトの C/P として、署名合意されたのは 4 月 13 日であり、この間プロジェクトの進捗には困難がともなった。

第 2 回では、それまでに実施した、本邦、マレーシア研修、セミナーなどを評価した。新たに MOE、MOHS にミニセミナーを実施することとした。

ケーススタディの実施はトピックオリエンテッドプログラム (Hands on advisory supports for specific projects) に変更されることが了承された。MOF 代表は当プロジェクトの成果を評価した。

第 3 回は最終報告書 (JICA Experts による業務完了報告書ではない) の要約およびアクション・プランの承認をした。

## アウトプット 2-3 民間セクターとの対話

### 【想定】

PPP のビジネス環境について、カウンターパートおよび関連省庁と民間セクター (企業および金融機関) と対話の場を設定し、後者からのコメント、要望、提言を記載した報告書 (「民間セクター対話報告書」) を作成する。その際のポイントは以下の 3 点である。

- 民間が参加する意欲が湧くフレームワーク」が必須であるという政府側の理解
- モンゴル民間セクターの PPP に対する十分な理解
- (長期的な視点になるが) PPP マーケットを担える民間セクターの育成

### 【実施】

2014年9月16日、MED・JICA 専門家チームが共同で半日のセミナー、“Practical Seminar and Dialogue for PPP Projects in Mongolia --- PPP in Mongolia, Today and Future”を開催し、民間セクター企業、関連各省庁を招待した。

セミナーには、実務面における啓蒙活動（アウトプット1中の「タイプⅡ」部分）も含まれており、この部分についてはJICA専門家チームがプレゼンテーションを行なった。この内容をまとめた報告書は別途提出するが、民間の要望より、上記のPPP理解が中心となった。

#### **アウトプット 2-4 PPP 実施促進に向けた行動計画の策定**

##### **【想定】**

上記行動計画の実施状況をモニタリングし、その結果をその後の活動に反映させる。

##### **【実施】**

上記の通り承認時期がプロジェクト最終段階となったため、このモニタリングはプロジェクト期間中にはほぼ実施されない。今後のフォローアップについては別途、考慮される必要がある。

#### **アウトプット 2-5 行動計画のモニタリング**

##### **【想定】**

上記行動計画の実施状況をモニタリングし、その結果をその後の活動に反映させる。

##### **【実施】**

上記の通り承認時期がプロジェクト最終段階となったためこのモニタリングはプロジェクト期間中にはほぼ実施されない。今後のフォローアップについては別途、考慮される必要がある。

#### **アウトプット 2-6 支援対象 PPP 候補事業の選定**

##### **【想定】**

##### **選定の基本方針**

支援対象 PPP 候補事業の選定に係る業務は以下の方針から実施する。

- MOE 並びにセクター省庁の強いコミットメントが期待できる案件
- FS/Pre-FS が既に実施されており、案件のコンセプトと定義が明確となっている案件
- EIA 実施済みか取得業務が開始されており、取得までのアプローチが明確となっている案件
- 土地収用等社会問題がないと確認（想定）される案件
- 事業の技術的、経済的および社会的実現性が高いと想定できる案件

##### **業務実施の手順**

（1）ステップ 1： 選定の基本方針および選定基準の説明  
基本方針に加え、対象案件選定の以下の基準を C/P に説明し、協議する。

- 民間セクター参加による VFM が見込めないため、公共投資計画（PIP）に含まれるべき BT 方式の PPP 案件は対象から除外する。
- 競争入札ではなく随意契約での事業推進案件は優先度は低い。

2013 年のコンセッション・リスト案件を上記基本方針および選定基準に基づき A、B、C の三段階で評価する。

(2)ステップ 2: ケーススタディ対象案件の調査

ステップ 1 に基づき高く評価された案件について詳細な調査を行う。

(3)ステップ 3: 支援対象 PPP 候補（ケース・スタディ対象）事業の選定

【実施】 アウトプット 2-8 の（実施）を参照されたい。

### アウトプット 2-7 実践的支援（ケーススタディ）

【想定】

アウトプット 2-6 で選定された支援対象 PPP 候補事業に対して、準備・実施を支援する（オプション 1）

ケーススタディとして適当な案件が特定できない場合には、JICA およびカウンターパートと協議の上で、PPP 案件に関連するプロフェッショナルなサービスの能力を向上できるような効果的で実践的なプログラムを実施する。（オプション 2）

想定される支援 1：F/S

想定される支援 2： 対象事業のスクリーニング（プロジェクト評価）

想定される支援 3： 入札およびモニタリング

補足支援業務： フィナンシャル・モデル作成指導

【実施】 アウトプット 2-8 の（実施）を参照されたい。

### アウトプット 2-8 ケーススタディ教材の作成

【想定】

MOE 等の将来の PPP 啓発プログラムや PPP 研修での活用を目的としたケーススタディ教材を作成する。ケーススタディ教材はアウトプット 1-2 および 2-7 での業務に基づき作成される。

【実施】

アウトプット 2-6、2-7、2-8 に関してはアウトプット 2-2 で経緯につき触れたが、以下で説明するように実行されず、代替案を実施した。

具体的な案件へのアドバイザリーを行うケーススタディのコンポーネントに関しては、適切な進捗案件の不在（コンセッション・リストは 50 数件よりなるが大半が、法で要求されている F/S もなく、全体の巨額な資金需要合計に対する実現可能性の検討もなく単なるウィッシュ・リストの要素が強い）、モ側の情報提供なし等々から機能していなかった。旧 MED



局長からは、バガヌール発電プロジェクトも示唆された。しかしながら、当プロジェクトについて入札の時期に入ったというタイミングおよび中国企業グループの受注という事情もあってか具体的な支援要請がワーキンググループからなされることはなかった。ほかにもこうした案件は提起されなかった。この状況を踏まえ代替案として、モンゴル政府 PPP 関係者に緊要のトピック・オリエンテッド プログラム(Hands on advisory supports for specific projects)をすでに開始されていた対 MOE への支援を含め 以下の 1.2 の内容で大幅に拡大して講義しかつ下記タイトルのガイドブック作成することも J C C にて提起、了承された。

1. PPP Project Screening
2. PPP Project Implementation

対象の省庁は、最終的には、IMA, MOHS, MOE となり各省に以下の回数のレクを実施した。この合計は 42 回となる

#### IMA 新人向け研修 (DBM\* スタッフ含む)

\*DBM: このほかのレク・セミナー等にも相当の人数参加となった。独自のプログラムについては要請も受けたが、リストラが必要とされるとの評価ある同行の現況もあり提供しなかった。

#### IMA: 6 回

No.	日時	タイトル
第 1 回	2015/9/23	イントロダクション／PPP Concepts／PPP Models
第 2 回	2015/9/29	PPP Risks
第 3 回	2015/11/3	PPP Project Screening
第 4 回	2015/11/18	Program and Project Management／PPP Project Cycle
第 5 回	2015/12/1	Structuring and Financing
第 6 回	2016/1/26	Enabling Environment

#### MOHS: Mini-WS : 15 回

No.	日付	講義トピックス
第 1 回	2015/6/19	Overview
第 2 回	2015/6/26	General principle of PPP
第 3 回	2015/7/3	General principle of PPP
第 4 回	2015/7/8	General principle of PPP (Japanese experience)
第 5 回	2015/9/4	PPP project selection
第 6 回	2015/9/11	Project Development / Project structuring / Set up game plan for bidder selection / Market sounding /

第 7 回	2015/9/18	Bid document preparation / Procurement process
第 8 回	2015/10/1	Market sounding / Procurement process
第 9 回	2015/11/20	Project evaluation
第 10 回	2015/11/26	Project evaluation
第 11 回	2015/12/4	Project evaluation / Contract negotiation
第 12 回	2015/12/10	Contract management
第 13 回	2016/1/22	Contract management
第 14 回	2016/1/29	Risk analysis
第 15 回	2016/2/4	Conductive enabling environment

**MOHS: Mini-Seminar : 2 回**

No.	日時	講義トピックス
本省向け	2015/12/11	General principle of PPP
地方機関向け	2016/3/4	General principle of PPP

**MOE: Mini-series: 19 回**

No.	日付	講義トピックス
第 1 回	2014/9/23	PPP for Power Supply (Introduction of PPP)
第 2 回	2014/9/23	PPP for Power Supply (Overall Brief)
第 3 回	2015/2/5	Power Purchase Agreement (Major points in PPA)
第 4 回	2015/2/5	Transmission BOT Study
第 5 回	2015/5/28 2015/5/29 2015/6/8	Financial Model Study (Workshop for producing financial projection and analysis at excel file of cash-flow statement, balance sheet and income statement)
第 6 回	2015/8/28	A Successful IPP Project in Pakistan (HUBCO)
第 7 回	2015/9/2	Financial Projection Study (Concept and Design)
第 8 回	2015/9/2	International Grid Connection
第 9 回	2015/10/23	Financial Model
第 10 回	2015/10/30	Power Purchase Tariff
第 11 回	2015/11/6	Financial Fundamentals - Debt Service Cover Ratio for Lender - Equity IRR (Return) for Equity Investor - Price for Power Purchaser and Consumers

第 12 回	2015/11/11	Future Prospectus of PPP for Power Sector Development - What we should do for future development (Discussions by Participants)
第 13 回	2016/1/11	Differences between PPP Project and Conventional Project (Monitoring and Checking)
第 14 回	2016/1/14	Concession Agreement
第 15 回	2016/1/18	PPP Application to Hydro Project
第 16 回	2016/1/21	Ulgii hydro project development study as PPP
第 17 回	2016/1/25	Renewable Energy and PPP
第 18 回	2016/1/28	Combined Heat and Power
第 19 回	2016/2/1	Energy Sector Project Development Further Development PPP

ケーススタディ的な特定プロジェクトに関するアドバイザリーサービスは、この変更においても排除したのではなく、可能な限り提供するとしていたがその後 IMA 長官より再度、同様のタイプの協力要請がありウルギ発電プロジェクトを例示された。当方は本 PPP プロジェクトの残存期間等の観点から同プロジェクトを検討することとした。しかしプロジェクトの実質的な進捗説明がない状況が継続したため、2015 年 10 月、団よりこのプロジェクト分析に関する 2 通のメモを作成、IMA を通じて、提出した。これについてエネルギー省からの反応はなかった。このほかの進展はなく、これをもって終了と考えた。

#### アウトプット 2-9 ガイドライン参考資料の作成

##### 【想定】

モンゴル政府の PPP プロセスにはガイドライン、業務マニュアルおよび参考資料の未整備が想定されることから、これらに対応した PPP 事業スクリーニングガイドライン（案）、事業モニタリングガイドライン（案）等を作成する。ただし、ADB 作成のガイドラインとの重複を避ける

##### 【実施】

ガイドライン・ガイドブックは想定的位置づけに加え、ケーススタディの代替作用としてのミニレクチャー等の内容も反映したものを以下の 3 点として作成し、提出することとした。

- First Step Guide for PPP Practitioner (Red Book)
- PPP Project Screening Forms (Blue Book)
- PPP Check List for Power Sector (Green Book)

この3点の紹介、討議のため2016年5月30日から6月2日にかけてIMA（ジャハランバートル長官ほか）、MOE、MOF（投資局長ほか）、MOHS、JICA 事務所を訪問した。各省庁とも、強い関心を示し6月末の英語版・モンゴル版の配布を希望した。

これに関しては、JICA の終了報告書で提起されたプロジェクトの事業完了までに行うべき活動として実施した。

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## その他

機材供与：プロジェクト活動に必要な機材（専門家が使用する機材含む）

本プロジェクトでは、プロジェクト活動の円滑的かつ効果的な実施を目的に、2014年6月のプロジェクト開始時期に、サーバーコンピューター及びノートパソコン含む機材を調達・供与した（総額40,995,000MNT：220万円相当 添付資料に明細）。これらの機材は、MEDに納入されたが、現在は省庁再編によりIMAにおいて使用及び管理されている。

## 第4章 業務の目的の達成状況

JICA の終了時評価（DAC の評価基準）を以下要約する。（JICA プロジェクトチームのコメント）とある部分は文字通り、JICA の内部評価である終了時評価とは別物である（終了時評価は別途実施）

### 5 項目評価基準による評価

#### 評価1：妥当性（高）

モンゴル及びターゲットグループの開発ニーズ、モンゴルの開発政策、日本の PPP における優位性に合致する。

#### 評価2：有効性（中）

##### 1) プロジェクト目標の達成状況

PDM で設定された成果の一つは達成されたが、もう一つは未だ進捗中である。更に、プロジェクト目標の達成度を示す3つの指標のうち、2つについても、いまだ進捗中である。

##### 2) プロジェクト目標の達成に貢献した要因

- PPP 啓発活動の有効な取組みが、主要関係者に対して導入・実施され PPP の実質内容が共有され理解が進んだ。（成果1）
- 活動計画は、ほぼ継続的に実施・促進された。アクションプランでの提案は、新 PPP 法が通過することにより、具体化されることが期待される。（成果2－1）

##### 3) プロジェクト目標の達成を阻害した要因

ケーススタディの中止（プロジェクト目標1）。PPP の中心的な役割を果たすことが期待される MOF は、JCC に欠席する等、PPP へのコミットメントが少なかった。（成果2－2）

#### 評価3：効率性（中）

日本側の投入は質、量、タイミングを的確に投入されたが、C/P の変更によるスケジュールの遅れとケーススタディなどの計画の一部が、中止となったため効率性は中程度と評価される。

##### 1) 投入

プロジェクト目標達成は、成果1 がほぼ達成で、成果2 が進捗中である。

日本側の投入は、技術の質、知識、コミュニケーション能力、派遣頻度、期間、タイミングの面で、適正であり水準も満足いくものであった。一方、C/P の変更とケーススタディの中止が効率性にマイナスの影響を与えた。

##### 2) 他ドナーとの協力

JICA プロジェクトチームは、終始 ADB との連携を試み情報収集および意見交換という観点から非常に有効であった。

#### **評価 4：インパクト（高）**

##### 1) 長期開発政策と持続的経済成長

上位目標の三つの評価指標は、いずれも件数はあるものの、それらは PPP 事業とは言えないため、現在の評価は進捗中とする。しかし、モンゴルの PPP は、本プロジェクトの直接的・間接的関与を含め、今後一層促進されると期待され、本プロジェクトのインパクトは高い。

##### 2) PPP 事業でないインフラプロジェクトへのインパクト

新法の制定により PPP 環境が整備されれば、PPP も含めたインフラへの投資がより促進されると期待される。

#### **評価 5：持続性（比較的高）**

政策面、組織面、財政面、技術面からプロジェクト終了後の本プロジェクトの効果の持続性は、比較的に高いと評価される。本プロジェクトの提言としてアクションプランが IMA に承認されたが、新 PPP 法にアクションプランの多くの内容が共通しており新 PPP 法の成立により以下の点で、本プロジェクトの実施効果が持続的に継承されることが期待される。

##### 1) 政策面

IMA は 6 月の総選挙の結果を待たねば国家計画を含む政策の帰結を予測しえない。他方、新 PPP 法案が設立すれば、PPP 国家委員会が設立され、アクションプランでも多くの共通内容に触れている、プロジェクト実施、戦略、予算、モニタリングなどの権限を持ち、かつ直接交渉の回避等も期待される。以上から政府の大幅な変化がなければ政策面の持続性が高いと判断される。

##### 2) 組織面

新 PPP 法による PPP パートナiership・コーポレーション (partnership corporation) が設立され、PPP プロジェクトチームを組成する形があれば、C/P が変更するような省庁再編がない限り、持続性はある程度担保されよう。アクションプランでも持続性の必要につき提言している。

##### 3) 財政面

プロジェクト終盤に MOF の当プロジェクトへのコミットメントが示されたことなどから、今後の経常予算は確保の見込みが高い。新 PPP 法では、予算確保は PPP パートナiership・コーポレーションの役割である。政権交代リスクから流動的要素はあるが、持続性は比較的高い。

##### 4) 技術面

プロジェクトチームが IMA に提出予定の PPP ガイドブックは実務的であり、教科書的な大

きな役割を果たすと考えられる。

また PPP パートナリーシップ・コーポレーションは PPP フォーラム開催、研修実施も予定しており、人材流失がない限り、持続性は比較的高い。

## 評価の結論

本プロジェクトは最終的に「有効性」「効率性」で中程度と評価されたが、「妥当性」「インパクト」「持続性」では高いあるいは比較的高いと評価され、JICA のレーティング基準によれば、高いと評価された。C/P の変更による遅延のため、各評価が軒並み低くなった。

一方で、プロジェクトチームの積極的な取組みの結果、PPP 主要関係省庁を巻き込み、PPP に関する基礎知識及び実践的な研修を通じた PPP 能力向上に寄与したことが、インパクトの高さにつながった。また、プロジェクト終盤には、MOF のコミットメントを取り付け、今後の財政的な持続性も期待できることは、大きな成果だと言える。

結果として、新 PPP 法の規定が見込まれ、また本プロジェクトで MOF のコミットメントを得られたことから、今後 PPP 環境整備は加速していくことと予想する。また本プロジェクトのアウトプットであるアクションプランを政府が徐々に達成し、PPP 環境をさらに整えていくことを期待する。

進捗中の事項もあるが、アクションプランの実施により達成されるものであることから、当初計画に沿ってプロジェクトは予定通り終了するという結論に至った。

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## (JICA プロジェクトチームのコメント)

上記、終了報告書の評価に、若干の補足を行いたい。

- 頻繁な異動、退職など、組織による蓄積を前提とし難いこと、
  - MED 廃止による空白期間の存在、
- などの終了報告書により指摘された点に加え、
- 後継官庁の IMA が本来業務と異質である PPP の経験が乏しい、
  - 直接契約にする権限はライン官庁の一つを率いる産業大臣が他ライン官庁の案件も決定するという適正と思われない意思決定の仕組み、
  - スタッフの少数（8 名）による制約等

の要因からインプットの効果の発揮にはまだ相当な時間が要すると思われる。

啓発プログラムおよび主務官庁の実施枠組みの強化はインプットとして質量ともに相当の投入を行い、相応の効果を上げた。しかしながら、上記で述べた要因により飛躍的な強化とはなっておらず、今後の新 PPP 法および 2016 年 6 月選挙後の PPP 関連の機構改革の可能性などの推移をも見つつ、アクション・プラン の実現を、当プロジェクト終了後も目指すことで、PPP の更なる発展を期することとなろう。

## 第5章 ポスト業務完了

JICA の終了時評価の内容を以下、(1) 提言, (2) 教訓として要約する。(JICA プロジェクトチームのコメント) とある部分は文字通り、JICA の終了時評価ではない。

### (1) 提言

#### (1)－1 プロジェクトの事業完了までに行うべき活動の提案

PPP の能力強化に関して

[プロジェクトチームの活動]

- PPP のスクリーニングと実施についてのガイドブックを作成

[IMA を主とした GOM の活動]

- 作成したガイドブックを PPP 関連機関に広める  
経験や能力の不足は IMA だけでなく、他の PPP 関連省庁にもあり特に、F/S 分析能力が弱く、金融・経済分析能力が不足している。PPP の関連ガイドブックは、PPP 能力向上に役に立つと考えられる。

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#### (JICA プロジェクトチームのコメント)

この提言に関してはアウトプット 2－9 で述べた通り、ガイドブック 3 冊の英語版をまず作成し、モンゴル出張を実施して IMA はじめ関係各省庁に説明を行った。先方は今後のモンゴル語版をふくむコピーの受領を期待しており、これは 2016 年 6 月以降適宜配布される予定となる。

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#### (1)－2 プロジェクト期間後に行うべき活動の提案

a) PPP 環境の改善に関して

- 新 PPP 法の成立とその実行を促進する
- アクションプランの実行を促進する
- スクリーニングを充分に行い、コンセプションリストを適正なものにする

b) PPP の実践的能力の強化に関して

- PPP プロジェクトの実施を通して実践的経験を積み、IMA の能力を強化する
- 主要関係省庁へ指導、支援を行い、その PPP に関する能力を向上させる

c) 組織の定常化に関して



- 頻繁な担当省庁の変更や人員削減を行わない
- 担当省庁を一元化し、意思決定を速やかに行う

今後、新 PPP 法が今年国会に提出される予定であり、本プロジェクトの効果はプロジェクト終了後も政策面、組織面、財源面、技術面で持続させる必要がある。新 PPP 法制定後、PPP 国家委員会及び PPP パートナースhip・コーポレーションが設立され、プロジェクトが提案したアクションプランの内容のほとんどが反映される見込みである。

また、IMA と担当省庁の PPP に対する理解度は向上させるべきである。例をとると、IMA も関連機関も、担当省庁から提案された案件を適正に評価選別する能力や人材が不足しており、結果として事業採算性を無視した案件が自動的にリストに上がってしまう。

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#### (JICA プロジェクトチームのコメント)

当プロジェクトの終了後、この提案に即して、何らかのフォローアップ体制が手当されることが望まれる。

PPP 国家委員会及び PPP パートナースhip・コーポレーションの設立に関しては、予算の一元的管理という観点からも適切な MOF の関与が必要と思われる。

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## **(2) 教訓**

### **(2)-1 案件形成時における外部要因の調査・分析の重要性**

本プロジェクトの最も大きなポイントは、実施中に C/P が変更となったことである。組織改編が生じ、C/P が変更になるまで、多くの時間を要した。また、この変更で、それまで注力していた人材育成等は振り出しに戻ることとなり、大きな障害をもたらした。

以上のことから、プロジェクトの効率的な実施を阻害するような事前に生じるリスクや外部要因は、詳細計画策定調査の際に洗い出し、外部要因の影響を最小限にする方策を検討しておくべきである。

### **(2)-2 代替案の有効性**

本プロジェクトのもう 1 つのターニングポイントは、ケーススタディがモンゴル側の事情で中止となり、実施にいたらなかったことである。この際、プロジェクトチームは、ケーススタディから Topic Oriented Program に切り替えて、C/P の PPP 能力向上に取り組み、より実践的な研修が実施できる等、大きな成果を得た。

この結果に至った要因は、二つ考えられる。

第一点は、プロジェクトチームの柔軟な対応及び継続的な対話である。C/P 及び関係省庁とコミュニケーションを取りながら、彼らのニーズを引き出したことで、より効果的な研修が行われた。

第二点は、PDM に代替案として Topic Oriented Program が記載されていたことである。当ケーススタディは、実際の案件の実施を支援するというかなり実践的な取り組みであったため、案件の進み方次第で、頓挫する可能性があった。そのため、PDM 上にケーススタデ

イが実施できなかった場合は、Topic Oriented Program を実施することを記載していた（実際に PDM 上で、変更は行われず）。

このように、実施可能性が必ずしも高いと言えない活動等に代替案を設けることで、万が一、当該活動が頓挫した場合にすぐにリカバリーすることができるため、プロジェクトへの影響を最小限に抑えることができる。

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#### (JICA プロジェクトチームのコメント)

上記に加えて一点付け加えたい。

##### **モンゴルの特性に対する対応の必要性**

本プロジェクトに限らず、モンゴルにおける ODA 事業においては以下の特性が散見され、これに対処する方策が必要と思われる。

- モンゴル政府等 C/P の予算/人材の極端な不足
  - 今後のキャパビルプロジェクトについては、C/P 及び裨益者の人数や予算手当についてより強い政府のコミットが必要。併せて、本邦支援コンサルチームのローカル人材の活用拡大（ADB 案件で頻繁に見られる）も必要。
  - 政治の影響力(Political Intervention)が大きく政治の動向により、C/P の担当者まで人事異動が頻繁に行われてしまう。
  - 法令や政府ガイドラインの実施や運用が適切に実施されない。  
産業振興と併せて、インフラ整備は大きな政治課題であること及び現在のモンゴル国の財政状況を勘案すると、今後も（新政権誕生後も）PPP は大きな政策課題であり、Political Intervention が働く可能性が高い。
  - R/D や PDM 作成の段階で Political Intervention を回避しかつ法令等を順守するスキーム作成やより強いモニタリングが必要。一般的には、見えにくいところで Political Intervention が進むことを勘案し、ADB 等国際機関やメディアを含めた体制を構築し、「健全なる PPP」実現に向けた先手のアプローチが必要。
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## **Annex**

### **Annex 1. Results of the Project**

Type I Seminar <Agenda and Participants>, 16<sup>th</sup> May, 2014  
Type II Seminars <Agenda and Participants>, 6<sup>th</sup> June, 2014  
Type II Seminars <Agenda and Participants>, 16<sup>th</sup> September, 2014  
Type II Seminars <Agenda and Participants>, 30<sup>th</sup> January, 2015  
Type II Seminars <Agenda and Participants>, 30<sup>th</sup> June, 2015  
Type II Seminars <Agenda and Participants>, 8<sup>th</sup> September, 2015  
Type II Seminars <Agenda and Participants>, 10<sup>th</sup> November, 2015  
Type II Seminars <Agenda and Participants>, 16<sup>th</sup> March, 2016

List of Equipment

### **Annex 2. PDM and Monitoring Sheet**

Monitoring Sheet <version 1>, 19<sup>th</sup> June, 2014  
Monitoring Sheet <version 2>, 31<sup>st</sup> October, 2014  
Monitoring Sheet <version 3>, 27<sup>th</sup> February, 2015  
Monitoring Sheet <version 4>, 28<sup>th</sup> August, 2015  
Monitoring Sheet <version 5>, 29<sup>th</sup> February, 2016

### **Annex 3. R/D, M/M, Minutes of JCC**

Record of Discussion, 29<sup>th</sup> January, 2014  
Minutes of Meetings, 6<sup>th</sup> December, 2013  
Minutes of the 1<sup>st</sup> JCC, 25<sup>th</sup> September, 2014  
Minutes of the 2<sup>nd</sup> JCC, 29<sup>th</sup> June, 2015  
Minutes of the 3<sup>rd</sup> JCC, 21<sup>st</sup> March, 2016



## **NEW SCHEDULE / 14 may /**

### **The Project for Capacity Building of Public Private Partnership in Mongolia**

#### **Draft Agenda of Seminar**

#### **Public-Private Partnership in Public Investment Policy**

- **Date:** May. 16<sup>th</sup>(Fri) **Time:** 09:00 – 12:30 (Registration will start at 08:30)
- **Participants:** MED, MOF, line ministries,
- **Number of the participants:** around 40
- **Venue:** MED conference room
- **Language:** English – Mongolian (simultaneous interpretation)

**Chaired by a representative from MED**

Time	Agenda items	Speakers
08:30-09:00	Registration	
09:00-09:05	Opening Remarks	Mr. Bekhbat Sodnom, Director General Department of IPPP, Ministry of Economic Development Mr.Kato Toshinobu Chief Representative JICA Mongolia
09:05-09:15	Brief introduction Framework of JICA project	Mr.Urade Takayuki Project consultant team
09:15-10:05	Presentation on PPP and Fiscal Risk management Discussion(10min)	Prof. Asanuma Shinji Visiting Professor, School of International and Public Policy, Hitotsubashi University, Japan
10:05-10:55	Presentation on PPP in the context of Public Investment Policy Discussion(10min)	Prof. Shishido Hisanobu Economics Professor, Department of International Relations, Division of Global Social Sciences, Tokyo Woman's Christian University
10:55-11:05	Coffee Break	
11:05-11:55	Presentation on International experiences of PPP: What works and what does not work in good and bad practices Discussion(10min)	Prof. Nishizawa Toshiro Professor of Graduate School, School of Public Policy, Tokyo University
11:55-12:15	Recent PPP developments in Mongolia	Mr. Bekhbat Sodnom, Director General Department of IPPP, Ministry of Economic Development
12:15-12:25	Open discussion	
12:25-12:30	Closing Remarks	Mr. Bekhbat Sodnom, Director General Department of IPPP, Ministry of Economic Development
15:00-15:30	Discussion	Parliament members
15:45-16:00	Discussion	Minister of MED

List of participants  
May 16th 2014, PPP in PIP seminar

**Ministry of Mining**

1. Head of Economy, Finance and Investment Division N.Enkhbayar
2. Senior officer Economy, Finance and Investment Division Sh. Erdenetsetseg

**Ministry of Population Development and Social Welfare**

3. Strategy policy and planing department J.Dolgormaa
4. Social welfare implementation regulatory department B.Gerelsaikhan (PPP officer)

**Ministry of Culture, Sport and Tourism**

5. Head of Finance and Investment Division of Strategy policy, planing department Z.Tulga
6. Director of Sport policy and implementation regulatory department Kh. Bakydjan

**Ministry of Defense**

7. Offier of Policy and implementation department T.Nyamsandan (Lieutenant colonel)
8. Diretor of SOE of Defense B.Kolya (Lieutenant)

**Ministry of Nature Envireonment and Green Development**

9. Senior officer of state administration department B.Dorjgotov
10. Officer of Green development planing department U.Uranchimeg

**Ministry of Finance**

11. Offier of Budget policy and planing department D.Soyolmaa
12. Officer of Finance policy and debt management department N.Bilguun

**Ministry of Foreign Affairs**

13. Officer of Asia, Pacific countries department D.Ikh-Od

**Ministry of Road and Transport**

14. Director of Strategy policy and planing department B.Galbadrakh
15. Head of Auto transport policy and implementation division N.Battulga

**Ministry of Labor**

16. Officer of SME B.Amarsanaa
17. Officer of Development of Fund for SME A.Amarjargal

**Ministry of Energy**

18. Officer of Finance and Investment Department J.Munkhbaatar (PPP officer)

**Ministry of Education and Science**

19. Director of Policy and implementation department D.Erdenechimeg
20. Director of State administration department L.Tsedevsuren

**Ministry of Justice**

21. Director of State administration department D.Sunjid

22. Senior officer of legislation reform department Ts. Ariunjargal

**Ministry of Industry and Agriculture**

23. Director of State administration department G.Nandinjargal

24. Senior officer of State administration department D.Batzorig

**Ministry of Health**

25. Director of Policy and planning department Ts.Tsolmongerel

**Ministry of Economic Development Officers and Directors**

## Agenda of PPP Type II Seminar on June 6<sup>th</sup> 2014

Place: At MED Meeting Room

- |               |   |
|---------------|---|
| ■ 9:00-9:30   | Registration  |
| ■ 9:30-9:40   | Opening Remark: MED/IPPP Department                     |
| ■ 9:40-10:00  | Presentation (1): "Project Overview"                    |
| ■ 10:00-10:40 | Presentation (2): "PPP 101: Understanding Risk Sharing" |
| ■ 10:40-11:10 | Open discussion   |
| ■ 11:10-11:20 | Closing Remark: JICA Consulting team                    |



**PPP Capacity Building in Mongolia**  
MED, Conference room

2014.06.06

<b>Nº</b>	<b>Name</b>	<b>Organization</b>	<b>Position</b>
1	B. Tsagaantsetseg	Division of Local Development Fund, Department of Budget Policy and planning, Ministry of Finance	Officer
2	M. Nyamsuren	Economics, Finance and Investment Department, Ministry of Mining	Officer
3	S. Humbal	Economics, Finance and Investment Department, Ministry of Mining	Officer
4	B. Myagmarsanj	Ministry of Environment and Green Development	Officer
5	D. Tengis	Green development policy planning Department, Ministry of Environment and Green Development	Senior officer
6	Kh. Bolor-Erdene	Financial Policy, Debt Management Department, Ministry of Finance	Officer
7	Z. Batsaikhan	International Organization Department, Ministry of Foreign Affairs	Adviser
8	A. Uranchimeg	Ministry of Education	Engineer
9	O. Munkhbayar	Office of Construction and Orders, Ministry of Education	Director
10	B. Tselmeg	Department of SME development , Ministry of Labour	Officer
11	Ya. Munkhchimeg	Foundation for SME development , Ministry of Labour	Officer responsible for structure of SME,
12	J. Munkhbaatar	Department of Finance and Investment, Ministry of Energy	Senior officer responsible for
13	B. Otgonbaatar	Mongolian National Chamber of Commerce and Industry	Officer
14	N.Molor	Strategic Policy and Planning, Ministry of Culture, Sports and Tourism	Officer
15	Z. Soyolmaa	Strategic Policy and Planning, Ministry of Culture, Sports and Tourism	Officer
16	O. Gunjin-Ish	Division of Credit Operation, Credit Department, Development Bank of Mongolia	Officer
17	E. Khandarmaa	Division of Project Finance, Credit Department, Development Bank of Mongolia	Officer
18	Ch. Bayrmaa	Division of Project Finance, Credit Department, Development Bank of Mongolia	Officer
19	L. Dashdemberel	Division of Innovation and High technology, IPPP Department, Ministry of Economic Development	Officer responsible for Science park
20	Ch. Munkhshur	Division of Free Zone, IPPP Department, Ministry of Economic Development	Officer
21	Ts. Otgonbayar	IPPP Department, Ministry of Economic Development	Officer
22	M. Tulgat	Khishigarvin Industrial LLC	Manager
23	Ch. Byambadorj	Department of Controlling-Analysis evaluation, internal audit, Ministry of Economic Development	Officer
24	E. Zolbadrah	Division of Infrastructure Finance, Credit Department, Development Bank of Mongolia	Officer
25	B. Bolorzaya	Division of Credit Risk, Department of Risk Management, Development Bank of Mongolia	Officer
26	B. Odontuya	Division of Debt Management, Financial Policy and Debt Management Department, Ministry of Finance	Officer
27	O. Vandandorj	Ministry of Economic Development	Officer

28	B. Naranjargal	Director of UMC Alfa LLC	
		Financial Market Association	
29	Ts. Erdene-Ochir	Division of Road Construction, Road policy implementation and regulation Department, Ministry of	Officer
30	S. Gerelmaa	Ministry of Road and Transportation	Officer
31	D. Ikh-Od	Ministry of Foreign Affairs	Officer
32	B.Soninkhuu	Ministry of Health	Officer responsible of PPP

Organizers: MED & JICA PPP Expert Team

**Practical seminar and dialogue for  
PPP projects in Mongolia**

**“PPP in Mongolia, Today and Future”**

**1. Date, time and venue**

Date: 16th of September, 2014

Time: 9.00-12.30 am

Venue: Tuushin hotel, Soyombo1 Conference hall

**2. Participants**

- (1) IPPP Department, MED
- (2) Invitees from Private sectors
- (3) Line ministries and other organizations
- (4) JICA and JICA PPP Expert team

**3. Agenda**

Opening remark (MED), 10 min

1. Presentation for PPP in Mongolia, S.Bekhat Director general of IPPP Department, MED, 10 min

(Regulatory environment -Concession Law & relevant rules/regulations)

Questions and Answers (Q&A), 10 min

2. Presentation for PPP in Mongolia, S.Bekhat Director general of IPPP Department, MED, 10 min

(Present status of PPP projects in Mongolia)

Questions and Answers (Q&A), 10 min

3. Presentation for Global Trend of PPP, Kh. Adegawa JICA PPP Expert Team, 20 min

(Introductions of PPP examples in Japan and other countries)

Questions and Answers (Q&A), 10 min

Coffee Break, 15 min

4. Introductions of PPP projects in Mongolia by private sector, 30 min

**“RDCC” LLC**

**“Chinggis Land Development Group-New Development Road” LLC**

**“Newcom” LLC**

3 Mongolian companies will introduce their PPP projects with their comments on Mongolian PPP framework, 5 min. per each company

5. Dialogue between Government sectors and Private sectors, 60 min

Panel Discussion

- Comments from the private sector participants
- Prospects/expectations on the future opportunities
- Requests/recommendations to the policy makers

Moderator: JICA PPP Expert Team (Mr. Shibata, Team Leader)

(Preliminary issue identification by Moderator ).

Theme of the discussion may include; (Tentative)

- Measures to encourage more inward investment by foreign investors
- Need for credit guarantee system based on proper risk sharing between public & private
- How to mobilize financial resources to finance PPP projects
- Measures to assure more transparent procurement process
- Other policy supports expected for further stimulating PPP

Closing remark (MED)

**Practical seminar and dialogue for PPP projects in Mongolia**  
**“PPP in Mongolia, Today and Future”**

	Name of the organization	Name of the person	Position
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**2014.09.16**

1	MED, IPPP, Concession	S. Bekhbat	
2	MED, IPPP, Concession	G. Sodbayar	
3	MED, IPPP, Concession	G. Enkhbold	
4	MED, IPPP, Concession	Ch. Zaya	
5	MED, IPPP, Concession	N. Enkhjin	
6	MED, IPPP, Innovation	B. Bat-Erdene	
7	MED	Dashdemberel	
8	Ministry of Human development social welfare	B. Gerelsaikhan	Нийгмийн хамгааллын бодлогын хэрэгжилтийг зохицуулах газрын мэргэж
9	Ministry of Human development social welfare	B. Altantulga	
10	Ministry of Sports, Culture and Tourism	Ch.Amarbayar	Strategiin boglogo tuluvlultiin gazriin mergejiltен.
11	Ministry of Sports, Culture and Tourism	G. Yalalt	Strategiin boglogo tuluvlultiin gazriin mergejiltен.
12	Ministry of Defence	B. Erkhembayar	
13	Ministry of Energy	J. Munkhbaatar	Officer of Finance and Investment Department
14	Ministry of Education and science	M. Enkhee	officer of strategic policy and planning department
15	Ministry of Education and science	Kh. Gantsetseg	officer of finance and investment department
16	Ministry of Mining	N. Enkhbayar	Head
17	Ministry of Road and Transportation	Ts. Erdene-Ochir	Division of Road Construction, Road policy implementation and regulation Department
18	Ministry of Environment	Dorjgotov	
19	Development Bank of Mongolia	N. Munkh-Ochir	Senior officer of Loan department
20	Development Bank of Mongolia	S. Batzorig	Officer of project financing
21	Development Bank of Mongolia	M. Zolbadrakh	
22	Mongolian chamber of commerce and industry	Ch. Nergui	Director of integrated policy, planning and regulation
23	Mongolian chamber of commerce and industry	N. Dolgormaa	СМЕ, салбар танхимын хэлтсийн дарга
<b>Private Sector Participants</b>			
24	Newcom	D. Gankhuyag	Presenter
25	RDCC/NTB	Ts. Tuul	Presenter/Project manager
26		Sainbayar	
27		Davaatsetseg	
28	UB water tsenegt electric power plant	G. Ganbat	Presenter
29	Megawatt LLC	T. Batbayar	Head responsible for science and technology
30		B. Oyun-Erdene	Chemical engineer
31		P. Baatar	Advising Engineer
32	E-Trans LLC	Ch. Enkhbold	
33		E. Uyanga	
34	NVC	B. Zul	Project team leader
35		B.Bayarmaa	Lawyer
36	Shinjan Jengun Jitua LLC	Li Mingzhong	
37		Saqilenggui	
38		Davkharbayar	
39	Prophecy power generation	M. Purevsuren	Project coordinator
40	Infrastructure network LLC	G.Khuyag	Director

41	JKC LLC	B.Badral	
42	Bayan Altan Bukht LLC	S.Uurtsaikh	
43		E. Byambajav	
44	MIH	Enkhbaatar	
45	New airport highway LLC	Shinebayar	New airport highway
46	Gan Evt LLC	Gombodorj	director
47	Mitsui Sumitomo	Okada Nobuo	
48		Boldmaa	
49		Purevtsetseg	
50	Shojitsu	B. Nasanbileg	
51	Mitsubishi Shoji	Byambadorj	
52	NIPPO	Kyoichi Yamada	
53	Mongol Umguulugch Law firm	Javkhiantugs	
54		Tsend-Ayush	
55		Enkhbulgantamir	
56	PWC	Olga	
57		Mark	
58	Zamiin Uud free zone	Nemekhbayar	
59	Zamiin Uud free zone	Bayarmunkh	
Other organizations			
60	JICA	A. Saikhantuya	
61	ADB	D. Bailiikhuu	
62	MonEF	U. Batzorig	Officer for training and development
63	Embassy of the Czech Republic in Mongolia	Ladislav Horak	Head of Economic Section, 3rd secretary
64	Embassy of the Czech Republic in Mongolia	J. Lkhagvadulam	Economic section assistant
65	Vanjil cultural center	Tsendpurev	
Media			
66	Eagle TV	Battsetseg	
67	Parliament TV	Tsetsegmaa	
68	Mongolian economy journal	Burenjargal	
69		D. Bekhbayar	Editor in chief
70	Zuuni medee newspaper	D. Oyunchimeg	
71	SBN TV	B. Tuvshintulga	
72	Mongol Ecomioic	Ikhbayar	
73	Shine Mongol Radio	Enkhtuul	
74	MNC TV	G. Batkhishig	
75	TM TV	B. Shurentsetseg	

“Төр-хувийн хэвшлийн түншлэлийг хэрэгжүүлэх үе шатууд”  
сэдэвт сургалт, семинарын хөтөлбөр  
13.30-15.10 цаг

13.30-13.40	Opening remark (Concession division)
13.40-14.40	<p>Presentation on PPP Procurement Process (JICA Project Team: Mr.Yas Furusawa)</p> <ul style="list-style-type: none"> <li>• The procurement process for PPP projects is one of important issues for the development of PPP project.</li> <li>• The presentation addresses the key points in procurement process, including <ul style="list-style-type: none"> <li>* Tender process ( tender documents, tender announcement and Pre-qualification)</li> <li>* Bids evaluation criteria</li> <li>* Process for contract award</li> </ul> </li> <li>• Presentation is prepared based on reference systems for PPP in other countries, including Japan, Philippine and UK</li> </ul>
14.40-15.00	A questions and answers (Q and A )
15.00-15.10	Closing remark (JICA or JICA Project Team)

Хөрөнгө оруулалтын газар  
2015 оны 01 дүгээр сарын 23

**SEMINAR ON  
CAPACITY BUILDING OF PUBLIC-PRIVATE PARTNERSHIP  
IN MONGOLIA**

(3rd Type II Seminar: PPP Procurement Process)

Conference room 3rd floor, Ministry of Industry

**Registration**

2015.01.30

n	Name	Ministry	Department/Division	Position
1	J.Munkhbaatar *	Ministry of Energy	Department of Finance and investment	officer responsible for economic modeling and concession
2	N.Ibrai	Ministry of Construction&Urban Development	Division of Real estate market and foreign investment	Head of division
3	I. Luvsantseren*	Ministry of Energy	Department of Strategy policy and planning	Officer responsible for transmission
4	T. Munkhtur*	MCS Energy		CEO
5	M.Zolbadrakh	Development bank of Mongolia	Credit department	credit analyst
6	G. Temuulen	Development bank of Mongolia	Credit department	credit analyst
7	S. Batzorig	Development bank of Mongolia	Credit department	credit analyst
8	G. Enkh-Amgalan	Ministry of education, culture	Department of finance and economy	procurement
9	M. Nyamkhand	Ministry of education, culture	Department of finance and economy	investment of culture
10	B. Tsagaantsetseg	Ministry of Finance	Fiscal Policy and planning department	officer
11	B. Gerelsaikhan	Ministry of Population Development and	Strategic policy and planning department	officer
12	B. Altantulga	Ministry of Population Development and	Strategic policy and planning department	officer
13	B.Batkhlug	Development bank of Mongolia	Credit department	credit analyst
14	G. Erdenesuvd*	Development bank of Mongolia	Credit department	credit analyst
15	Ch. Bayarmaa	Development bank of Mongolia	Project Finance division	analyst
16	N. Togtokhbayar	Development bank of Mongolia	Project Finance division	senior analyst
17	Sh. Erdenetsetseg*	Ministry of Mining	Division of economy, finance and investment	senior officer
18	B. Oyundelger*	Ministry of Road and transportation	strategic policy planning and cooperation department	senior officer
19	Battuya	Ministry of road and transportation		officer

\* officers who wanted ppt slides presented after the seminar



## Agenda of PPP Type II Seminar on June 30<sup>th</sup> 2015

Place: At MOJC 2<sup>nd</sup> FL

### Part 1. Project Screening by Mr. ADEGAWA of JICA Expert Team

- ☐ (Awareness Raising Program)
  
- ☐ Process of Project Screening
- ☐ Screening for Technical Viability
- ☐ Screening for Operational Viability
- ☐ Screening for Economic Viability
- ☐ Screening for other issues

### Part 2. Important Factors for finance using development banks by Mr. SAHIBATA, Leader of JICA Expert Team

This presentation emphasized a necessity for Mongolia to have a bank to provide long term loans.

**SEMINAR ON  
CAPACITY BUILDING OF PUBLIC-PRIVATE PARTNERSHIP  
IN MONGOLIA**

(4th Type II Seminar: PPP Project Screening)  
Conference room 2nd floor, Japan-Mongol Center

**Registration**

2015.06.30

n	Name	Ministry	Department/Division	Position
<b>Line ministries</b>				
1	L. Shirnen	Ministry of Health	Center for Health Development	Officer
2	B. Dorjmyagmar	Ministry of Health	Center for Health Development	Officer
3	B. Enkhtsetseg	Ministry of Health	Strategic Policy Planning Department	Officer,
4	Ts. Ariuntuya	Ministry of Health	Strategic Policy Planning Department	DG
5	D. Ganbold	Ministry of Foreign affairs	Department of public administration	advisor
6	N. Nyamkhuu	Ministry of Mining	Strategic Policy Planning Department	officer
7	B. Enkh-Ulzii	Ministry of Road and transportation	Department of Regulation of Railway, marine transportation implementation	officer
8	U.Mungunjiguur	Ministry of Road and transportation	Department of Strategic Policy, planning and cooperation	officer
9	Ch.Saraa	Ministry of Road and transportation	BX3X	officer
10	B..Bilguun	Ministry of Road and transportation	Department of Regulation of Railway, marine transportation implementation	officer
11	S.Saruul	Ministry of Justice	ГЭЗХАГ	officer
12	Ts.Huderyan	Ministry of Justice	ХШҮШГ	officer
13	T. Amartuvshin	Ministry of Education and science	XOT3A	manager
14	M.Uyanga	Ministry of labour and social welfare	XAXБХЗГ	officer
15	D. Chinmandakh	Ministry of labour and social welfare	HXБХЗГ	officer
16	A. Lkhamserjid	Ministry of Construction and Urban Development	Division of foreign cooperation	senior officer
<b>DBM &amp; MCCI</b>				
17	G. Temuulen	Development bank of Mongolia		credit analyst
18	O. Suvd-Erdene	Development bank of Mongolia		credit analyst
19	T. Ganbolor	Development bank of Mongolia		credit analyst
20	G. Zolbayar	Development bank of Mongolia		credit analyst
21	S.Duurenjargal	Mongolian chamber of commerce and industry	ПБТГЗГ	officer
22	B. Otgonbaatar	Mongolian Chamber of Commerce and Industry		Officer
23	T. Ariunaa	Mongolian Chamber of Commerce and Industry		officer
<b>Private companies/Organizations</b>				
24	D. Odkhoo	Rich Golden bulls education	Financial Department	Head
25	Enkhtuya	Rich Golden bulls education	Foreign affairs	Manager
26	S.Enkhbaatar	MIH LLC		advisor
<b>Other</b>				
27	U. Batzorig	MonEF	Officer for training and development	
28	Ts. Erdenebaatar		deputy	

**CAPACITY BUILDING OF PUBLIC-PRIVATE  
PARTNERSHIP IN MONGOLIA**

**5<sup>th</sup> Type II Seminar:**

**FINANCING FOR PPP PROJECT**

(8<sup>th</sup> of September, 2015, Best Western Premier, Tuushin Hotel)

**Agenda**

9.30-10.00 Registration

10.00-10.15 Opening remarks by IMA and JICA

10.15-10.45 Project Finance for PPP project by JICA Expert

Questions and Answers

10.50- 11.00 Coffee break

11.00-11.30 Viability Gap Funding and Governmental Guarantee for PPP projects

by JICA Expert

Questions and Answers

11.35- Closing remarks

**SEMINAR ON  
CAPACITY BUILDING OF PUBLIC-PRIVATE PARTNERSHIP  
IN MONGOLIA**

(5th Type II Seminar: Financing for PPP Projects)  
Best Western Premeir, Tuushin Hotel

**Registration**

2015.09.08

n	Name	Ministry/Organization	Department/Division	Position
<b>JICA</b>				
1	Sawada	JICA office		
2	Saikhantuya	JICA office		
3	Tuvshin-Od	JICA office		
<b>Ministries</b>				
4	B.Enkhtsetseg	Ministry of Healths and Sports	Strategic Policy and Planning Department	Officer,
5	S. Munkh-Erdene	Ministry of Healths and Sports	Public physical education and and sports policy implementation and regulation department	
6	B.	Ministry of Healths and Sports	Officer, Health development centre	
7	O.Batbayar	Ministry of Healths and Sports	Strategic Policy and Planning Department	Officer,
8	Ts.Ganbaatar	Ministry of Healths and Sports		Officer,
9	Oyunsuren	Ministry of Healths and Sports		
10	B.Maichimeg	Ministry of Population development and Social protection		
11	Tumenjargal	Ministry of Labour		
12	Amartuvshin	Ministry of construction and urban development		
13	Bold	Ministry of construction and urban development		
14	Gantumur	Ministry of construction and urban development		
15	Khunbal	Ministry of Mining		
16	Ulziijargal	Ministry of Road and transportation		
17	Dechin	Ministry of environment <sup>8</sup> green development and tourism		
18	Gantulga	Ministry of environment <sup>8</sup> green development and tourism		
19	Odmaa	Ministry of food and		
20	J.	Ministry of Energy		
21	B.Otgontsetse	Ministry of Finance		
22	B.Tsagaantsetseg	Ministry of Finance		
23	Ganbat	Economic Development Department of City		
24	Munkhzul	Economic Development Department of City		
25	Altanchimeg	Invest Mongolia agency		
26	Mandakh	Invest Mongolia agency		
27	Gan-Erdene	Invest Mongolia agency		
28	Batbayar	Invest Mongolia agency		
29	Tuguldur	Invest Mongolia agency		
30	B. Otgonbaatar	Mongolian Chamber of Commerce and Industry	Officer	
<b>October 2014, JPN training participants</b>				
31	Ts.Erdene-Ochir	Ministry of roads and transportation		
32	B.Enkh-Ulzii	Railway, sea transportation policy implementation and		

33	B.Lkhagvasuren	Railway, sea transportation policy implementation and		
34	B.Badral	Railway, sea transportation policy implementation and		
35	U.Mungunjugur	Strategic policy, planning and cooperation department		
<b>May, 2015, Malaysia training participants</b>				
36	S.Undrakh	IMA		
<b>Development Bank of Mongolia</b>				
37	S.Tsevegmid	DBM	Investment management division of Investment department	Head
38	Bayarkhuu	DBM	Investment Department	
<b>Commercial banks</b>				
39	Sainjargal	KHAN Bank		
40	Mr.Enkhbold	Golomt bank		
41	B.Sugarsuren	Golomt bank		
42	Hajime	SMBC	Chief Representative	
43	Fujiwara	Sumitomo corp	General manager	
44	Enkhjargal	Mitsubishi		
<b>Private companies/Organizations</b>				
45	Sh. Munkhbat	MCS Energy LLC		
46	Uyanga	Newcom Group(CHP5)		
47	M. Tulgat	Khishigarvin Industrial LLC		Manager
48	Khurelbaatar	Khishigarvin Industrial LLC		
49	Tuguldur	NVC		
50	G.Khuyag	Infrastructure network LLC	Director	
51	Nominbileg	Infrastructure network LLC		
52	Bayartsengel	MIH		
53	L.Battumur	TG Property LLC	CEO	
54	O.Natsagdorj	Nazamba great Mongol International		
55	E.Erdenebileg	TESO LLC		
<b>Other organizations</b>				
56	U.Unurtsetseg	ADB	consultant	
57	Bolormaa	Global Green Growth Institute		
58	A.Bayarmaa	The business council of	Vice Director	
59	A.Enkhtsogt	Sojitz		
60	B.Nasanbileg	Sojitz		
61	Nooto Okama	Japan Mongolian center		
62	Naomi Abe	Japan Mongolian center		
63		Japan Mongolian center		
64		Japan Mongolian center		
65	Enkhzaya	JICA-Project	TSL	
66	Chimeddagva	JICA-Project	TSL	
67	Tuvshintugs	JICA-Project	TSL	
68	Ankhtsetseg	JICA office	NUBIA project	

**CAPACITY BUILDING OF PUBLIC-PRIVATE  
PARTNERSHIP IN MONGOLIA**

**6<sup>th</sup> Type II Seminar on**

**Project Management in PPP Projects**

(10<sup>th</sup> of November, 2015, 2<sup>nd</sup> floor, #204, Mongolia-Japan Center)

**Agenda**

9.00-9.30      Registration

9.30-9.45      Opening remarks: By Invest Mongolia Agency (IMA) and/or JICA

9.45-10.45    Program & Project Management for Government in PPP Projects,  
By Mr. Taketomi ( JICA Expert Team)

Questions and Answers

10.45- 11.45   PPP Contract Management,

By Mr. Furusawa ( JICA Expert Team)

Questions and Answers

11.45-          Closing remarks: By Invest Mongolia Agency (IMA) and/or JICA

**SEMINAR ON  
CAPACITY BUILDING OF PUBLIC-PRIVATE PARTNERSHIP  
IN MONGOLIA**

(6th Type II Seminar: Project Management in PPP projects)

Mongol-Japan center

**Registration**

2015.11.10

n	Name	Ministry/Organization	Department/Division	Position
1	Gan-erdene	IMA		
2	Munkhtegsh	IMA		
3	P. Tsetsegee	Ministry of Healths and Sports	Strategic Policy and Planning Department	Officer,
4	B.Enkhtsetseg	Ministry of Healths and Sports	Strategic Policy and Planning Department	Officer,
5	B. Dorjmyagmar	Ministry of Healths and Sports	Officer, Health development centre	
6	Munkhtuya	Ministry of Healths and Sports	Strategic Policy and Planning Department	
7	D. Ariunaa	Health development center		
8	Bayartuya	Mongolian chamber of commerce and industry		
9	Oigonjav	Mongolian Chamber of Commerce and Industry		
10	S.Munkhbat	Mongolian Chamber of Commerce and Industry		
11	Nadmidtseiden	Mongolian Chamber of Commerce and Industry		
12	Tumenjargal	Ministry of Labour		
13	Khunbal	Ministry of Mining		
14	S.Khaliun	Ministry of Road and transportation		
15	Ganbaatar	Ministry of Road and transportation		
16	Odmaa	Ministry of food and agriculture		
17	B.Enkh-Ulzii	Railway, sea transportation policy implementation and regulation		
18	U.Mungunjiguur	Strategic policy, planning and cooperation department		
19	S.Tsevegmid	DBM	Investment management division of Investment department	Head
20	B.Buyannemekh	DBM	Investment Department, DG	Deputy CEO, Director
21	Narantsetseg	DMB	Investment Management Division	senior officer
22	B.Zolzaya	DBM	Division of investment analysis	
23	P.Davgadorj	DBM	investment department	
24	Z.Bayarkhuu	DBM	Investment Department	
<b>Commercial banks</b>				
25	J.Boldmaa	SMBC	Assistant Representative	
26	Hajime Uchida	SMBC	Chief Representative	
27	Enkhbold	Golomt bank		
28	B.Tengis	Golomt bank		
29	Enkhbat			
30	Myagmardorj			
31	Nyamdelger			
32	Battulga Ganzorig			
<b>Other organizations</b>				
33	Khulangoo	The business council of Mongolia		
34	Enkhtsogt	Sojitz Corporation Liaison office	Deputy representative	
35	Sereedari	Sojitz Corporation Liaison office	Marketing manager	
<b>Private companies/Organizations</b>				

36	D.Gankhuyag	Newcom Group	Chief Infrastructure Office	
37	Nominbileg	Infrastructure network LLC		
38	Shinebayar	New airport highway LLC	New airport highway	
39	Sergelentuya	Legal policy llc		
40	Nominzul	Legal policy llc		
41	L.Battumur	TG Property LLC	CEO	
42	O.Natsagdorj	Nazamba great Mongol International		
43	M. Nazim Dal		DG	
44	Zolbayar	Global solution		
45	Battseren	global solution		
46	Yuji Iwasaki	Strategic Partners		
<b>Concessionaires</b>				
47	Ulaanbaatar hydro power plant LLC	Tuul -Songino water reservoir		
48	Batjargal	NUBIA		



## **Seminar on PPP in Mongolia with a focus on the Action Plan**

**Time: 10:30-13:00, March 16, 2016**

**Venue: Soyombo Hall, Best Western Tuushin Hotel**

### **Agenda**

- |              |  |
|--------------|--|
| 10:00-10:30  | Registration   |
| 10:30-10:35  | Opening remarks: Mr.S.Javkhlanbaatar, Director General of IMA  |
| 10:35-11:10  | Action Plan on PPP: Mr.Shibata, JICA PPP Capacity Building Expert Team   |
| 11:10-11:30  | Coffee Break.  |
| 11:30-12:00  | Development of a PPP Law: Mr. Sugden, Principal PPP Specialist, ADB  |
| 12:00 -12:50 | Panel discussion: to be chaired by Mr. Khashchuluun.Ch<br>Panelists: some more panelists from donor agencies and/or embassies might join. <ul style="list-style-type: none"><li>● Mr. Batbayar, Head of the PPP and Concession Division, IMA</li><li>● Mr.Tsunoda, Senior Adviser, JICA HQs,</li><li>● MOF representative,</li></ul> |
| 12:50-13:00  | Closing remarks: Mr. Sato, Chief Representative, JICA Mongolia Office  |

## Seminar on PPP in Mongolia with a focus on the Action Plan

**Time: 10:30-13:00, March 16, 2016**

**Location: Soyombo Hall, Best Western Tuushin Hotel**

Registration			
	Name	Organization	Position
<b>IMA</b>			
1	Ts.Batbayar	IMA	PPP Concession
2	M.Mandakh	IMA	PPP Concession
<b>Ministries and others</b>			
3	B. Dairiimaa	Ministry of EGD	Public administration department
4	T.Turbadrakh	Ministry of Defence	Department of Regulation of Policy implementation
5	S.Namjilmaa	Ministry of Industry	Sector development policy regulation department
6	D.Suvdaa	Ministry of Industry	SME policy implementation regulation department
7	D.Erdene-Ochir	Ministry of Industry	Trade policy regulation department
8	B.Bolor	Ministry of Industry	Trade policy regulation department
9	B.Amanjol	Ministry of Industry	Heavy industry policy department
10	Erdenetuya	Ministry of Industry	
11	U.Mungunjiguur	MRT	Strategic policy planning cooperation department
12	B.Badral	MRT	Railway, sea transportation policy implementation regulation department
13	S.Unurbayar	MRT	Railway, sea transportation policy implementation regulation department
14	B.Dorjmyagmar	MHoS	
15	B.Ganzorig	MoF	
16	D.Odmaa	Ministry of agriculture	

17	Battogtokh	Ministry of Foreign affairs	international economic relation department
18	D.Khorolsuren		
19	Enkhbold	Capital city PPP department	
Other organizations			
20	D. Bailiikhuu	MIK	Member of board
21	Unur	ADB	consultant
22	B.Zolzaya	DBM	senior analyst
23	B.Ariuntuul	DBM	officer
24	Eiji Shimamura	JICA	
25	Takashi Yokoyuma	Embassy	
26	Sato Mutsumi	JICA	
27	Buyanjargal	JICA	
28	Munkhtur. T	MCS	
29	Craig Sugden	ADB	
30	Tsunora Jiro	JICA	S.A
31	A.Enkhtsogt	Sojitz corp	deputy rep
32	Nasanbileg	Sojitz corp	
33	Misako Mori	RPE	
34	Masa Igata	Frontier	
35	Yuji Iwasaki	Frontier	
Media			
36	B.Khash-Erdene	Ubpost	editor
37	Ch.Ariunbold	MOTSAME	
38	D.Batsuren	tv-9	journalist
39	D.Oyunchimeg	Zuunii medee	journalist

This is a registration list, not an attendance one.  
Actually, only IMA staffs attended.

### List of Equipment

#### Capacity Building of Public-Private Partnership in Mongolia

ID No.	Item	Model/Brand	Specification	Quantity	Place of Installation	Date of Handover
JICAPPP01	Server Computer	Dell PowerEdge R210 Server	Processor/CPU-Intel Xeon, 2.4GHz, Memory/RAM-16GB, HDD: 4TB	1	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPP02- JICAPPP13	Notebook PC	Dell Vostro dell V5470-1728	Operating System: Windows 8, Processor: Corei7,3.0GHz, Display: 14", RAM/Memory: 6GB, HDD: 1TB	12	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP14- JICAPPP17	Voice Recorder	Sony ICD-UX81	MP3, 2Gb, Recording time: 240 time	4	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP18- JICAPPP23	HDD	Western Digital My Passport 1TB	Connector: USB2.0, USB 3.0, 1TB/1000GB	6	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP24- JICAPPP25	Digital Camera	Panasonic DMC-G5KK	Video/Full HD (1920 x1081i), Camera -16 megapixel resolution for high quality	2	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP26	Color Printer	Epson 1390 color printer	Paper size: A3, A4	1	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP27- JICAPPP28	Projector	MITSUBISHI WD620U Projector	Resolution: WXGA(1280x800), Image contrast ratio: 2000:1	2	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP29- JICAPPP30	Screen	Screen	Size: 150cm x 200 cm	2	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP31- JICAPPP32	Shredder	Comix S270		2	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP33- JICPP35	Scanner	Canon Lide110	2400×4800dpi, Paper size: A4	3	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014
JICAPPP36- JICAPPP39	Laser Pointer	Logitech Cordless 2.4GHz Presenter	Time set	4	Department of Innovation and Public Private Partnership, Ministry of Economic Development	July 4, 2014

## TO CR of JICA Mongolia OFFICE

### PROJECT MONITORING SHEET

**Project Title:** Project for Capacity Building of Public-Private Partnership in Mongolia\_

**Version of the Sheet:** Ver.1 (June 19, 2014)

**Name:** Tsutomu Shibata

**Title:** Team Leader

**Submission Date:** June 20, 2014

#### I. Summary

##### 1 Progress

###### 1-1 Progress of Inputs

- Personnel for the project have been decided. (M)
- The project office is made available. (M)
- Experts visited Mongolia (J)
- Equipment is being procured. (J)

###### 1-2 Progress of Activities

- Both type1 and type 2 awareness raising programs were held.

###### 1-3 Achievement of Output

- Self-diagnosis by IPPP Department and interviews/ questionnaire based on the assessment matrix

###### 1-4 Achievement of the Project Purpose

- Not yet to be measured

###### 1-5 Changes of Risks and Actions for Mitigation. None.

###### 1-6 Progress of Actions undertaken by JICA

- Experts visited Mongolia.
- Equipment is being procured.

###### 1-7 Progress of Actions undertaken by Gov. of Mongolia

- Personnel for the project have been decided.
- The project office is made available.

###### 1-8 Progress of Environmental and Social Considerations (if applicable).

Not applicable.

###### 1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable).

Not applicable.

###### 1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors,

NGOs etc.)

None.

## **2 Delay of Work Schedule and/or Problems (if any)**

### **2-1 Detail**

- A problem to interact timely and adequately between JICA experts and IPPP division of MED.

### **2-2 Cause**

- Due to insufficient staffing. Staffs of IPPP division are too busy to communicate.

### **2-3 Action to be taken**

### **2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mongolia)**

## **3 Modification of the Project Implementation Plan.**

- None.

### **3-1 PO**

### **3-2 Other modifications on detailed implementation plan**

## **4 Preparation of Gov. of Mongolia toward after completion “Capacity Building of Public-Private Partnership in Mongolia” of the Project.**

- None

**II. Project Monitoring Sheet I & II**      *as Attached*

## Project Design Matrix

Project Title: Project For Capacity Building of Public-Private Partnership in Mongolia

Implementing Agency: IPPP Department staff of MED

Target Group: IPPP Department staff of MED

Period of Project: Tentatively May 2014 - April 2016


Project Site: Ulaanbaatar and all provinces of Mongolia

Model Site: None

Version 1

Dated June 19, 2014

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b> PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. 2. [Reference] The number of PPP projects with the completion of concession agreements is increased. 3. [Reference] The number of the PPP projects which have already started the implementation is increased. Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.	1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED		None	As of 16 May 2014, the number of projects at each stage is as follows: 1. EOI announcement for tender is completed: 8 projects 2. Concession agreement is signed: 6 projects 3. Construction is started: 1 projects
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity (*) of IPPP Department is enhanced.  2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. 3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.  (*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department. (**) Capacity is defined by the capacity laid out in the assessment matrix for key line ministries.	1. Self-diagnosis by IPPP Department and interviews/questionnaire based on the assessment matrix (*)  2. Self-diagnosis by the selected line ministries and interviews/questionnaire based on the assessment matrix (**) 3. Interviews/questionnaire based on the assessment matrixes (*)(**)	1. The international and regional trend of PPP investment remains stable and sustainable.  2. Political and macro-economic stability is retained to attract private sector to PPP.  3. A package of policy measures is established by GoM to attract private sector to PPP.	The initial self-diagnosis has just started and the results are to be measured later.	None
<b>Outputs</b>					
1 Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	1-1-1. Records of awareness raising programs 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.	1. The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated.	Type I Seminar (#1), covering: i) fiscal policy framework, ii) government's role in PPP and iii) implication of PPP on infrastructure finance, was held on May 16, 2014, attended by MED, line ministries, private sector and media. Type II Seminar (#1), covering: i) project overview and ii) risk sharing in PPP, was held on June 6, 2014, for the similar audience as the Type I Seminar (but without media).	Generally provided the stakeholders with appropriate opportunities to identify the issues and challenges. Presence of the targeted audience, however, was not necessarily enough (i.e. high rank officials for Type I Seminar and the staff from IPPP Dept. for Type II Seminar), due probably to the insufficient coordination by MED.
2 Involvement of IPPP Department for facilitating PPP is improved.	2-1. The action plan developed by the Project is continuously implemented and promoted.  2-2. Communication and coordination among the key government stakeholders are properly promoted.  2-3. Communication between IPPP Department and the private sector are improved. 2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	2-1. Status report of the action plan  2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities  2-3. Interviews based on the assessment matrix (**) and deliverables to be produced in the activities 2-4. Case study materials, reference papers, etc.	2. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.	The necessary information has been gathered from the relevant institutions for the development of the action plan.  The initial interviews to the managements and staff in the relevant institutions have been implemented, including MOF, Min. of Energy, Min. of Env. and Min. of Transp. based on the assessment matrix. The analysis on those data has been made.  The initial interviews to the managements and staff in IPPP Dept. in MED based on the assessment matrix.  The initial classification of the projects in the approved concession list for the Case study by JICA team was made. The results of the classification was discussed with the IPPP Dept. of MED.	It seems to be one of key issues for the development of the action plan to coordinate opportunities for practical lectures on PPP to the relevant staff efficiently with the sufficient supports by the management of MED.  It was clarified through the interviews that the most of staff in the relevant institutions are currently lack of experience in PPP and hope to enhance their knowledge in practical approaches for PPP.  It was clarified through the interviews that the number of the experienced staff in PPP is limited and the most of staff hope to enhance their knowledge in practical approaches for PPP, including in the actual cases of PPP in Japan. With the consideration on the current situation at MED, the initial selection of the projects for the Case study had better be limited to 1-2 projects and the remaining selection shall be made by April 2015, if appropriate projects are identified.

Activities	Inputs		Pre-Conditions
0 Refine the capacity matrix of the key stakeholders.	<b>The Japanese Side</b> 1. Experts (1) Long-term and/or short-term experts from Japan and/or third countries  2. Trainings of counterpart personnel in Japan and/or third countries  3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary) (2) Other equipment used by the experts  4. Local expenses for the project activities  5. Teaching materials for training/ workshops/seminars  6. Others	<b>The Mongolian Side</b> 1. Personnel (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Counterpart personnel (staff of IPPP Department)  2. Provision of the project offices and facilities in IPPP Department necessary for the project implementation  3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)  4. Others as necessary	Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.
1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).  1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I ) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc.(Type II ).  1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.  2-1 Assess policy and institutional framework for further PPP promotion and produce a report. 2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).  2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.  2-4 Develop an action plan for better coordination and collaboration in PPP. 2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.  2-6 Select candidate projects based on the agreed criteria. 2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries. 2-8 Produce case study materials using the experiences of those projects. 2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.			MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.  <div style="text-align: center;">  </div> <b>&lt;Issues and countermeasures&gt;</b> Sufficient staffing has not been secured for the Project by IPPP Department, MED. Measures to address the issue are yet to be taken.





### **Tentative Plan of Operation**

**Version 1**

**Dated June 19, 2014**

**Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia**

## Monitoring

Inputs				Year	2014				2015				2016				Remarks	Issue	Solution	
					Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ					
<b>Expert</b>																				
PPP Policy / Institutional Framework				Plan	■	■		■	■	■	■	■				None	None	None		
PPP financing 1				Actual	■	■		■	■	■	■	■								
PPP financing 2				Plan	■	■		■	■	■	■	■								
PPP infrastructure				Actual	■	■		■	■	■	■	■								
PPP procurement process				Plan	■	■	■	■	■	■	■	■	■							
Awareness raising				Actual	■	■		■	■	■	■	■								
Coordination				Plan																
				Actual																
				Plan																
				Actual																
<b>Equipment</b>																				
Server computer and others as described in R/D				Plan											Qualified suppliers with enough capacity to provide appropriate items have been identified through collecting multiple quotations. Items are expected to become available by early July 2014, when the payment will be completed on a C.O.D. basis. They will be handed over to IPPP Dept. as soon as the payment is finished.	None	None			
				Actual																
<b>Training in Japan</b>																				
Training for Counterpart Personnel / Relevant Parties				Plan											Waiting for confirmation of JICA training center's availability (to be informed in Jun end)	None	None			
				Actual																
<b>In-country/Third country Training</b>																				
Third country training for Counterpart Personnel / relevant Parties				Plan											Its schedule will be discussed after training in Japan is fixed.	None	None			
				Actual																
<b>Activities</b>				Year	2014				2015				2016				Responsible Organization		Achievements	Issue & Countermeasures
Sub-Activities					Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Japan	GOM			
<b>Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the</b>																				
1.1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	Type I Seminar (#1), covering; i) fiscal policy framework, ii) government's role in PPP and iii) implication of PPP on infrastructure finance, was held on May 16, 2014, attended by MED, line ministries, private sector and media.	Generally provided the stakeholders with appropriate opportunities to identify the issues and challenges. Presence of the targeted audience, however, was not necessarily enough (i.e. high rank officials for Type I Seminar and the staff from IPPP Dept. for Type II Seminar), due probably to the insufficient coordination by MED.	
1.2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II).				Plan	■	■		■	■	■	■	■			JICA	MED/IPPP Dept.	Type II Seminar (#1), covering; i) project overview and ii) risk sharing in PPP (based on the case of the power project in Indonesia), was held on June 6, 2014, for the similar audience as the Type I Seminar (but without media).			
				Actual																
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	Based on the results described above, the next stage is being planned.	None	
				Actual	■	■		■	■	■	■	■								
<b>Output 2: Involvement of IPPP Department for facilitating PPP is improved.</b>																				
2.1 Assess policy and institutional framework for further PPP promotion and produce a report				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	The necessary information has been gathered from the relevant institutions and resources, including the related laws and regulations. The analysis on the current policy and institutional framework for PPP has proceeded, including the analysis from the view point of country debt management. Some acts, however, are yet to be finalized for parliament approvals.	Some acts are needed to wait for the approvals.	
				Actual	■	■		■	■	■	■	■								
2.2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	None	None	
				Actual	■	■		■	■	■	■	■								
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	None	None	
				Actual	■	■		■	■	■	■	■								
2.4 Develop an action plan for better coordination and collaboration in PPP.				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	None	None	
				Actual	■	■		■	■	■	■	■								
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project				Plan	■	■		■	■	■	■	■					MED/IPPP Dept.	None	None	
				Actual	■	■		■	■	■	■	■								
2.6 Select candidate projects based on the agreed criteria.				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	The initial classification of the projects in the approved concession list for the Case study by JICA team. The results of the classification was discussed with the IPPP Dept. of MED.	With the consideration on the current situation at MED, the initial selection of the projects for the Case study had better be limited to 1-2 projects and the remaining selection shall be made by April 2015, if appropriate projects are identified.	
				Actual	■	■		■	■	■	■	■								
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.				Plan	■	■		■	■	■	■	■					MED/IPPP Dept.	The internal consultation meeting (#1) for the staff in MED/IPPP Dept. was held on June 19, 2014 with the introduction of PPP System in Japan.	The introduction of actual cases of PPP projects in Japan shall be made in the internal consultation meetings for the staff in MED/IPPP Dept.	
				Actual	■	■		■	■	■	■	■								
2.8 Produce case study materials using the experiences of those projects.				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	None	None	
				Actual	■	■		■	■	■	■	■								
2.9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.				Plan	■	■		■	■	■	■	■				JICA	MED/IPPP Dept.	None	None	
				Actual	■	■		■	■	■	■	■								
<b>Duration / Phasing</b>				Plan	■	■		■	■	■	■	■					None	None		
				Actual	■	■		■	■	■	■	■								
<b>Monitoring Plan</b>				Year	2014				2015				2016				Remarks	Issue	Solution	
					Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ					
<b>Monitoring</b>																				
Joint Coordination Committee				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								
Set-up the Detailed Plan of Operation (Work Plan)				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								
Submission of Monitoring Sheet				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								
Monitoring Mission from Japan				Plan	■	■		■	■	■	■	■				JICA consultant team is not aware of its timing.	None	None		
				Actual	■	■		■	■	■	■	■								
Terminal Monitoring				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								
Post Monitoring				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								
<b>Reports/Documents</b>																				
Work Plan				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								
Project Completion Report				Plan	■	■		■	■	■	■	■				None	None	None		
				Actual	■	■		■	■	■	■	■								



## TO CR of JICA Mongolia OFFICE

### PROJECT MONITORING SHEET

**Project Title:** Project for Capacity Building of Public-Private Partnership in Mongolia\_

**Version of the Sheet:** Ver.2 (October 31, 2014)

**Name:** Tsutomu Shibata

**Title:** Team Leader

**Submission Date:** October 31, 2014

#### I. Summary

##### 1 Progress

##### 1-1 Progress of Inputs

- The project office and facilities are made available to Experts. (M)
- Experts visited Mongolia (J)
- Equipment was procured. (J)

##### 1-2 Progress of Activities

- Type 2 awareness raising program combined with the dialogue with private sector, a 1 day lecture to Ministry of Energy, coordination meeting and Joint Coordination Committee (JCC) were conducted by Experts.

##### 1-3 Achievement of Output

- Awareness raising activities to MED, relevant Ministries and private sector were conducted together with IPPP Dept.
- IPPP Dept. started to involve facilitation of PPP in Mongolia (Coordination meeting with Ministry of Finance and JCC were called / chaired by MED to relevant Ministries.) However, Ministry of Finance was absent in both meetings.

##### 1-4 Achievement of the Project Purpose

- Basic understanding of PPP projects (PPP projects in other countries, basic project structure of power PPP project etc.) was enhanced through Expert's lectures.

##### 1-5 Changes of Risks and Actions for Mitigation. None.

##### 1-6 Progress of Actions undertaken by JICA

- Experts visited Mongolia.
- Equipment was procured.

##### 1-7 Progress of Actions undertaken by Gov. of Mongolia

- Work Plan was approved in JCC (Mongolia and Japan).

##### 1-8 Progress of Environmental and Social Considerations (if applicable).

Not applicable.

##### 1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if

applicable).

Not applicable.

**1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)**

- JICA Experts attended the partnership meeting organized by ADB/MED and introduced this Project.

**2 Delay of Work Schedule and/or Problems (if any)**

**2-1 Detail**

- Baganuur power project was recommended by JICA Expert as a candidate project for the Case Study, but further information is necessary for the final decision by JICA/Government of Mongolia and JICA Expert.
- JICA Expert is waiting for the comments to Assessment Report from MED.

**2-2 Cause**

- While further information is necessary for the final decision for Case Study, Ministry of Energy replied not to provide the project details, since the project is in the tendering process.

**2-3 Action to be taken**

- JICA experts requested MED to let Ministry of Energy to provide JICA expert team with the required information by the arrangement that MED and JICA Expert Team would sign the confidential agreement, which will allow JICA expert team to access Baganuur project information.

**2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mongolia)**

- No change.

**3 Modification of the Project Implementation Plan.**

- None.

**3-1 PO**

**3-2 Other modifications on detailed implementation plan**

**4 Preparation of Gov. of Mongolia toward after completion "Capacity Building of Public-Private Partnership in Mongolia" of the Project.**

- None

**II. Project Monitoring Sheet I & II**      *as Attached*

## Project Design Matrix

Project Title: Project For Capacity Building of Public-Private Partnership in Mongolia

Implementing Agency: IPPP Department staff of MED

Target Group: IPPP Department staff of MED

Period of Project: Tentatively May 2014 - April 2016


Project Site: Ulaanbaatar and all provinces of Mongolia

Model Site: None

Version 2

Dated October 31, 2014

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b> PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. 2. [Reference] The number of PPP projects with the completion of concession agreements is increased. 3. [Reference] The number of the PPP projects which have already started the implementation is increased. Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.	1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED		As of 30 September 2014, the number of projects at each stage is as follows: 1. The following EOI was announced in June 2014: Energy sector: 5, Education sector: 14. These projects' tendering process is ongoing. 2. Concession agreement is signed: 6 projects. Two more projects are expected to be signed shortly. 3. Construction is completed in 1st road PPP project.	None
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity (*) of IPPP Department is enhanced. 2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. 3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI. (*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department. (**) Capacity is defined by the capacity laid out in the assessment matrix for key line ministries.	1. Self-diagnosis by IPPP Department and interviews/ questionnaire based on the assessment matrix (*) 2. Self-diagnosis by the selected line ministries and interviews/ questionnaire based on the assessment matrix (**) 3. Interviews/questionnaire based on the assessment matrices (*)/(**)	1. The international and regional trend of PPP investment remains stable and sustainable. 2. Political and macro-economic stability is retained to attract private sector to PPP. 3. A package of policy measures is established by GoM to attract private sector to PPP.	Following the request from MED/MOE, 1 day lecture on PPP was held in Ministry of Energy (MOE). MOE requested to conduct such lectures, since this lecture was useful. Dialogue with the private sector / donor meeting were held and the current situation and issues (difficulties to obtain financing from ECA) become clearer through active discussion.	The timing for 2nd capacity assessment is under consideration. The lecture in MOE will be continued. The lectures in other ministries are also considered.
<b>Outputs</b>					
1 Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	1-1-1. Records of awareness raising programs 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.	1. The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated.	Type II seminar combined with dialogue with the private sector and the lecture in Ministry of Energy were held. Through these seminars, the understanding on global PPP and the standard practice of power project in PPP were enhanced.	Considering the political situation in Mongolia, the timing of Type I seminar will be considered. JICA expert will hold another Type II seminar about the tender either in Nov or Dec. Taking Mongolian environment into consideration, the project evaluation and issues for procedure about direct contract and unsolicited/solicit project will be the agenda.
2 Involvement of IPPP Department for facilitating PPP is improved.	2-1. The action plan developed by the Project is continuously implemented and promoted. 2-2. Communication and coordination among the key government stakeholders are properly promoted. 2-3. Communication between IPPP Department and the private sector are improved. 2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	2-1. Status report of the action plan 2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities 2-3. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities 2-4. Case study materials, reference papers, etc.	2. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.	The necessary information has been gathered from the relevant institutions for the development of action plan. The coordination meeting and Joint coordination committee (JCC) were held. Importance of cooperation between relevant Ministries and MED (IPPP dept. and related dept.) is emphasized. The dialogue with private sector was held. As the candidate case study for hands-on support, JICA expert recommended Baganuur power plant project.	There was no participant from MOF at the coordination meeting and JCC. Through the cooperation with JICA Mongolia office, JICA will try to improve the communication with MOF for the Project. Subject to the agreement with JICA/MED, JICA expert will discuss about the details of the support and start the hand-on supports.

Activities	Inputs		Pre-Conditions
0 Refine the capacity matrix of the key stakeholders.	<b>The Japanese Side</b>		<b>The Mongolian Side</b> Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.
1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).	1. Experts (1) Long-term and/or short-term experts from Japan and/or third countries	1. Personnel (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Counterpart personnel (staff of IPPP Department)	MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.
1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I ) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc.(Type II ).	2. Trainings of counterpart personnel in Japan and/or third countries	2. Provision of the project offices and facilities in IPPP Department necessary for the project implementation	<div>  </div> <b>&lt;Issues and countermeasures&gt;</b> MED staff, who is the target for this capacity building, is extremely busy due to the tendering process etc. How JICA expert will conduct the capacity building need to be considered.
1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.	3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary)	3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)	The reorganization of related Ministries to promote PPP and the relevant laws for fiscal management will be discussed in the parliament in Oct, so their impact on the Project needs to be watched.
2-1 Assess policy and institutional framework for further PPP promotion and produce a report.	(2) Other equipment used by the experts	4. Others as necessary	
2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).	4. Local expenses for the project activities		
2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.	5. Teaching materials for training/ workshops/seminars		
2-4 Develop an action plan for better coordination and collaboration in PPP.	6. Others		
2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.			
2-6 Select candidate projects based on the agreed criteria.			
2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.			
2-8 Produce case study materials using the experiences of those projects.			
2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.			



## Tentative Plan of Operation

Version 2

Dated October 31, 2014

## Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia

Inputs		Year	2014				2015				2016				Remarks	Issue	Solution	
			II	III	IV	I	II	III	IV	I	II	III	IV					
<b>Expert</b>																		
PPP Policy / Institutional Framework		Plan																
		Actual																
PPP financing 1		Plan																
		Actual																
PPP financing 2		Plan																
		Actual																
PPP infrastructure		Plan																
		Actual																
PPP procurement process		Plan																
		Actual																
Awareness raising		Plan																
		Actual																
Coordination		Plan																
		Actual																
<b>Equipment</b>																		
Server computer and others as described in R/D		Plan																
		Actual																
<b>Training in Japan</b>																		
Training for Counterpart Personnel / Relevant Parties		Plan																
		Actual																
<b>In-country/Third country Training</b>																		
Third country training for Counterpart Personnel / relevant Parties		Plan																
		Actual																
<b>Activities</b>		Year	2014				2015				2016				Responsible Organization		Achievements	Issue & Countermeasures
Sub-Activities			II	III	IV	I	II	III	IV	I	II	III	IV	Japan	GOM			
<b>Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders,</b>																		
1.1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).		Plan												JICA	MED/IPPP Dept.	The Work plan was approved at the first JCC.	In accordance with R/D, the Work plan describing all the expected activities was drafted	
		Actual																
1.2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc (Type II).		Plan												JICA	MED/IPPP Dept	Type II Seminar (#2) was held on September 16, 2014, attended by 36 people from the private sector, 8 from MED, 16 from line ministries, 7 from media and 3 from others (plus 8 from JICA & JICA Expert Team). The agenda included; i) presentation on regulatory environment for PPP in Mongolia (by MED), ii) presentation on recent status of PPP projects in Mongolia (by MED), and iii) presentation on global trend of PPP (JICA Expert Team), followed by Q&A session. Since MED requested sector-wise seminar, the additional Type II seminar for the Ministry of Energy was held on 23rd of September 2014, with focusing on power projects, attended by more than 20 people.	JICA expert team provided the stakeholders with an opportunity; i) to learn about the PPP practices in other countries, and ii) to clarify MED, on the relevant practical issues in the context of Mongolia. Also provided media with an opportunity to update on the recent progress and issues on PPP for the general public.	
		Actual																
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.		Plan												JICA	MED/IPPP Dept.	Based on the results described above, the first JCC reviewed and the next stage plan in the Work plan was modified as necessary.	Not yet	
		Actual																
<b>Output 2: Involvement of IPPP Department for facilitating PPP is improved.</b>																		
2.1 Assessed policy and institutional framework for further PPP promotion and produced a draft report. It will be introduced at the first JCC and provide inputs for the Action plan.		Plan												JICA	MED/IPPP Dept.	The necessary information has been gathered from the relevant institutions and resources, including the related laws and regulations. The analysis on the current policy and institutional framework for PPP has proceeded, including the analysis from the view point of country debt management. Some acts, however, are yet to be finalized for parliament approvals.	Some acts are needed to wait for the approvals.	
		Actual																
2.2 Organized coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP). The first one was held on Sep 11 with participants from MED. .		Plan												JICA	MED/IPPP Dept.	The coordination meeting with MED (IPPP Dept. & other relevant departments) and relevant Ministries was held on September 11, 2014.	MOF was invited but did not attend. MED told JICA experts that MOF would be reminded to be present.	
		Actual																
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.		Plan												JICA	MED/IPPP Dept	Dialogue was held on September 16, 2014, jointly with the Type II Seminar (#2) mentioned in Output 1 above, with the same audience. Agenda included i), presentations from the private sector companies (RDCC, Newcom, etc. on the progress of their projects) and ii) panel discussion by these companies, MED, MRT, ADB consultant and JICA experts, and iii) Q&A session.	JICA expert team provided the private sector people with an opportunity to; i) hear about the policy direction of MED & other ministries, ii) be updated about the ongoing PPP projects, iii) come up with the opinions/suggestions/questions on PPP, and iv) exchange views with the government people, which also benefitted MED and relevant line ministries.	
		Actual																
2.4 Develop an action plan for better coordination and collaboration in PPP.		Plan												JICA	MED/IPPP Dept		None	
		Actual																
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project. The first JCC on Sep 25 will do this.		Plan													MED/IPPP Dept		None	
		Actual																
2.6 Select candidate projects based on the agreed criteria.		Plan												JICA	MED/IPPP Dept	Based on the initial classification of the projects in the approved concession list for the Case study and the list of the projects for which MED announced the EOI, the JICA expert team has been reviewing some projects for the recommendation of the candidate projects. JICA expert team recommended the Baganuur Power Project as the first candidate for the Case study. The selection shall be subject to the consent by MED and JICA	MED and JICA expert team will discuss on the expected contents to be supported as the Case study, with consideration on the current status of projects.	
		Actual																
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries		Plan													MED/IPPP Dept.	The selection of projects for the Case Study is yet to be finalized. The internal consultation meetings (#1 to #3) for the staff in MED/IPPP Dept. were held on June 19, 25 and 26 respectively in response to MED questionnaire on PPP experiences in Japan	With the consideration on the current situation at MED, the initial selection of the projects for the Case study shall be limited to 1-2 projects and the remaining selection shall be made by April 2015, if appropriate projects are identified. The answer session to MED questionnaire on PPP experiences in Japan was made in the internal consultation meetings for the staff in MED/IPPP Dept. Each session's topics were as follows; #1 Overview of Japan PFI First 10years, #2: Understand PPP from wider context, #3: What is PPP and Value for Money. Attendance was about 3-4 officers with Head of Concession Div. attended each time.	
		Actual																
2.8 Produce case study materials using the experiences of those projects.		Plan												JICA	MED/IPPP Dept.		None	
		Actual																
2.9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.		Plan												JICA	MED/IPPP Dept.		None	
		Actual																
<b>Duration / Phasing</b>		Plan														None	None	
		Actual																
<b>Monitoring Plan</b>		Year	2014				2015				2016				Remarks	Issue	Solution	
			II	III	IV	I	II	III	IV	I	II	III	IV					
<b>Monitoring</b>																		
Joint Coordination Committee		Plan													The first meeting took place on Sep 25 and based on the results, the next stage activities was modified as needed	None	None	
		Actual																
Set-up the Detailed Plan of Operation (Work Plan)		Plan													The Work plan was drafted and was approved by the first JCC.	None	None	
		Actual																
Submission of Monitoring Sheet		Plan													The first sheet was submitted as of end June 2014 The second one covering the activities until the end of Sep will be submitted in Oct 2014	None	None	
		Actual																
Monitoring Mission from Japan		Plan													JICA consultant team is not aware of its timing	None	None	
		Actual																
Terminal Monitoring		Plan													None	None	None	
		Actual																
Post Monitoring		Plan													None	None	None	
		Actual																
<b>Reports/Documents</b>																		
Work Plan		Plan													None	None	None	
		Actual																
Project Completion Report		Plan													None	None	None	
		Actual																





**TO CR of JICA Mongolia OFFICE**

**PROJECT MONITORING SHEET**

**Project Title:** Project for Capacity Building of Public-Private Partnership in Mongolia

**Version of the Sheet:** Ver.3 (February 27, 2014)

**Name:** Tsutomu Shibata

**Title:** Team Leader

**Submission Date:** February 27, 2015

**I. Summary**

**1 Progress**

**1-1 Progress of Inputs**

- The project office and facilities are made available to Experts. (M)
- In January/ February 2015, the office are continuously available to Experts in the former MED (currently belongs to Ministry of Industry).(M)
- Experts visited Mongolia in January/February 2015(J)
- Experts confirmed the whereabouts of the equipment procured for the projects in January. (J)

**1-2 Progress of Activities**

- 10 participants attended the training in Japan and highly evaluated the program.
- Type 2 awareness raising program and the lectures at Ministry of Road/Transport and the concession division in IMA (Invest Mongolia Authority), Ministry of Energy were conducted by Experts.

**1-3 Achievement of Output**

- Awareness raising activities to former MED and relevant Ministries were conducted.

**1-4 Achievement of the Project Purpose**

- Basic understanding of PPP projects (the basic structure of feasibility studies, PPP procurement process, basic project structure of power PPP project etc.) was enhanced through Expert's lectures.

**1-5 Changes of Risks and Actions for Mitigation. None.**

**1-6 Progress of Actions undertaken by JICA**

- Experts visited Mongolia.

**1-7 Progress of Actions undertaken by Gov. of Mongolia**

- The government cooperated to hold lectures and seminar mentioned in 1-4.

**1-8 Progress of Environmental and Social Considerations (if applicable).**

Not applicable.

**1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if**

applicable).

Not applicable.

**1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)**

- The organizational restructuring around former IPPP department is being settled after the new Prime Minister's decision on January 20. Further actions including the appointment of the management and documentation to change this project's counterpart needed to complete the process.
- JICA Experts had the meeting with the representative of GGGI (Global Green Growth Institute) in January 2015 and exchanged the information on the activities for PPP development in Mongolia.

**2 Delay of Work Schedule and/or Problems (if any)**

**2-1 Detail**

- Baganuur power project was recommended by JICA Expert as a candidate project for the Case Study initially, but the concession division in IMA requested the change, since it is already at the negotiation stage.
- JICA Expert is waiting for the comments to Assessment Report from Government of Mongolia, but the concession division replied that it is subject to the completion of organizational restructuring. Consequently, preparation of the action plan is also delayed.
- The study trip to Malaysia is postponed, since the participants could not be fixed until the positioning of former IPPP department becomes clearer. But if the official request is made, the process may begin with a view to implementing it in April.

**2-2 Cause**

- The organizational restructuring around former IPPP department is being settled after the new Prime Minister's decision on January 20. Further actions including the appointment of the management needed to complete the process.

**2-3 Action to be taken**

- JICA experts closely monitor the situation and take the possible actions.

**2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mongolia)**

- As stated in 2.2, this is yet to be settled.

**3 Modification of the Project Implementation Plan.**

- Once the new organization structure of PPP unit is settled, this might be modified.

**3-1 PO**

**3-2 Other modifications on detailed implementation plan**

## Project Design Matrix

Project Title: Project For Capacity Building of Public-Private Partnership in Mongolia

Implementing Agency: IPPP Department staff of MED (to be transferred to Concession division in Invest Mongolia Agency)

Target Group: IPPP Department staff of MED (to be transferred to staff of Concession division in Invest Mongolia Agency)

Period of Project: Tentatively May 2014 - April 2016

Project Site: Ulaanbaatar and all provinces of Mongolia

Model Site: None

Version 3

Dated February 27, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b> PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. 2. [Reference] The number of PPP projects with the completion of concession agreements is increased. 3. [Reference] The number of the PPP projects which have already started the implementation is increased. Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.	1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED		As of 31 January 2015, the progress of PPP projects is as follows: 1. Seven projects were additionally approved in the Concession List. 2. One power project (Baganuur project) is in the negotiation stage for the concession agreement. 3. Construction is completed in 1st road PPP project. The implementation of the remaining projects were delayed due to the several reasons, including the restructuring of the ministries for PPP development in Mongolia.	On January 20th 2015, the PM's order ("the Order" below) was issued to assign Ministerial activities for the PPP development to Invest Mongolia Agency (IMA). The involvement of the Ministry of Industry for the PPP development is also described in the Order, but not clear.
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity (*) of IPPP Department is enhanced.  2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. 3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.  (*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department. (**) Capacity is defined by the capacity laid out in the assessment matrix for key line ministries.	1. Self-diagnosis by IPPP Department and interviews/ questionnaire based on the assessment matrix (*) 2. Self-diagnosis by the selected line ministries and interviews/ questionnaire based on the assessment matrix (**) 3. Interviews/questionnaire based on the assessment matrixes (*)(**)	1. The international and regional trend of PPP investment remains stable and sustainable.  2. Political and macro-economic stability is retained to attract private sector to PPP.  3. A package of policy measures is established by GoM to attract private sector to PPP.	Following the request from the Concession division in IMA/MOE, Type II seminar on PPP, the lectures in Ministry of Road and Transport / Ministry of Energy were held.	The Concession division in IMA was established based on the Order. The six members were shifted from the former MED/IPPP Dept to concession division, but the division managers and new members were not appointed yet. The second capacity assessment shall be made after the appointment.  Following the appointment of new members, the JICA expert team will review and discuss with IMA and JICA about the capacity building program for the relevant ministries and amend it, if necessary.
<b>Outputs</b>					
1 Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	1-1-1. Records of awareness raising programs 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.	1. The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated.	Following the request from the Concession division in IMA/MOE, Type II seminar on PPP, the lectures in Ministry of Road and Transport / Ministry of Energy were held. Through these seminars, the understanding on PPP procurement process and the standard practice of feasibility studies, power project in PPP were enhanced.	Along with the organizational restructuring around IPPP department, the type II seminar was delayed until January 2015. While the seminar and lectures are held upon the request from the relevant Ministries/Department, the training in Malaysia will be materialized when the organizational structure/management becomes clearer.
2 Involvement of IPPP Department for facilitating PPP is improved.	2-1. The action plan developed by the Project is continuously implemented and promoted.  2-2. Communication and coordination among the key government stakeholders are properly promoted.  2-3. Communication between IPPP Department and the private sector are improved. 2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	2-1. Status report of the action plan  2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities  2-3. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities 2-4. Case study materials, reference papers, etc.	2. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.	The organizational restructuring around the Concession division is not fully settled. The assessment report to be basis of the action plan will be approved after it is settled.  Initially, Baganuur power plant was recommended by JICA experts. However, according to the Concession division, Baganuur power plant project started the negotiation already, thus alternative candidates are expected to be proposed by the Concession division.	The related activities will start to be discussed with IMA based on the new governmental framework for PPP development after approval of the assessment report. The existing legal framework (the concession law and related resolution no.103/2012) is not in full compliance with the current situations, and the revision of the concession law is under preparation, which may be submitted to next congress. It shall be considered in the action plan as well.  Other candidates are under consideration.

Activities	Inputs		Pre-Conditions
0 Refine the capacity matrix of the key stakeholders.	<b>The Japanese Side</b>	<b>The Mongolian Side</b>	Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.
1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).	1. Experts (1) Long-term and/or short-term experts from Japan and/or third countries	1. Personnel (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Counterpart personnel (staff of IPPP Department)	MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.
1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc.(Type II).	2. Trainings of counterpart personnel in Japan and/or third countries	2. Provision of the project offices and facilities in IPPP Department necessary for the project implementation	
1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.	3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary)  (2) Other equipment used by the experts	3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)	<b>&lt;Issues and countermeasures&gt;</b> The organizational restructuring around the Concession division is not settled yet. JICA experts will engage in the items which are not affected by this issue, but some items are suspended until the situation becomes clearer.
2-1 Assess policy and institutional framework for further PPP promotion and produce a report.	4. Local expenses for the project activities	4. Others as necessary	
2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).	5. Teaching materials for training/ workshops/seminars		
2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.	6. Others		
2-4 Develop an action plan for better coordination and collaboration in PPP.			
2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.			
2-6 Select candidate projects based on the agreed criteria.			
2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.			
2-8 Produce case study materials using the experiences of those projects.			
2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.			



## Tentative Plan of Operation

Version 3

Dated February 27, 2015

## Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia

Inputs				Year	2014			2015			2016			Remarks	Issue	Solution		
					II	III	IV	I	II	III	IV	I	II				III	IV
<b>Expert</b>														The inputs by PPP infrastructure and PPP procurement process, which were planned in Nov to Dec 2014, are postponed to January 2015.	Due to the organizational restructuring around IPPPP department in MED, the governmental framework for PPP development in Mongolia has not been clear. On January 20th 2015, the PM's order ("the Order") was issued to assign the Ministerial activities for the PPP development to Invest Mongolia Agency ("IMA"), and the Concession division was established in IMA. The involvement of the Ministry of Industry for the PPP development is also described, but not clear in the Order. Although the activities for PPP development under the new Concession division in IMA were started, the management of the Concession division is still unstable. The authorization of the change of the counterpart to IMA in the minutes of meeting (MM) with JICA is yet to be made.	In the mission during Jan-Feb 2015, JICA expert team was clarified on the organizational restructuring around IPPPP department in MED (which was dissolved) and new framework by the former DG of IPPPP Dept. and DG of IMA. The approach for the authorization on the change of counterpart for the project was discussed and agreed among IMA, JICA Mongolian office and JICA expert team. Under such unstable circumstance, JICA experts managed to perform several awareness raising activities including a Type II seminar and practical lectures for line ministries(MORT and MOE) as well as former IPPPP Dept. staff.		
PPP Policy / Institutional Framework				Plan														
PPP financing 1				Actual														
PPP financing 2				Plan														
PPP infrastructure				Actual														
PPP procurement process				Plan														
Awareness raising				Actual														
Coordination				Plan														
				Actual														
				Actual														
<b>Equipment</b>													None	None	None			
Server computer and others as described in R/D				Plan												Actual		
<b>Training in Japan</b>														The first training in Japan for the practical stakeholders from ex-IPPP department of MED and from line ministries was successfully performed in October 2014 and all 10 participants replied that the program met their expectations (evaluated the highest (8 members) or the second (2 members)).	Due largely to the organizational restructuring around IPPPP department in MED, the half of the trainees were shifted outside of PPP related work/job.	JICA expert team explained to IMA (new CP) on the necessity of the continuity and linkage for capacity building and the training programs in Japan and the third county.		
Training for Counterpart Personnel / Relevant Parties				Plan									Actual					
<b>In-country/Third country Training</b>														The schedule of the third country training in Malaysia was postponed, until the positioning of IPPPP department becomes clearer.	None	None		
Third country training for Counterpart Personnel / relevant Parties				Plan									Actual					
<b>Activities</b>				Year	2014			2015			2016			Responsible Organization		Achievements	Issue & Countermeasures	
<b>Sub-Activities</b>					II	III	IV	I	II	III	IV	I	II	III	IV			Japan
<b>Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private</b>																		
1.1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).				Plan											JICA	MED/IPPP Dept (After MM is signed, it will be transferred to Concession division in IMA.)	Type II seminar and lectures to relevant Ministries were organized.	None
				Actual														
1.2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II).				Plan											JICA	MED/IPPP Dept.	Type II Seminar (#3) was held on January 30, 2015, attended by 20-25 people from 2 from the concession department, relevant Ministries, Development Bank of Mongolia and private sector (plus from JICA & JICA Expert Team). JICA experts provided the lecture on PPP procurement process(JICA Expert Team), followed by Q&A session. The Q&A was very active and the participants commented that the lecture was useful. It should be noted that the largest participants came from DBM, which was not the original target of this capacity building project by the JERI expert invitation. The other lectures at Ministry of Road and Transport and Ministry of Energy were also conducted on 20 January and 5 February, respectively.	According to the feedback sheets from the participants in the above seminar/lectures, the contents were appreciated. However, the levels of the participants for understandings on PPP are different. This issue shall be taken into the consideration for the next seminar. Upon progressing the reorganization of the PPP Unit, more organizational efforts to attract audience from relevant ministries should be enhanced. Also, DBM and private sector companies relevant to PPP should be invited to these seminars continuously
				Actual														
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.				Plan											JICA	MED/IPPP Dept	None	None
				Actual														
<b>Output 2: Involvement of IPPPP Department for facilitating PPP is improved.</b>																		
2.1 Assessed policy and institutional framework for further PPP promotion and produced a draft report. It will be introduced at the first JCC and provide inputs for the Action plan.				Plan											JICA	MED/IPPP Dept.	The draft assessment report was submitted to the Concession division in October 2014.	Under the organizational restructuring around IPPPP department, the assessment report is not yet approved, which is required to proceed to the action plan. The approval will be after the organizational set-up becomes clearer.
				Actual														
2.2 Organized coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP). The first one was held on Sep 11 with participants from MED. .				Plan											JICA	MED/IPPP Dept.	It is suspended, until the organizational restructuring is settled.	It will be restarted, as the organizational restructuring is settled.
				Actual														
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.				Plan											JICA	MED/IPPP Dept.	The report regarding the dialogue with the private sector is under preparation.	None
				Actual														
2.4 Develop an action plan for better coordination and collaboration in PPP.				Plan											JICA	MED/IPPP Dept.	The approval of the assessment report is awaited, since it will be the input for the action plan.	The related activities will start from the discussion with IMA based on the new Governmental framework for PPP development after the settlement of the assessment report. The existing legal framework (the concession law and related resolution no.103/2012) is not in full compliance with the current situations, and the revision of the concession law is under preparation, which may be submitted to the next congress. It shall be considered in the action plan as well.
				Actual														
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project. The first JCC on Sep 25 will do this.				Plan												MED/IPPP Dept.	None	None
				Actual														
2.6 Select candidate projects based on the agreed criteria				Plan											JICA	MED/IPPP Dept.	JICA expert team recommended the Baganuur Power Project as the first candidate for the Case study. However, IPPPP department requested to drop Baganuur Power Project as the candidate project, since it started the negotiation stage.	JICA, Concession division and JICA expert team will discuss on the other Case studies or alternative approach with consideration on the current status of projects.
				Actual														
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.				Plan												MED/IPPP Dept.	The selection of projects for the Case Study is yet to be finalized. Originally, in the light of the situation at former MED, it was considered the initial selection of the projects for the Case study should be limited to 1-2 projects and the remaining selection should be made by April 2015, if appropriate projects were identified. This, however, was not materialized as planned.	Same as above
				Actual														
2.8 Produce case study materials using the experiences of those projects.				Plan											JICA	MED/IPPP Dept.	None	None
				Actual														
2.9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.				Plan											JICA	MED/IPPP Dept.	None	None
				Actual														
<b>Duration / Phasing</b>				Plan												None	None	
				Actual														
<b>Monitoring Plan</b>				Year	2014			2015			2016			Remarks	Issue	Solution		
<b>Monitoring</b>					II	III	IV	I	II	III	IV	I	II				III	IV
Joint Coordination Committee				Plan											It is expected to be held, after new M/M is signed.	None	None	
Set-up the Detailed Plan of Operation (Work Plan)				Actual														
				Plan										None	None	None		
				Actual														
Submission of Monitoring Sheet				Plan											The second monitoring sheet was submitted in Oct 2014. The third monitoring sheet covering the activities until the end of January 2015 will be submitted in the end of February 2015.	None	None	
				Actual														
Monitoring Mission from Japan				Plan										JICA consultant team is not aware of its timing.	None	None		
				Actual														
Terminal Monitoring				Plan										None	None	None		
				Actual														
Post Monitoring				Plan										None	None	None		
				Actual														
<b>Reports/Documents</b>																		
Work Plan				Plan										None	None	None		
				Actual														
Project Completion Report				Plan										None	None	None		
				Actual														



## TO CR of JICA Mongolia OFFICE

### PROJECT MONITORING SHEET

**Project Title:** Project for Capacity Building of Public-Private Partnership in Mongolia

**Version of the Sheet:** Ver.4 (August 28, 2015)

**Name:** Tsutomu Shibata

**Title:** Team Leader

**Submission Date:** August 28, 2015

#### I. Summary

##### 1 Progress

###### 1-1 Progress of Inputs

- The project office and facilities for Experts was moved to IMA. (M)
- The limited office space was available for Experts in IMA.(M)
- Experts visited Mongolia in May/July 2015(J)

###### Progress of Activities

- 10 participants attended the training in Malaysia and highly evaluated the program.
- Type 2 awareness raising program and the lectures at Ministry of Energy and Ministry of Health and Sports were conducted by Experts.
- The 2<sup>nd</sup> JCC was held.

###### 1-2 Achievement of Output

- Awareness raising activities to IMA and relevant Ministries were conducted.

###### 1-3 Achievement of the Project Purpose

- In MOE and MOHS, basic understanding of PPP projects in energy sector and healthcare sector, respectively, was enhanced through Expert's lectures.

###### 1-4 Changes of Risks and Actions for Mitigation. None.

###### 1-5 Progress of Actions undertaken by JICA

- Experts visited Mongolia.

###### 1-6 Progress of Actions undertaken by Gov. of Mongolia

- The government cooperated to hold lectures and seminar mentioned in the above.

###### 1-7 Progress of Environmental and Social Considerations (if applicable).

Not applicable.

###### 1-8 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable).

Not applicable.

###### 1-9 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors,

NGOs etc.)

- MM was signed between IMA and JICA to replace MED with IMA as a result of reorganization of GOM..

## **2 Delay of Work Schedule and/or Problems (if any)**

### **2-1 Detail**

- None.

### **2-2 Cause**

- None.

### **2-3 Action to be taken**

- None.

### **2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mongolia)**

- None.

## **3 Modification of the Project Implementation Plan.**

- The practical approach for the case study is modified to 'Topic-oriented' programs based on Record of Discussions agreed upon between GOM and JICA. As the part of 'Topic-oriented' programs, several training sessions to MOE and Ministry of Health and Sports were also held upon the request from those Ministries.

### **3-1 PO**

### **3-2 Other modifications on detailed implementation plan**

## **4 Preparation of Gov. of Mongolia toward after completion “Capacity Building of Public-Private Partnership in Mongolia” of the Project.**

- None.

## **II. Project Monitoring Sheet I & II as Attached**



## Project Design Matrix

Version 4

Dated August 28, 2015

Project Title: Project For Capacity Building of Public-Private Partnership in Mongolia

Implementing Agency: Concession division in Invest Mongolia Agency

Target Group: Staff of Concession division in Invest Mongolia Agency

Period of Project: Tentatively May 2014 - April 2016

Project Site: Ulaanbaatar and all provinces of Mongolia

Model Site: None

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b> PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. 2. [Reference] The number of PPP projects with the completion of concession agreements is increased. 3. [Reference] The number of the PPP projects which have already started the implementation is increased. Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.	1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED 4. Information was provided by IMA in May 2015.		The reviews of the concession list have been made in this year. By the Gov. Resolution No.87/2015, 13 projects have been repealed and 12 projects have been amended. By the Gov. Resolution No. 133/2015, 11 projects have been added to the Concession List. As of 29 June 2015, the PPP Concession list contains 12 infrastructure projects, 13 road projects, 2 air port projects, 13 power projects, 3 environmental projects, 14 education projects, 7 health projects, 1 tourism project and 1 railway project.	
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity (*) of IPPP Department is enhanced.  2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. 3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.  (*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department. (**) Capacity is defined by the capacity laid out in the assessment matrix for key line ministries.	1. Self-diagnosis by IPPP Department and interviews/questionnaire based on the assessment matrix (*)  2. Self-diagnosis by the selected line ministries and interviews/questionnaire based on the assessment matrix (**) 3. Interviews/questionnaire based on the assessment matrixes (X**)	1. The international and regional trend of PPP investment remains stable and sustainable.  2. Political and macro-economic stability is retained to attract private sector to PPP. 3. A package of policy measures is established by GoM to attract private sector to PPP.	Following the request from the Concession division in IMA/relevant Ministries, Type II seminar on PPP project screening, the lectures in Ministry of Energy and Ministry of Health and Sports were held.  The self-diagnosis by new staffs in the concession and PPP division of IMA was reviewed by JICA expert team based on its interviews.	
<b>Outputs</b>					
1 Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	1-1-1. Records of awareness raising programs 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.	1. The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated.	The study trip to Malaysia was held from 8th -14th June and 10 members from IMA/MOF/other related ministries attended the trip and highly evaluated the program. Type II seminar was held on 30th June 2015. Understanding on PPP project screening was enhanced.	
2 Involvement of IPPP Department for facilitating PPP is improved.	2-1. The action plan developed by the Project is continuously implemented and promoted.  2-2. Communication and coordination among the key government stakeholders are properly promoted.  2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	2-1. Status report of the action plan  2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities  2-4. Case study materials, reference papers, etc.	2. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.	Development of Action plan has been delayed due to the organizational changes around PPP, but it will be resumed.  The practical approach for the case study is modified to 'Topic-oriented' programs based on Record of Discussions agreed upon between GOM and JICA. As the part of 'Topic-oriented' programs, several training sessions to MOE and Ministry of Health and Sports were also held upon the request from those Ministries. In addition to the above 'Topic-oriented' programs, JICA and IMA agreed that JICA expert team would provide IMA with internal advisory services for the specific project within the limited remaining time and capacity of the Project.	In the 'Topic-oriented' programs, JICA experts provide MOE and MOHS with hands-on lectures to comply with the requests by the participants. In May - July 2015, first stage lectures were held at MOE and MOHS. The lecture at MOE was on project projection and evaluation in developing cashflow model at excel sheets.  JICA expert team will discuss in detail and agree on the internal advisory services for the specific projects with IMA.

Activities		Inputs		Pre-Conditions
0	Refine the capacity matrix of the key stakeholders.	<b>The Japanese Side</b> 1. Experts (1) Long-term and/or short-term experts from Japan and/or third countries	<b>The Mongolian Side</b> 1. Personnel (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Counterpart personnel (staff of IPPP Department) In accordance with the governmental reorganization, the revised structure of the Project was confirmed in the JCC held on 29th June 2015. The above roles in the counterpart were shifted to IMA personnel.  2. Provision of the project offices and facilities in IPPPP Department necessary for the project implementation In the JCC on 29th June2015, JICA requested IMA to provide the JICA expert team with adequate space for their working in IMA. 3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)	Sufficient staffing and budget allocation are secured for the Project by IPPPP Department, MED.
1-1	Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).			MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.
1-2	Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I ) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc.(Type II ).	2. Trainings of counterpart personnel in Japan and/or third countries   3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary)  (2) Other equipment used by the experts  4. Local expenses for the project activities  5. Teaching materials for training/ workshops/seminars  6. Others	4. Others as necessary	
1-3	Monitor the implementation status of awareness raising programs and reflect the results to the next program.			
2-1	Assess policy and institutional framework for further PPP promotion and produce a report			
2-2	Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).			
2-3	Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.			
2-4	Develop an action plan for better coordination and collaboration in PPP.			
2-5	Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.			
2-6	Select candidate projects based on the agreed criteria.			
2-7	Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.			
2-8	Produce case study materials using the experiences of those projects.			
2-9	Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.			
<b>&lt;Issues and countermeasures&gt;</b>				



## Tentative Plan of Operation

Version 4

Dated August 28, 2015

## Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia

Inputs		Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Remarks	Issue	Solution		
Expert			I	II	III	IV	I	II	III	IV	I	II	III	IV			
PPP Policy / Institutional Framework		Plan											The inputs of experts, which were originally planned during the period of Feb-April 2015 were affected due to the governmental restructuring in Mongolia, and were implemented partly in January 2015, and largely in June and July 2015.	The Ministry of Economic Development, which had been the counter part of the Project in Mongolia, was reorganized due to the Governmental restructuring in 2014. In accordance with the above reorganization, the revised structure of the Project was confirmed based on the Minutes of Meeting between Japan International Cooperation Agency ("JICA") and Investment Mongolia Agency ("IMA") on April 13, 2015. In the JCC held on 29th June 2015, JICA and IMA (the new counter part in Mongolia) agreed to support the project, including the improvement of the office environment for the JICA expert team.	None		
PPP financing 1		Actual															
PPP financing 2		Plan															
PPP infrastructure		Actual															
PPP tender process (PPP procurement process)		Plan															
Awareness raising		Actual															
Coordination		Plan															
		Actual															
		Plan															
		Actual															
Equipment													None	None	None		
Server computer and others as described in R/D		Plan															
Training in Japan		Actual											JICA expert team proposed the second study trip to Japan starting from early Dec. 2015. IMA agreed to make its confirmation including selection of relevant and proper candidates.	In the past two trainings in Japan and the third country, some of participants did not belong to the PPP related departments in the organizations with less interests in PPP projects. A few trainees have participated in the PPP capacity building lectures/ seminars organized by JICA expert team after their returning to Mongolia.	JICA expert team will propose IMA to select proper candidates for the second study trip in Japan. JICA expert team and IMA will cooperate in the follow-up lectures for the past trainees		
Training for Counterpart Personnel / Relevant Parties		Plan															
In-country/Third country Training		Actual											The study trip to Malaysia was conducted from 6th to 14th June and 10 participants attended the program from IMA and the related Ministries. IMA and the participants highly evaluated the program.	None	None		
Third country training for Counterpart Personnel / relevant Parties		Plan															
Activities		Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Responsible Organization		Achievements	Issue & Countermeasures	
Sub-Activities			I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan	GOM	
Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.																	
1.1 Design awareness raising programs (e.g. target groups, themes, implementation modalities, etc.)		Plan												JICA	Concession and PPP Division of IMA	Type II seminar and lectures to Ministry of Energy and Ministry of Health and Sports were held and highly appreciated	None
		Actual															
1.2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II)		Plan												JICA	Concession and PPP Division of IMA	Type II Seminar (II) was held on June 30, 2015, attended by 28 people from the concession department, relevant Ministries, Development Bank of Mongolia and private sector (plus from JICA & JICA Expert Team). JICA experts provided the lecture on PPP project screening followed by Q&A session. The Q&A was very active and the participants commented that the lecture was useful. The other lectures at Ministry of Energy and Ministry of Health and Sports were conducted several times.	According to the feedback sheets from the participants in the above seminar/lectures, the contents were appreciated. However, the levels of the participants for understandings on PPP are different. This issue shall be taken into the consideration for the next seminar.
		Actual															
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program		Plan												JICA	Concession and PPP Division of IMA	None	None
		Actual															
Output 2: Involvement of the Concession and PPP Department of IMA (IPPP Department of MED) for facilitating PPP is improved.																	
2.1 Assessed policy and institutional framework for further PPP promotion and produced a draft report. It will be introduced at the first JCC and provide inputs for the Action plan.		Plan												JICA	Concession and PPP Division of IMA	Review on the revised structure and up-dated situation for Concession/PPP in Mongolia after the governmental restructuring. For such review, the meetings with ADB, IFC and DBM were held in June and July 2015.	To prepare the draft of the action plan based on the current situation of Mongolia in reference to the precedents of the PPP institutional development in Malaysia, Indonesia and Philippines as needed.
		Actual															
2.2 Organized coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP). The first one was held on Sep 11.		Plan												JICA	Concession and PPP Division of IMA	The representative of MOF, who participated in the second JCC held on 29th June 2015, is in charge of PIP in the Ministry.	To realize the practical and theoretical discussions with the Ministry of Finance on the several issues related to the Debt Management at the Government with an emphasis on PIP and PPP
		Actual															
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.		Plan												JICA	Concession and PPP Division of IMA	Continued follow-up for interests in PPP projects of the private sector	For several key issues in the action plan, including the PPP screening process for concessions, tendering system and governmental financial supports for financial arrangement, JICA expert team will continue its hearing from local and international private sector
		Actual															
2.4 Develop an action plan for better coordination and collaboration in PPP		Plan												JICA	Concession and PPP Division of IMA	Preparation to establish the action plan	The related activities will start from the discussion with IMA based on the new Governmental framework for PPP development after the acknowledgement of the assessment report. The existing legal framework (the concession law and related resolution, No.103/2012) is not in full compliance with the current situations, and the revision of the concession law is under preparation, which may be submitted to the next congress. It shall be considered in the action plan as well.
		Actual															
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.		Plan													Concession and PPP Division of IMA	None	None
		Actual															
2.6 Select candidate projects based on the agreed criteria.		Plan												JICA	Concession and PPP Division of IMA	The practical approach for the case study is modified to "Topic-oriented" programs based on Record of Discussions agreed upon between GOM and JICA. This issue was confirmed in the JCC held on 29th June 2015. As the part of "Topic-oriented" programs, several training sessions to MOE and Ministry of Health and Sports were also held upon the request from those Ministries.	In the "Topic-oriented" programs, JICA expert will provide MOE and MOHS with hands-on lectures to comply with the requests by the participants. JICA expert team will discuss in detail and agree on the internal advisory services for some specific projects with IMA.
		Actual															
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.		Plan													Concession and PPP Division of IMA		
		Actual															
2.8 Produce case study materials using the experiences of those projects		Plan												JICA	Concession and PPP Division of IMA	None	None
		Actual															
2.9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.		Plan												JICA	Concession and PPP Division of IMA	JICA experts provided the lecture on "PPP project screening" as the Type II Seminar (II), which was held on June 30, 2015.	None
		Actual															
Duration / Phasing		Plan														None	None
		Actual															
Monitoring Plan		Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Remarks	Issue	Solution		
Monitoring			I	II	III	IV	I	II	III	IV	I	II	III	IV			
Joint Coordination Committee		Plan											The second JCC was held on 29th June.	None	None		
Set-up the Detailed Plan of Operation (Work Plan)		Actual															
		Plan														None	
Submission of Monitoring Sheet		Actual											The third monitoring sheet was submitted in Feb 2015. The fourth monitoring sheet covering the activities until the end of July 2015 will be submitted in the end of August 2015.	None	None		
		Plan															
Monitoring Mission from Japan		Actual											JICA expert team is not aware of its timing.	None	None		
Terminal Monitoring		Plan															
Post Monitoring		Actual											None	None	None		
Reports/Documents		Plan											None	None	None		
Work Plan		Actual											None	None	None		
Project Completion Report		Plan											None	None	None		
		Actual															



**TO CR of JICA Mongolia OFFICE**

**PROJECT MONITORING SHEET**

**Project Title:** Project for Capacity Building of Public-Private Partnership in Mongolia

**Version of the Sheet:** Ver.5 (February 29, 2016)

**Name:** Tsutomu Shibata

**Title:** Team Leader

**Submission Date:** February 29, 2016

**I. Summary**

**1 Progress**

**1-1 Progress of Inputs**

- The experts visited Mongolia in September, October, November, and December 2015 and January and February 2016

**Progress of Activities**

- Nine participants attended the second training in Japan in December 2015 and appreciated the contents.
- Sixth Type 2 awareness raising program and the lectures at IMA, Ministry of Energy and Ministry of Health and Sports were conducted by the experts.
- Draft Action Plan was being discussed between the government and the experts

**1-2 Achievement of Output**

- PPP Capacity of IMA and relevant Ministries were improved resulted from the second training in Japan and seminars and lectures by the experts

**1-3 Achievement of the Project Purpose**

- In MOE and MOHS, basic understanding of PPP projects in energy sector and healthcare sector, respectively, was enhanced through the expert's lectures.
- In IMA, orientation lectures were given to new staff and some DBM staff resulting in improvement of their PPP knowledge.

**1-4 Changes of Risks and Actions for Mitigation.** None.

**1-5 Progress of Actions undertaken by JICA**

- Experts visited Mongolia. As mentioned in 1-1

**1-6 Progress of Actions undertaken by Gov. of Mongolia**

- The government cooperated to hold lectures and seminar mentioned above.

**1-7 Progress of Environmental and Social Considerations (if applicable).**

Not applicable.

**1-8 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable).**

Not applicable.

**1-9 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)**

**2 Delay of Work Schedule and/or Problems (if any)**

**2-1 Detail**

- None.

**2-2 Cause**

- None.

**2-3 Action to be taken**

- None.

**2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mongolia)**

- None.

**3 Modification of the Project Implementation Plan.**

- The practical approach for the case study was largely modified to 'Topic-oriented' programs based on Record of Discussions agreed upon between GOM and JICA. As the part of 'Topic-oriented' programs, several training sessions to MOE and Ministry of Health and Sports were also held upon the request from those Ministries. For the case study, one project was suggested by IMA, but due to no progress of the project, an expert, instead, provided two notes on the project for future reference.

**3-1 PO**

**3-2 Other modifications on detailed implementation plan**

**4 Preparation of Gov. of Mongolia toward after completion "Capacity Building of Public-Private Partnership in Mongolia" of the Project.**

- None.

**II. Project Monitoring Sheet I & II** *as Attached*

## Project Design Matrix

Project Title: Project For Capacity Building of Public-Private Partnership in Mongolia

Implementing Agency: Concession division in Invest Mongolia Agency

Target Group: Staff of Concession division in Invest Mongolia Agency

Period of Project: Tentatively May 2014 - April 2016

Project Site: Ulaanbaatar and all provinces of Mongolia

Model Site: None

Version 5

Dated FEB. 29, 2016

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b> PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. 2. [Reference] The number of PPP projects with the completion of concession agreements is increased. 3. [Reference] The number of the PPP projects which have already Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.	1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED 4. Information was provided by IMA in May 2015.		During the period from August 2015 to February 2016, the agreements for six concession projects were signed and Six projects were newly authorized as the concession projects (PPP projects) in the Concession List, including 3 projects which were modified from the previous list (type of bidding and finance sources).	The types of concession of all signed projects during the period were BT(Build and Transfer). One road project, one water supply project, one Hydro Power Plant and three school projects were signed. Some of newly authorized projects seem to be financed from the national budget.
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity (*) of IPPP Department is enhanced.  2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. 3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI. (*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department.	1. Self-diagnosis by IPPP Department and interviews/questionnaire based on the assessment matrix (*) 2. Self-diagnosis by the selected line ministries and interviews/questionnaire based on the assessment matrix (**)	1. The international and regional trend of PPP investment remains stable and sustainable.  2. Political and macro-economic stability is retained to attract private sector to PPP.  3. A package of policy measures is established by Goma to attract private sector to PPP.	As the Type II seminar, the seminars on "PPP Financing" and "Project Management for PPP project" were implemented. As the part of "Topic-oriented" programs, several training sessions to MOE and MOHS were also held upon the request from those Ministries. The self-diagnosis by new staffs in the concession and PPP division of IMA was reviewed by JICA expert team based on its interviews. Since the staff in PPP Division of IMA ( MED) have frequently changed, many new comers have to be engaged in PPP project without sufficient knowledge on PPP. The experts made IMA for new staff with orientation lectures for new staff and some DBM staff resulting in improvement of their PPP knowledge. It would be one of important lecture material for staff in PPP Division.	
<b>Outputs</b>					
1 Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	1-1-1. Records of awareness raising programs 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.	1. The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated.	The second study trip to Japan was held in December 2015 and 9 members from IMA and other related ministries attended the trip and highly evaluated the program. Two Type II seminars was held in September and in November 2015.	
2 Involvement of IPPP Department for facilitating PPP is improved.	2-1. The action plan developed by the Project is continuously implemented and promoted.  2-2. Communication and coordination among the key government stakeholders are properly promoted.  2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	2-1. Status report of the action plan  2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities  2-4. Case study materials, reference papers, etc.	2. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.	The Draft Action Plan has been prepared and several discussions with IMA, MOF, ADB and other related authorities have implemented. The practical approach for the case study is modified to "Topic-oriented" programs based on Record of Discussions agreed upon between GOM and JICA. As the part of "Topic-oriented" programs, The lectures at MOE have made 19 times in total and the lectures at MOHS have made 18 times in total. In addition to the above "Topic-oriented" programs, JICA and IMA agreed that JICA expert team would provide IMA with internal advisory services for the specific project within the limited remaining time and capacity of the Project. In addition to the above "Topic-oriented" programs, JICA and IMA agreed that JICA expert team would provide IMA with internal advisory services for the specific project within the limited remaining time and capacity of the Project. In accordance with IMA's request, IMA and the experts agreed on the internal advisory services on the Ulgi Water Power Project. However, the project was suspended due to some Governmental reasons. The experts prepared two notes for the project instead of the actual advisory services.	2

Activities	Inputs	Pre-Conditions	
0 Refine the capacity matrix of the key stakeholders.	<b>The Japanese Side</b> 1. Experts (1) Long-term and/or short-term experts from Japan and/or third countries	<b>The Mongolian Side</b> 1. Personnel (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Counterpart personnel (staff of IPPP Department) In accordance with the governmental reorganization, the revised structure of the Project was confirmed in the JCC held on 29th June 2015. The above roles in the counterpart were shifted to IMA personnel.  2. Provision of the project offices and facilities in IPPP Department necessary for the project implementation In the JCC on 29th June 2015, JICA requested IMA to provide the JICA expert team with adequate space for their working in IMA. 3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)	Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.  MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.
1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).	2. Trainings of counterpart personnel in Japan and/or third countries		
1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc.(Type II).	3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary)		
1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.	(2) Other equipment used by the experts		
2-1 Assess policy and institutional framework for further PPP promotion and produce a report.	4. Local expenses for the project activities		
2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).	5. Teaching materials for training/ workshops/seminars	4. Others as necessary	
2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.	6. Others		
2-4 Develop an action plan for better coordination and collaboration in PPP.			
2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.			
2-6 Select candidate projects based on the agreed criteria.			
2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.			
2-8 Produce case study materials using the experiences of those projects.			
2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.			
			<b>&lt;Issues and countermeasures&gt;</b>





## Tentative Plan of Operation

Version 5

Dated FEB. 29, 2016

## Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia

Inputs		Year	2014				2015				2016				Remarks	Issue	Solution	
			II	III	IV	I	II	III	IV	I	II	III	IV					
<b>Expert</b>														The experts visited Mongolia in September, October, November, and December 2015 and January and February 2016. In accordance to the needs for the activities of the awareness raising on the project management for PPP projects, the expert for the project management( PPP infrastructure 2) was dispatched to Mongolia in November 2016.	None	None		
PPP Policy / Institutional Framework		Plan																
		Actual																
PPP financing 1		Plan																
		Actual																
PPP financing 2		Plan																
		Actual																
PPP infrastructure 1		Plan																
		Actual																
PPP infrastructure 2 (Additionally assigned in December 2015)		Plan																
		Actual																
PPP tender process (PPP procurement process)		Plan																
		Actual																
Awareness raising		Plan																
		Actual																
Coordination		Plan																
		Actual																
<b>Equipment</b>														None	None	None		
Server computer and others as described in R/D		Plan																
		Actual																
<b>Training in Japan</b>														Nine participants attended the second training in Japan in December 2015 and appreciated the contents. IMA reported JICA Mongolia Office on the results of the training in Japan with its appreciation.	Some of the participants in the training program in Japan and their country have moved from MED, IMA and the relevant Ministries.	The expert team will have meetings with them for the following-up to evaluate the effects of the projects.		
Training for Counterpart Personnel / Relevant Parties		Plan																
		Actual																
<b>In-country/Third country Training</b>														None	None	None		
Third country training for Counterpart Personnel / relevant Parties		Plan																
		Actual																
<b>Activities</b>		Year	2014				2015				2016				Responsible Organization		Achievements	Issue & Countermeasures
Sub-Activities			II	III	IV	I	II	III	IV	I	II	III	IV	Japan	GOM			
<b>Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders,</b>																		
1.1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).		Plan												JICA	Concession and PPP Division of IMA	None	None	
		Actual																
1.2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II).		Plan												JICA	Concession and PPP Division of IMA ( Ministry of Energy (MOE) and Ministry of Health and Sports (MOHS), the both of the Ministries are JCC Members, are recipients of the individual seminars/lectures by the experts. )	The fifth and sixth Type II awareness raising seminars were held in September 2015 and in November 2015. The relevant program and the lectures at IMA, Ministry of Energy and Ministry of Health and Sports were conducted by the experts through the period from August 2015 to February 2016.	None	
		Actual																
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.		Plan												JICA	Concession and PPP Division of IMA	None	None	
		Actual																
<b>Output 2: Involvement of the Concession and PPP Department of IMA ( IPP Department of MED) for facilitating PPP is</b>																		
2.1 Assessed policy and institutional framework for further PPP promotion and produced a draft report. It will be introduced at the first JCC and provide inputs for the Action plan.		Plan												JICA	Concession and PPP Division of IMA	The experts reviewed on the draft of the new PPP law drafted by IMA with the support by ADB. The purpose of the new PPP law is to improve the institutional framework and system for PPP in Mongolia.	The experts will continue to discuss on the new PPP law with IMA and ADB.	
		Actual																
2.2 Organized coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).		Plan												JICA	Concession and PPP Division of IMA	The experts could have the discussion with the DG of PIP in MOF,including the discussion on the Draft Action Plan.	To invite the representative of MOF for the seminar (Workshop) for the Action Plan to be held on the middle of March 2016.	
		Actual																
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.		Plan												JICA	Concession and PPP Division of IMA	The expert team prepared the Draft Action Plan with involvement of the opinions of Mongolian private sector.	None	
		Actual																
2.4 Develop an action plan for better coordination and collaboration in PPP.		Plan												JICA	Concession and PPP Division of IMA	Draft Action Plan was prepared and being discussed between the government (IMA and Ministry of Finance) and the experts. The experts have exchanged views on the action plan with ADB, who is currently preparing the draft of the new PPP law with IMA.	The seminar (Workshop) for the Action Plan shall be held on the middle of March 2016by IMA and the experts in the cooperation with ADB and other foreign development partners.	
		Actual																
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.		Plan													Concession and PPP Division in of IMA	None	None	
		Actual																
2.6 Select candidate projects based on the agreed criteria.		Plan												JICA	Concession and PPP Division in of IMA	The practical approach for the case study is modified to "Topic-oriented" programs based on Record of Discussions agreed upon between GOM and JICA. This issue was confirmed in the JCC held on 29th June 2015. As the part of "Topic-oriented" programs, several training sessions to MOE and MOHS were also held upon the request from those Ministries.	Based on the "Topic-oriented" programs provided by the experts for IMA and other stakeholders, the experts will prepare two guidance materials for "PPP Projects screening "and " Project Implementation".	
		Actual																
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.		Plan												JICA	Concession and PPP Division of IMA	In addition to the above "Topic-oriented" programs, JICA and IMA agreed that JICA expert team would provide IMA with internal advisory services for the specific project within the limited remaining time and capacity of the Project. In accordance with IMA's request, IMA and the experts agreed on the internal advisory services on the Ulgi Water Power Project. However, the project was suspended due to some Governmental reasons. The experts prepared two notes for the project instead of the actual advisory services.		
		Actual														The lectures to Ministry of Energy (MOE) and Ministry of Health and Sports (MOHS) were held and highly appreciated. The lectures at MOE have made 19 times in total and the lectures at MOHS have made 18 times in total.		
2.8 Produce case study materials using the experiences of those projects.		Plan												JICA	Concession and PPP Division of IMA	None	None	
		Actual																
2.9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.		Plan												JICA	Concession and PPP Division of IMA	Since the staff in PPP Division of IMA ( MED) have frequently changed, many new comers have to be engaged in PPP project without sufficient knowledge on PPP. The experts agreed with IMA to make orientation lectures for new staff and some DBM staff resulting in improvement of their PPP knowledge. It would be one of important lecture material for staff in PPP Division.		
		Actual																
<b>Duration / Phasing</b>		Plan														None	None	
		Actual																



Monitoring Plan	Year	2014			2015				2016				Remarks	Issue	Solution
		II	III	IV	I	II	III	IV	I	II	III	IV			
<b>Monitoring</b>															
Joint Coordination Committee	Plan												None	None	None
	Actual														
Set-up the Detailed Plan of Operation (Work Plan)	Plan												None	None	None
	Actual														
Submission of Monitoring Sheet	Plan												The fourth monitoring sheet was submitted in August 2015. The fifth monitoring sheet covering the activities until February 2016 will be submitted by the end of February 2016.	None	None
	Actual														
Monitoring Mission from Japan	Plan												None	None	None
	Actual														
Terminal Monitoring	Plan												None	None	None
	Actual														
Post Monitoring	Plan												None	None	None
	Actual														
<b>Reports/Documents</b>															
Work Plan	Plan												None	None	None
	Actual														
Project Completion Report	Plan												None	None	None
	Actual														



**RECORD OF DISCUSSIONS**  
**ON**  
**THE PROJECT FOR CAPACITY BUILDING OF PUBLIC-PRIVATE**  
**PARTNERSHIP**  
**IN**  
**MONGOLIA**  
**AGREED UPON BETWEEN**  
**MINISTRY OF ECONOMIC DEVELOPMENT OF MONGOLIA**  
**AND**  
**JAPAN INTERNATIONAL COOPERATION AGENCY**

Ulaanbaatar, 29<sup>th</sup> January, 2014



Mr. Toshinobu KATO  
Chief Representative  
JICA Mongolia Office  
Japan International Cooperation  
Agency  
Japan



Mr. Begzsuren SHINEBAATAR  
State Secretary  
Ministry of Economic Development  
Mongolia

Based on the Minutes of Meetings on the Detailed Planning Survey on the "Project for Capacity Building of Public-Private Partnership in Mongolia" (hereinafter referred to as "the Project") signed on December 6, 2013 between the Innovation and Public-Private Partnership Department of the Ministry of Economic Development (hereinafter referred to as "IPPP Dept.") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with IPPP Dept. and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that IPPP Dept., the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of Mongolia.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on December 5, 2003 (hereinafter referred to as "the Agreement") the Note Verbales exchanged on June 12, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Mongolia.

Appendix 1: Project Description

Appendix 2: Main Points Discussed



## Appendix 1

### PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the Minutes of Meetings on the concerning Preparatory Survey on the Project signed on December 6, 2013.

#### I. BACKGROUND

In the recent years, Mongolian economy showed good performance of economic growth because of capital flow into mining sector development and boom of international commodity market such as coal and copper. For example, GDP growth rate recorded 17.5% in 2011. Its figure in 2012 achieved 12.3% driven by non-mining sectors such as agriculture, construction and transport although performance of mining sector got worse.

Infrastructure development is one of the critical issues for following the growth path in Mongolia. Huge needs of infrastructure development exist, more specifically electricity for the mining sector, water supply and waste water treatment, and transportation. In addition, migration from rural to urban areas is uneven in the Ulaanbaatar City. This creates excessive burden onto the existing infrastructure systems, most of which were built in the era of the former central planning economy system and functioned less in a poor condition. Meanwhile, financial gap for infrastructure investment is huge. Thus, it cannot be financed by GoM's own budget and Official Development Assistance (ODA) fully.

Against these situations, Public-Private Partnership was officially introduced to Mongolia with the ratification of the State Policy of PPP on October 15, 2009. Subsequently, the Law on Concession has been ratified on January 28, 2010 establishing the necessary legal framework. Since its establishment in May 2010, the PPP and Concession Department of the State Property Committee (SPC) has been working to prepare and implement PPP projects in line with the relevant ministries and organizations. The Action Plan of the Reform Government to be implemented through the year 2012 to 2016 articulated PPP, as a priority area, should be scaled up to the next stage. The Concession items' list – the PPP pipeline projects has been approved by the Cabinet on July 21, 2010. The Government of Mongolia (GoM) has signed two concession agreements up to now. Under this policy and legal framework, the PPP Unit of SPC worked closely with the relevant ministries when preparing and implementing these PPP projects.

Currently, the Innovation and PPP Department (IPPP Dept.) under the Ministry of Economic Development (MED) is responsible for PPP related matters (NOTE: The related functions were moved from SPC to the Department of MED under the re-organizing process of the government system). IPPP Dept. shall be



responsible for providing necessary advices, assistances to the line ministries and organizations during the PPP project initiation. IPPP Dept. is also responsible for organizing PPP projects tenders, negotiation and drafting of concession agreements, project documents and monitoring of PPP projects during the concession period.

According to the Integrated Budget Law and the current Law on Concession, the relevant ministries and organizations are now responsible for preparation of PPP projects and the Concession items' list shall be approved by the Parliament every year. This change allows the financially not viable more social sector PPP projects become bankable with the Government budget support and proper risk allocation between the public and private sectors.

However, history of PPP is not long in Mongolia. The policy and institutional framework are needed to further refine. Lack of human resources with better knowledge and experiences is very serious. Take an example, "Evaluating the Environment for Public-Private Partnership in Asia-Pacific: The 2011 Infrascopes", which was published by the Asian Development Bank (ADB) in 2011 states the relevant laws such as 2010 Concession Law, the Civil Code and the Foreign Investment Law stipulate compensation for damages caused by legal and economic condition changes; on the other hands, there is no articles on risk sharing between the public and private sectors. In addition, those laws and regulations stipulate selection of PPP projects and government credit guarantee and tax preference measures for concessioners while investment and financial analyses and risk analysis are not conducted sufficiently in PPP pipeline projects on the ground. According to the World Bank documents titled "Mongolia: Strategy for Public-Private Partnerships", in fact only nine pipeline projects has revenue streams out of 121 projects on the items' list.

To address those challenges relating to Mongolian PPP, MED and JICA agreed to the start of the Technical Cooperation Project, following the approval of the Government of Japan.

## **II. OUTLINE OF THE PROJECT**

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex I) and the tentative Plan of Operations: PO (Annex II).

### **1. Title of the Project**

The Project for Capacity Building of Public-Private Partnership in Mongolia

### **2. Overall Goal**

PPP is further promoted in Mongolia.

### **3. Project Purpose**

Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.



#### 4. Outputs

- (1) Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.
- (2) Involvement of IPPP Department for facilitating PPP is improved.

#### 5. Activities

##### Preparation

- 0 Refine the capacity matrix of the key stakeholders.

##### Output 1

- 1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).
- 1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II).
- 1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.

##### Output 2

- 2-1 Assess policy and institutional framework for further PPP promotion and produce a report.
- 2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP)
- 2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.
- 2-4 Develop an action plan for better coordination and collaboration in PPP.
- 2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.
- 2-6 Select candidate projects based on the agreed criteria.
- 2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.
- 2-8 Produce case study materials using the experiences of those projects.
- 2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.

#### 6. Input

##### (1) Input by JICA

The JICA experts will give necessary technical guidance, advice and recommendations to IPPP Dept. on any matters pertaining to the implementation of the Project.

##### (a) Dispatch of Experts

[Long-term and/or Short-term Experts from Japan/third countries]

- PPP policy and institutional framework
- PPP financing
- PPP infrastructure

- PPP procurement process
- Awareness raising
- Coordination
- Other Short-term Experts will be dispatched when necessity arises for smooth implementation of the Project.

[Local Experts]

- If necessary.

(b) Training

- Local Trainings/workshops
- Trainings in Japan
- Trainings in third countries

(c) Machinery and Equipment

- Listed on the Annex V

Inputs other than indicated above will be determined through mutual consultations between JICA and IPPP Dept. during the implementation of the Project, as necessary.

(2) Input by IPPP Dept.

IPPP Dept. will take necessary measures to provide at its own expense:

- (a) Services of IPPP Dept.'s counterpart personnel and administrative personnel as referred to in II-7;
- (b) Suitable office space with necessary equipment;
- (c) Information as well as support in obtaining medical service;
- (d) Credentials or identification cards;
- (e) Available data (including maps and photographs) and information related to the Project;
- (f) Running expenses necessary for the implementation of the Project;
- (g) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Mongolia from Japan in connection with the implementation of the Project

7. Implementation Structure

The Project organization chart is given in the Annex IV. The roles and assignments of relevant organizations are as follows:

(1) IPPP Dept.

(a) Project Director

The State Secretary of the Ministry of Economic Development will be responsible for overall administration and implementation of the Project.

(b) Deputy Project Director

The Director General of IPPP Dept. will be responsible for overall administration and implementation of the Project as an assistant to Project Director.

(c) Project Manager

The Head of the Concession Division, IPPP Dept. will be responsible for the managerial and technical matters of the Project.

(d) Other counterpart officials: They shall be nominated and informed to JICA side before the Project starts.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to IPPP Dept. on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held biannually and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC should be decided before the Project starts.

(4) Project Team

The Project team will be responsible for the daily implementation of the Project designed in the PDM and the PO. The Project team consists of IPPP Dept., and JICA Experts.

8. Project Site(s) and Beneficiaries

(1) Project Site: Ulaanbaatar and all provinces of Mongolia

(2) Beneficiaries: Staff of IPPD Dept. will be direct beneficiaries. Other officials of the key relevant government organizations will be secondary beneficiaries.

9. Duration

Two (2) years from the date of first arrival of the Japanese expert in Mongolia

10. Environmental and Social Considerations

IPPP Dept. agreed to abide by "JICA Guidelines for Environmental and Social Considerations" in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

**III. UNDERTAKINGS OF IPPP Dept.**

1. IPPP Dept. will take necessary measures to:

(1) ensure that the technologies and knowledge acquired by the Mongolia nationals as a result of Japanese technical cooperation contributes to the economic and social development of Mongolia, and that the knowledge



and experience acquired by the personnel of Mongolia from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and

- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Mongolia.
2. IPPP Dept. will take necessary measures to:
    - (1) provide security-related information as well as measures to ensure the safety of the JICA experts;
    - (2) permit the JICA experts to enter, leave and sojourn in Mongolia for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees.
    - (3) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
    - (4) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project; and
    - (5) meet taxes and any other charges on the equipment, machinery and other material, referred to in II-7 above, necessary for the implementation of the Project.
  3. IPPP Dept. will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

#### **IV. EVALUATION**

JICA and IPPP Dept. will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term if necessary
2. Terminal evaluation during the last six (6) months of the cooperation term

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. IPPP Dept. is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the Project completion, in principle
2. Follow-up surveys on necessity basis



## **V. PROMOTION OF PUBLIC SUPPORT**

For the purpose of promoting support for the Project, IPPP Dept. will take appropriate measures to make the Project widely known to the people of Mongolia.

## **VI. MUTUAL CONSULTATION**

JICA and IPPP Dept. will consult each other whenever any major issues arise in the course of Project implementation.

## **VII. AMENDMENTS**

The record of discussions may be amended by the minutes of meetings between JICA and IPPP Dept.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

### **Annex**

- I. Logical Framework (Project Design Matrix: PDM) including Explanatory Note
- II. Tentative Plan of Operations: PO
- III. Expected Topics of In-country Seminars, Workshops, and Consultations by Japanese academics
- IV. Implementation Structure of the Project
- V. List of Required Equipment



# Project Design Matrix (PDM): Tentative Version)

Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia  
Target Areas: Ulaanbaatar, Mongolia

Project Period : Tentatively May 2014 – April, 2016 (2 Years)  
Target Group: IPPP Department staff of MED

## ANNEX I

Version No. 0

Date : December 6, 2013

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b> PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. 2. [Reference] The number of PPP projects with the completion of concession agreements is increased. 3. [Reference] The number of the PPP projects which have already started the implementation is increased. Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.	1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED	
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity (*) of IPPP Department is enhanced. 2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. 3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI. (*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department. (**) Capacity is defined by the capacity laid out in the assessment matrix for key line ministries.	1. Self-diagnosis by IPPP Department and interviews/ questionnaire based on the assessment matrix (*) 2. Self-diagnosis by the selected line ministries and interviews/ questionnaire based on the assessment matrix (**) 3. Interviews/questionnaire based on the assessment matrixes (*) (**)	1. The international and regional trend of PPP investment remains stable and sustainable. 2. Political and macro-economic stability is retained to attract private sector to PPP. 3. A package of policy measures is established by GoM to attract private sector to PPP.
<b>Outputs</b> 1. Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector. 2. Involvement of IPPP Department for facilitating PPP is improved.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities. 2-1. The action plan developed by the Project is continuously implemented and promoted. 2-2. Communication and coordination among the key government stakeholders are properly promoted. 2-3. Communication between IPPP Department and the private sector are improved. 2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	1-1-1. Records of awareness raising programs 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc. 2-1. Status report of the action plan 2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities 2-3. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities 2-4. Case study materials, reference papers, etc.	1. The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated. 2. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.

Activities	Inputs		
	Japanese side	Mongolian side	
<p>0. Refine the capacity matrix of the key stakeholders.</p> <p>1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).</p> <p>1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I<sup>1</sup>) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II<sup>2</sup>).</p> <p>1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.</p> <p>2-1 Assess policy and institutional framework for further PPP promotion and produce a report.</p> <p>2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).</p> <p>2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.</p> <p>2-4 Develop an action plan for better coordination and collaboration in PPP.</p> <p>2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.</p> <p>2-6 Select candidate projects based on the agreed criteria.</p> <p>2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.</p> <p>2-8 Produce case study materials using the experiences of those projects.</p> <p>2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.</p>	<p>1. Experts</p> <p>(1) Long-term and/or short-term experts from Japan and/or third countries</p> <p>2. Trainings of counterpart personnel in Japan and/or third countries</p> <p>3. Provision of machinery and equipment</p> <p>(1) Machinery and Equipment (if necessary)</p> <p>(2) Other equipment used by the experts</p> <p>4. Local expenses for the project activities</p> <p>5. Teaching materials for training/ workshops/seminars</p> <p>6. Others</p>	<p>1. Personnel</p> <p>(1) Project Director</p> <p>(2) Deputy Project Director</p> <p>(3) Project Manager</p> <p>(4) Counterpart personnel (staff of IPPP Department)</p> <p>2. Provision of the project offices and facilities in IPPP Department necessary for the project implementation</p> <p>3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)</p> <p>4. Others as necessary</p>	<p><b>Pre-condition</b></p> <p>Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.</p> <p>MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.</p>

<sup>1</sup> "Type I" is the awareness raising program on PPP in PIP, implication on macro-economic policy management, etc. from the wider perspective.

<sup>2</sup> "Type II" is the awareness raising program on PPP policy and plan, PPP procedures, risk sharing, etc.

Explanatory Note the Project M&E Framework

Annex I (ii)

	Narrative Summary	Objectively Verifiable Indicator	Baseline when the Project starts	Current Situation (at the time of mid-term review)	Target level to be achieved
Overall Goal	PPP is further promoted in Mongolia.	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased.	Not applicable	-	1. The number (and percentage) of PPP projects is increased by 2019 (i.e. 3 years after the termination of the Project). NOTE: This is a reference indicator.
		2. [Reference] The number of PPP projects with the completion of concession agreements is increased.	Two (2) concession agreements by 2013 1) Project on the Paved Road Construction of Naryn Sukhait - Shivee Khuren Route 2) Project on Telmen Power Plant	-	2. The number (and percentage) of PPP projects is increased by 2019 (i.e. 3 years after the termination of the Project). NOTE: This is a reference indicator.
		3. [Reference] The number of the PPP projects which have already started the implementation is increased.	One (1) PPP project starting from December, 2013 1) Project on the Paved Road Construction of Naryn Sukhait - Shivee Khuren Route	-	3. The number (and percentage) of PPP projects is increased by 2019 (3 years after the termination of the Project). NOTE: This is a reference indicator.
Project Purpose	Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity of IPPP Department is enhanced (through the CJT with Japanese experts during the preparation and implementation of PPP candidate projects).	It will be set when the capacity matrix for IPPP Department is developed during the implementation of the Project.	-	Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for IPPP Department.
		2. The capacity of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department.	It will be set when the capacity matrix for key line ministries is developed during the implementation of the Project.	-	Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for key line ministries.
		3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.	It will be set when the capacity matrix for IPPP Department is developed during the implementation of the Project.	-	Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for IPPP Department.
Output1	Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	Awareness raising activities are conducted but on an ad-hoc basis.	-	Awareness raising activities are conducted on the basis of the target groups, themes, implementation modalities, and schedules of the awareness raising programs.
			The level of understanding on PPP scheme among key stakeholders is not grasped.	-	Majority of the participants consider that the level of understanding on PPP scheme among key stakeholders reached the satisfactory level in the questionnaire of each seminar and workshop from the perspective of (i) the use of PPP in PIP, (ii) PPP, (iii) the role of the public sector, (iv) the implication on macro-economic policy management, etc.
			Not applicable	-	The awareness raising activities are designed based on the needs from the key stakeholders and feedback from the past activities.



	Narrative Summary	Objectively Verifiable Indicator	Baseline when the Project starts	Current Situation (at the time of mid-term review)	Target level to be achieved
Output2	Involvement of IPPP Department for facilitating PPP is improved.	2-1. The action plan developed by the Project is continuously implemented and promoted.	Not applicable (The action plan is not developed at this moment).	-	Action Plan is developed and shared among key stakeholders.  The percentages of "on track" and "in progress" status to the proposed actions exceed XX% and YY%.  (1) Formula = On track status / the total number of the proposed actions (2) Formula = In progress status / the total number of the proposed actions
		2-2. Communication and coordination among the key government stakeholders are properly promoted.	Communication and coordination among key government stakeholders are not always done, e.g., through formal and regular occasions, although those are arranged on an ad-hoc basis.	-	Communication and coordination among key government stakeholders are promoted, e.g., through formal and regular occasions, on the basis of the capacity matrix for IPPP Department.  Future direction is identified.
		2-3. Communication between IPPP Department and the private sector are improved.	Specific communication between IPPP Department and the private sector is not conducted, e.g., through formal and regular occasions.	-	Communication between IPPP Department and the private sector are improved, e.g., through formal and regular occasions, on the basis of the capacity matrix for IPPP Department.  Future direction is identified.
		2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.	Not applicable	-	(1) Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for IPPP Department. (2) Facilitation activities of preparation and implementation of the selected candidate project has been continued. (3) Case study materials are produced. (4) Guideline(s) and/or reference paper(s) are developed (on a need basis).

# Annex I (iii)

Capacity assessment matrix for IPPP Department, MED

	Understanding on PPP	Project development	Financial and investment analysis	Procurement process	Experiences of contract negotiation	Project monitoring	Communication and coordination
Level 5	To understand significance and basic knowledge of PPP appropriately and conduct the awareness-raising activities for PPP strategically and systematically	To provide guidance and advices for other ministries, departments, etc., including private sector.	To provide guidance and advices for other ministries, departments, etc., including private sector.	To ensure competitiveness, transparency, and fairness of bidding procedure properly.	To have experiences of contract negotiation for PPP by most persons in charge on their own initiative.	To provide guidance and advices for other ministries, departments, etc., including private sector.	To communicate with and coordinate among other ministries, departments, etc., including private sector.
Level 4	To understand significance and basic knowledge of PPP adoption appropriately but do not conduct the awareness-raising activities for PPP almost strategically and systematically.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (and beneficial for them).	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (and beneficial for them).	To ensure competitiveness, transparency, and fairness of bidding procedure properly on some level.	To have experiences of contract negotiation for PPP by some persons in charge on their own initiative.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (and beneficial for them).	To communicate with and coordinate among other ministries, departments, etc., including private sector, on some level (and beneficial for them).
Level 3	To understand significance and basic knowledge of PPP adoption to some extent. Awareness raising activities are not conducted strategically and systematically.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (but not beneficial for them).	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (but not beneficial for them).	To possess a proper process for competitiveness, transparency, and fairness of bidding procedure as widely known to stakeholders on some level (but fluctuating broadly).	To have experiences of contract negotiation for PPP by some persons in charge.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (but not beneficial for them).	To communicate with and coordinate among other ministries, departments, etc., including private sector, on some level (but not beneficial for them).
Level 2	To understand significance and basic knowledge of PPP. Awareness raising activities are not conducted, or conducted less sufficiently.	To provide guidance and advices for other ministries, departments, etc., including private sector, but do not suffice and benefit for them.	To provide guidance and advices for other ministries, departments, etc., including private sector, but do not suffice and benefit for them.	To possess a proper process for competitiveness, transparency, and fairness of bidding procedure but do not comply with the process.	To have experiences of contract negotiation for PPP by some persons without any responsibility.	To provide guidance and advices for other ministries, departments, etc., including private sector, but do not suffice or benefit for them.	To communicate with and coordinate among other ministries, departments, etc., including private sector, but do not suffice and benefit for them.
Level 1	Do not understand significance and basic knowledge of PPP appropriately. Awareness raising activities are not conducted at all.	Do not provide guidance and advices for other ministries, departments, etc., including private sector.	Do not provide guidance and advices for other ministries, departments, etc., including private sector.	Do not possess a proper process for competitiveness, transparency, and fairness of bidding procedure.	Do not have experiences of contract negotiation for PPP by any persons.	Do not provide guidance and advice for other ministries, departments, etc., including private sector.	Do not communicate with and coordinate among other ministries, departments, etc., including private sector.

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Capacity assessment matrix for key line ministries and other relevant organizations

	Understanding meaning of PPP	Clear distinction between traditional public investment and PPP in PIP	Understanding risk sharing between public and private sector and the role of the public sector	Project development	Experiences of contract negotiation	Project monitoring
Level 5	To understand significance and basic knowledge of PPP appropriately	To distinguish between traditional public financing and PPP projects in PIP. To practice them according to the specific policy and criteria.	To understand the risk sharing of PPP appropriately. To practice the risk sharing at the individual project level (including planned and on-going ones).	To conduct Pre-feasibility studies (FS) and/or FS of most PPP candidate projects, e.g., in the concession list. Those projects are well developed.	To have experiences of contract negotiation for PPP by the persons in charge on their own initiative.	To understand the necessity of monitoring activities during the concession period, and to conduct the activities under a certain framework.
Level 4	To understand significance and basic knowledge of PPP almost appropriately	To distinguish between traditional public financing and PPP projects in PIP. To practice them on some level according to the specific policy and criteria.	To understand the risk sharing of PPP on some level. To practice the risk sharing at the individual project level on some level (including planned and on-going ones).	To conduct Pre-F/S and/or FSs of nearly a half of PPP candidate projects, e.g., in the concession list. Those projects are not well developed.	To have experiences of contract negotiation for PPP by some persons in charge.	To understand the necessity of monitoring activities during the concession period, and to conduct the activities on some level under a certain framework. To have the staffing constraint or the activities.
Level 3	To understand significance and basic knowledge of PPP appropriately. But it is various depending on the departments and individual.	To have a consciousness of distinguishing between traditional public financing and PPP projects in PIP but do not practice them according to the specific policy and criteria.	To understand the risk sharing of PPP on some level. To practice the risk sharing at the individual project level (including planned and on-going ones) but a few cases.	To conduct a few Pre-F/S and/or FSs among PPP candidate projects, e.g., in the concession list. Those projects are not well developed.	To have experiences of contract negotiation for PPP by some persons without any responsibility.	To understand the necessity of monitoring activities during the concession period and possess a certain monitoring framework but do not conduct the activities.
Level 2	To understand significance and basic knowledge of PPP on limited level	To have a consciousness of distinguishing between traditional public financing and PPP projects in PIP but do not possess any specific policy or criteria.	To understand the risk sharing of PPP on some level but do not practice the risk sharing at the individual project level (including planned and on-going ones).	To recognize the necessity of the Pre-F/S and FSs on PPP candidate projects, e.g., in the concession list. Those projects are not well developed.	Do not have experiences of contract negotiation for PPP by any persons.	To understand the necessity of monitoring activities during the concession period but do not conduct the activities because there are no monitoring framework.
Level 1	Do not understand significance and basic knowledge of PPP appropriately.	Do not have a consciousness of distinguishing between traditional public financing and PPP projects in PIP.	Do not understand the risk sharing of PPP. Do not practice the risk sharing at the individual project level (including planned and on-going ones).	Do not recognize the necessity of Pre-F/S and FSs on PPP candidate projects, e.g., in the concession list. Those projects are not well developed. The department and/or official in charge do not recognize its necessity.	Do not have experiences of contract negotiation for PPP by any persons. Do not take any measures for the contract negotiation.	Do not understand the necessity of monitoring activities during the concession period. Do not conduct the activities because there is no monitoring framework.

## Annex II

[illegible]

List of activities	Year	2014												2015												2016			
	JPN fiscal year	2014												2015												2016			
	Month	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4				
Other activities, such as meetings, seminars, workshops, etc.		—						—						—						—									
Seminar and/or workshop, consultations by Japanese academics																													
Training in Japan and/or third countries																													
JCC meeting																													
Terminal evaluation																													

\* The Mongolian fiscal year is same as the calendar year.

\*\* The timing of JCC meeting and review will be set bearing in mind the Mongolian fiscal year and budgeting process.

\*\*\* PO would be modified depending on budget situation and availability of resources at both sides.

## Annex III

### Expected Topics of In-country Seminars, Workshops, and Consultations by Japanese academics

#### Awareness raising program

The Project will organize awareness raising programs for high- & senior level stakeholders from the wider perspective (Output 1-1, TYPE I). Under this program, Japanese academics will be sent for the following topics:

Targets	Contents
MED high & senior level stakeholders	Use of PPP in PIP
	Improving understanding on PPP
	Role of the public and private sectors in PPP
	Understanding of risk sharing
MOF	Credit enhancement measures , macroeconomic implication in PPP (e.g. fiscal risk management)
Line ministries	Improving understanding on PPP



# Project Implementation Structure

Mongolian Side

JICA Side

Annex IV

## Joint Coordinating Committee (JCC)

**Project Director:** State Secretary of MED  
**Deputy Project Director:** Director General of IPPP Dept.  
**Project Manager:** Head of the Concession Division  
**Members:** Representatives from the following department of MED:  
 - Development Policy, Strategic Planning and Regulation Dept.  
 - Integrated Planning Division  
 - Sectorial Development Policy and Regulation Division  
 - Economic Cooperation, Loan and Aid Policy Dept.  
**Members:** Representatives from the following ministries,  
 - Ministry of Finance  
 - Ministry of Education  
 - Ministry of Energy  
 - Ministry of Environment  
 - Ministry of Road and Transportation

Industrial Development and  
Public Policy Department ,  
Japan International  
Cooperation Agency

JICA Mongolia  
Office

**Secretariat:**  
Concession Division, IPPP Dept.



## Project Team

**Counterparts from :** IPPP Dept.  
**Project Manager:** Head of the  
Concession Division  
**Team members:** (TBD before the  
Project starts)

Day-to-day  
consultation



JICA Experts(\*)  
(1) Chief Advisor  
(2) Other experts

(\*) JICA Experts consists of academics and consultants.

## Annex V

### List of Required Equipment

No	Name of Equipment	Number	Specification	Laptop accessories
1	Server computer	1	<ul style="list-style-type: none"> <li>• Processor/CPU -Intel Xeon, 2.4GHz</li> <li>• Memory/RAM - 16GB</li> <li>• HDD: 4TB</li> </ul>	
2	Laptop computer	12	<ul style="list-style-type: none"> <li>• Operating System: Windows 8</li> <li>• Processor: Core i7, 2.5GHz or more</li> <li>• Display: 14" or more</li> <li>• RAM/Memory: 6GB</li> <li>• HDD: 500GB or more</li> </ul>	-Microsoft office 2010 pro -Antivirus
3	Voice recorder	4	<ul style="list-style-type: none"> <li>• MP3</li> <li>• 2Gb</li> <li>• Recording time: 240 time</li> </ul>	Headphone
4	Portable External Hard Drive	6	<ul style="list-style-type: none"> <li>• Connector: USB 2.0, USB 3.0</li> <li>• 1TB/1000GB</li> </ul>	
5	Digital Camera	2	<ul style="list-style-type: none"> <li>• Video/Full HD (1920 x 1080i)</li> <li>• Camera - 14 megapixel resolution for high-quality</li> </ul>	Memory card 16GB
6	Color printer	1	<ul style="list-style-type: none"> <li>• Paper size: A3 ,A4</li> </ul>	
7	Projector	2	<ul style="list-style-type: none"> <li>• Resolution: WXGA (1280 x 800)</li> <li>• Image contrast ratio: 2000:1</li> </ul>	
8	Screen	2	<ul style="list-style-type: none"> <li>• Size: 150cmx200cm</li> </ul>	
9	Shredder	2		
10	Scanner	3	<ul style="list-style-type: none"> <li>• 2400x4800 dpi</li> <li>• Paper size: A4</li> </ul>	
11	Laser pointer	4	<ul style="list-style-type: none"> <li>• Timer set</li> </ul>	





### MAIN POINTS DISCUSSED

- 1 It is necessary to integrate wider perspectives into the Project. Those are (i) use of PPP in the Public Investment Program, (ii) role of the public sector and risk sharing between the public and private sectors in PPP, and (iii) PPP's implication on macroeconomic policy management.
2. As for the case study approach under the Project which is described in Slide 11 to 14 in Annex I of the Minutes of Meeting signed on December 6, 2013, candidate projects for this activity should be carefully selected in a close consultation between IPPP Dept. and JICA in accordance with the key principles and selection criteria in the slide. Information for selecting them should be shared with JICA side by IPPP Dept. timely for smooth bidding process of Japanese consultant firm at the JICA side. Finally the target project for this approach will be decided by the timing of Inception Report of the Project.
3. For ensuring financial sustainability, IPPP Dept. shall make best efforts for securing budget measures necessary to continue the Project activities, e.g. awareness raising program which is supposed to continue after the Project complete.



MINUTES OF MEETINGS BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
MINISTRY OF ECONOMIC DEVELOPMENT OF MONGOLIA  
ON  
THE JAPANESE TECHNICAL COOPERATION  
FOR  
THE PROJECT FOR CAPACITY BUILDING OF PUBLIC-PRIVATE  
PARTNERSHIP IN MONGOLIA

The Detailed Planning Survey Team (hereinafter referred to as "the Team") of the "Project for Capacity Building of Public-Private Partnership in Mongolia" (hereinafter referred to as "the Project") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Kuniaki AMATSU, visited Mongolia from November 17 to December 7, 2013.

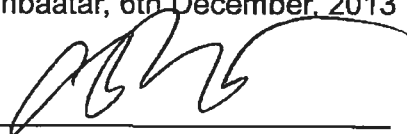
The Team had a series of meetings with the Department of Innovation and Public-Private Partnership, the Ministry of Economic Development (hereinafter referred to as "IPPP Dept.") and authorities concerned of the Government of Mongolia for the purpose of working out the details of the Project including the desirable measures to be taken by both sides for the successful implementation of the Project.

As a result of the discussions, both sides reached a common understanding for matters referred to in the documents attached hereto.

Ulaanbaatar, 6th December, 2013



Mr. Toshinobu KATO  
Chief Representative  
JICA Mongolia Office  
Japan International Cooperation  
Agency  
Japan



Mr. Sodnom BEKHBAT  
Director General  
Department of Innovation and  
Public-Private Partnership  
Ministry of Economic Development  
Mongolia



Mr. Danzannorov BOLDBAATAR  
Director General  
Department of Economic  
Cooperation, Loan and Aid Policy  
Ministry of Economic Development  
Mongolia



## I. BACKGROUND OF THE PROJECT

In the recent years, Mongolian economy showed good performance of economic growth because of capital flow into mining sector development and boom of international commodity market such as coal and copper. For example, GDP growth rate recorded 17.5% in 2011. Its figure in 2012 achieved 12.3% driven by non-mining sectors such as agriculture, construction and transport although performance of mining sector got worse.

Infrastructure development is one of the critical issues for following the growth path in Mongolia. Huge needs of infrastructure development exist, more specifically electricity for the mining sector, water supply and waste water treatment, and transportation. In addition, migration from rural to urban areas is uneven in the Ulaanbaatar City. This creates excessive burden onto the existing infrastructure systems, most of which were built in the era of the former central planning economy system and functioned less in a poor condition. Meanwhile, financial gap for infrastructure investment is huge. Thus, it cannot be financed by GoM's own budget and Official Development Assistance (ODA) fully.

Against these situations, Public-Private Partnership was officially introduced to Mongolia with the ratification of the State Policy of PPP on October 15, 2009. Subsequently, the Law on Concession has been ratified on January 28, 2010 establishing the necessary legal framework. Since its establishment in May 2010, the PPP and Concession Department of the State Property Committee (SPC) has been working to prepare and implement PPP projects in line with the relevant ministries and organizations. The Action Plan of the Reform Government to be implemented through the year 2012 to 2016 articulated PPP, as a priority area, should be scaled up to the next stage. The Concession items' list – the PPP pipeline projects has been approved by the Cabinet on July 21, 2010. The Government of Mongolia (GoM) has signed two concession agreements up to now. Under this policy and legal framework, the PPP Unit of SPC worked closely with the relevant ministries when preparing and implementing these PPP projects.

Currently, the Innovation and PPP Department (IPPP Dept.) under the Ministry of Economic Development (MED) is responsible for PPP related matters (NOTE:

The related functions were moved from SPC to the Department of MED under the re-organizing process of the government system). IPPP Dept. shall be responsible for providing necessary advices, assistances to the line ministries and organizations during the PPP project initiation. IPPP Dept. is also responsible for organizing PPP projects tenders, negotiation and drafting of concession agreements, project documents and monitoring of PPP projects during the concession period.

According to the Integrated Budget Law and the current Law on Concession, the relevant ministries and organizations are now responsible for preparation of PPP projects and the Concession items' list shall be approved by the Parliament every year. This change allows the financially not viable more social sector PPP projects become bankable with the Government budget support and proper risk allocation between the public and private sectors.

However, history of PPP is not long in Mongolia. The policy and institutional framework are needed to further refine. Lack of human resources with better knowledge and experiences is very serious. Take an example, "Evaluating the Environment for Public-Private Partnership in Asia-Pacific: The 2011 Infrascopes", which was published by the Asian Development Bank (ADB) in 2011 states the relevant laws such as 2010 Concession Law, the Civil Code and the Foreign Investment Law stipulate compensation for damages caused by legal and economic condition changes; on the other hands, there is no articles on risk sharing between the public and private sectors. In addition, those laws and regulations stipulate selection of PPP projects and government credit guarantee and tax preference measures for concessioners while investment and financial analyses and risk analysis are not conducted sufficiently in PPP pipeline projects on the ground. According to the World Bank documents titled "Mongolia: Strategy for Public-Private Partnerships", in fact only nine pipeline projects has revenue streams out of 121 projects on the items' list.

To address those challenges relating to Mongolian PPP, MED and JICA agreed to the start of the Technical Cooperation Project, following the approval of the Government of Japan.

## II. THE PROJECT FRAMEWORK

Both sides discussed and adopted the summary of the Project as follows:

### 1. Project Title

The Project for Capacity Building of Public-Private Partnership in Mongolia

### 2. Project Duration

Two (2) years from the date of first arrival of the Japanese experts in Mongolia

### 3. Overall Goal

PPP is further promoted in Mongolia.

### 4. Project Purpose

Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.

### 5. Outputs

- (1) Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.
- (2) Involvement of IPPP Department for facilitating PPP is improved.

### 6. The Project Activities, Process and Implementation Structure

These details are provided in Annex I (Project Concept), Annex II (Tentative Project Design Matrix: PDM), Annex IV (Tentative Plan of Operations: PO) and Annex V (Tentative Implementation Structure of the Project).

As for the case study approach under the Project which is described in Slide 11 to 14 in Annex I, candidate projects for this activity should be carefully selected in a close consultation between IPPP Dept. and JICA in accordance with the key principles and selection criteria in the slide. Information for selecting them should be shared with JICA side by IPPP Dept. timely for smooth bidding process of Japanese consultant firm at the JICA side. Finally the target project for this approach will be decided by the timing of Inception Report of the Project.

Key principles in the Project activities are; (i) JICA and its experts shall pursue

fostering a sense of ownership in IPPP Dept. and other relevant organization at the Mongolian side, and not substitute the responsibility to be fulfilled by them; and (ii) The development process should belong to them.

#### 7. Monitoring and evaluation (M&E) of the Project

The Team evaluated the Project based on the five evaluation criteria; (1) Relevance, (2) Effectiveness, (3) Efficiency, (4) Impact and (5) Sustainability. As a result of the survey and a series of discussions with Mongolian side as attached, the Team concluded that Project is appropriate to be implemented.

In addition, the Explanatory Note of the Project M&E Framework is agreed as Annex III. This should be modified flexibly to ensure its workability during the Project period.

### III. IMPLEMENTING STRUCTURE OF THE PROJECT

#### 1. Joint Coordinating Committee (JCC)

To ensure smooth collaboration among relevant organizations of the Mongolian side and the JICA experts, to monitor the progresses, achievements, bottlenecks and lessons learnt of the Project, and to take next actions, JCC meeting shall be held timely. JCC shall be composed of representatives of the Mongolian concerned parties, JICA experts, JICA Mongolia Office and other relevant organizations.

#### 2. Coordination with other development partners

The Project will be implemented paying due attention to coordination with other donors. The Project will share information with those concerned parties if necessary. They can be invited to JCC meeting as observers.

### IV. LOGISTIC ARRANGEMENTS

#### 1. Work space for JICA expert (s)

IPPP Dept. agreed to provide the JICA experts with an adequate office space with enough furnishing, telephone lines and access to Internet that would be necessary in order to carry out the Project.



## 2. Counterpart budget

According to the government's procedures, IPPP Dept. will ensure sufficient allocation of counterpart budget required for the implementation of the Project activities. Remuneration and travel allowances (e.g. per-diem, accommodation and transport in site visits) are not provided to the counterpart personnel by JICA since it is not appropriate to subsidize such expenses to counterpart personnel from the viewpoint of sustainability of the outputs and outcomes from the Project.

## **V. COORDINATION WITH OTHER DONORS AND DEVELOPMENT FINANCIAL INSTITUTIONS**

IPPP Dept. shall take the lead donor coordination among the active donors in PPP. To this end, IPPP Dept. shall share necessary information, practices and experiences relating to donor activities sufficiently among the relevant donors active in this area timely. If necessary, IPPP Dept. shall organize meetings for that purposes.

## **VI. SIGNING OF THE RECORD OF DISCUSSIONS AND THE MINUTES OF MEETING**

Both sides prepared the draft R/D as attached in Annex VI. The R/D would be signed between JICA and the authorities concerned of Mongolia.

### Annex

- I. Project Concept
- II. Tentative Project Design Matrix (PDM)
- III. Explanatory Note of the Project M&E Framework (including capacity matrix)
- IV. Tentative Plan of Operations (PO)
- V. Tentative Implementation Structure of the Project
- VI. Draft Record of Discussions (Draft R/D)



# Project Concept

December 1-5, 2013

JICA Team

## Main challenges

- Macro issues: PPP in PIP planning, fiscal risk management relating to PPP
- PPP specific
  1. **Level of understanding on PPP and role of public-private sector**
  2. **Understanding, introducing and operationalizing the effective support menu by the public sector**
  3. Project development (e.g. funding FS cost and technical aspects)
  4. Accumulation on (i) **practical experiences** in the relevant ministries who already reach the “basics” and (ii) basic knowledge and skills in the relevant ministries who have not yet reached basics.
  5. **MED-IPPP Dept. guiding capacity to line ministries**
  6. **Coordination between the relevant ministries (esp. MOF)**
  7. **Dialogues between public and private sectors on PPP business environment**



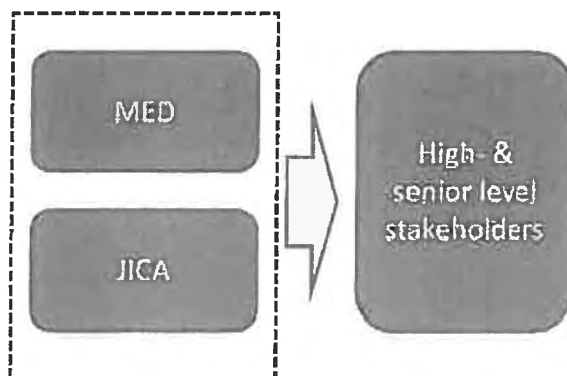
# What to be achieved through the Project

	Expected achievements	Detail
<b>Output 1:</b> Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	<b>Output 1-1:</b> Awareness raising for high- & senior level stakeholders on (i) use of PPP in PIP, (ii) role of public sector and (iii) implication on macro economic policy management	Japanese academics
	<b>Output 1-2:</b> Awareness raising on PPP (technical aspects)	
<b>Output 2:</b> Involvement of IPPP Department for facilitating PPP is improved.	<b>Output 2-1:</b> Making the Action Plan - coordination with key ministries - dialogue with private sector	JICA consultant team
	<b>Output 2-2:</b> Practical approaches Option 1: case study on individual projects Option 2: topic oriented	

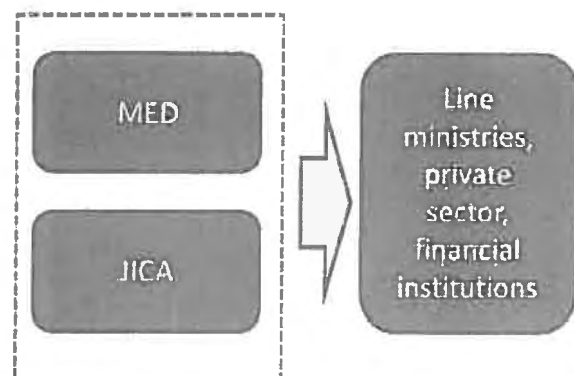
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## Output 1: Awareness raising program

**TYPE I (Output 1-1):** awareness raising program for high- & senior level stakeholders from the wider perspective beyond PPP specific issues (e.g. PPP in PIP, macro-implication etc.)



**TYPE II (Output 1-2):** awareness raising program for more practical stakeholders (e.g. line ministries, private sector, financial sectors and media)



(NOTE) See the next slide

**TYPE I: Awareness raising program for high- & senior level stakeholders from the wider perspective**

Under this program, the Project covers more wide perspective issues relating to PPP.

Targets	Contents
MED high & senior level stakeholders	Use of PPP in PIP
	Improving understanding on PPP
	Role of the public and private sectors in PPP
	Understanding of risk sharing
MOF	Credit enhancement measures , macro economic implication in PPP (e.g. fiscal risk management)
Line ministries	Improving understanding on PPP

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Tentative schedule of this program is as follows

	2014		2015
Timing (tentative)	April/May	Sept. – Oct.	Jan. – Mar.
Stakeholders	MED high & senior level stakeholders	MOF, MED	MED high & senior level official
Topics	Use of PPP in PIP	Credit enhancement measures and macro economic implication of PPP	Risk sharing b/w public and private sectors in PPP

(NOTE) The location of this program is in Mongolia basically. The second year plan will be decided based on the experiences in the first year and needs.

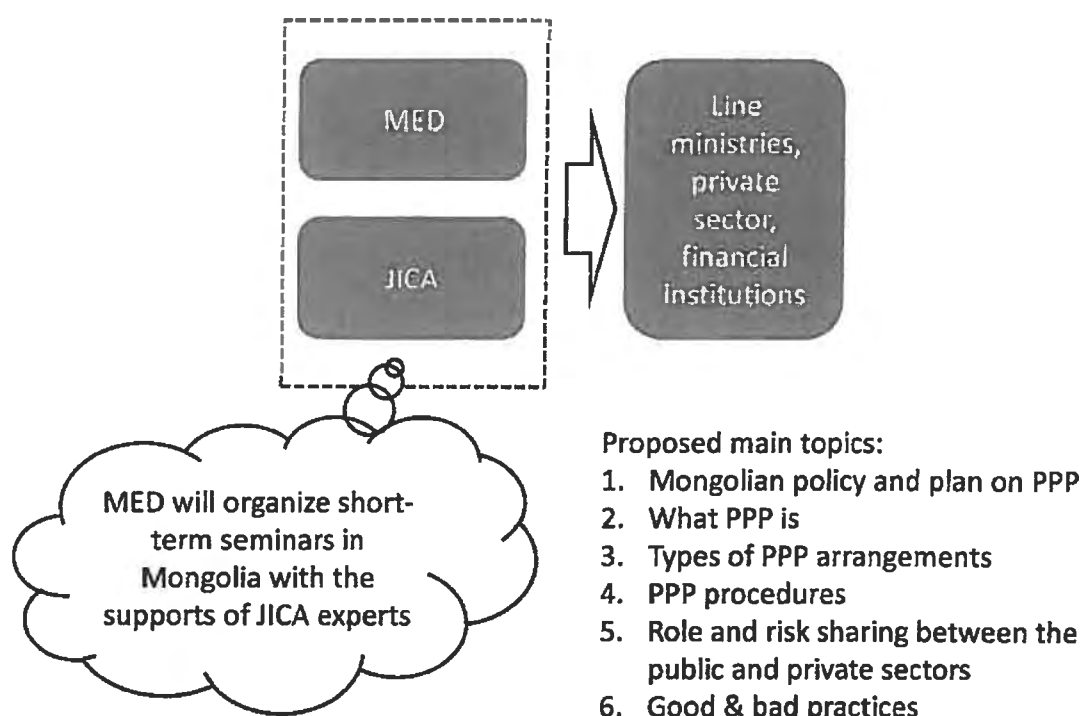
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## TYPE II: Awareness raising program for more practical stakeholders



### Output 2-1: Making the Action Plan

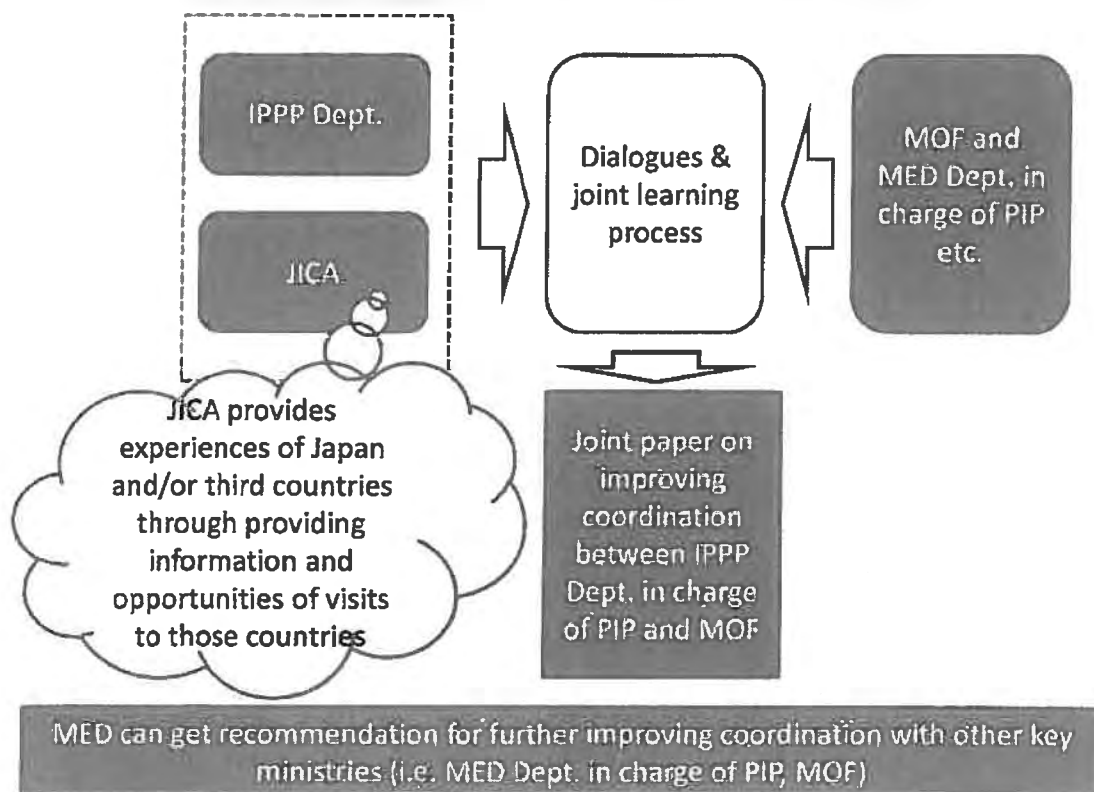


(\*) The expected role of public sector will be further explored through the dialogues (i) among key ministries and (ii) with private sector, and finally input into action plan, referring to experiences of Japan and/or third countries. JICA will provide information and learning opportunities, e.g. visits to Japan and/or third countries.  
 (\*\*) Holding (i) coordination meetings with the key ministries and (ii) dialogues on PPP with private sector will be continued even after the action plan is developed.

MED can get the action plan for further improving coordination with the key ministries and private sector.

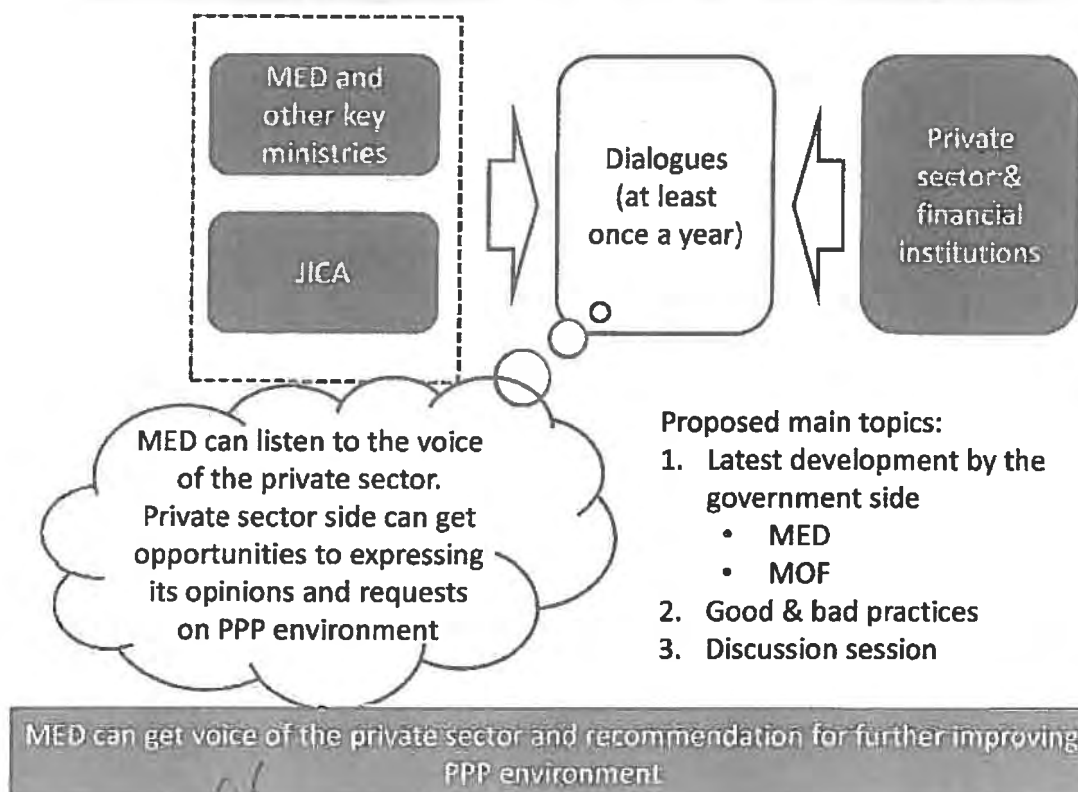
## Output 2-1: Making the Action Plan

### - Coordination with key ministries in particular MOF



## Output 2-1: Making the Action Plan

### - Dialogue with private sector on PPP business environment



## Output 2-2: Practical approaches

### Option 1: case study on individual projects

#### In project designing stage

1. MED and JICA agree to the basic concept and selection criteria.
2. **Key principles in selection of the candidate projects**
  - Strong commitment by the lead organization of those projects
  - **Candidate projects should be selected based on its quality and potentiality**, not based on sector and organization allocation.
  - Pursuing realistic approaches (not only big size but appropriate size. E.g. management contract and service contract).
  - **JICA side does not finance the cost for pre-FS and full FS.**
  - **JICA side does not draft tender documents** but provide general suggestions.
  - **JICA side does not attend contract negotiation** with winner of tender process.
3. **Proposed criteria**
  - **Number of the project is four (4) at maximum.** (NOTE: Exemplify the potential projects in the MM documents to be signed on Dec. 6 if possible. )
  - **Pre FS and/or full FS completed.** Feasibility is confirmed technically. EIA completed. No social issues (e.g. land clearance).

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#### Before the project starts

1. MED and JICA will update the information on the target candidate projects. Ideally MED and JICA will specify those names and status of the project when JICA side starts bidding process of Japanese consultant firms who will be engaged in the actual implementation of the project.

#### When the project starts

1. MED and JICA consultant team will agree to the target candidate project finally.
2. JICA consultant team will start assistance. The expected inputs and suggestions by the team on those individual project are different depending on the project preparation status.  
(e.g.)
  - Suggestions on screening to MED in the case of the project which is under the stage of submission from line ministries to MED
  - Suggestions on preparation for tender process in the case of the project which will move to the tender process

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3. JICA consultant team will **provide learning opportunities** to MED on experiences of Japan and/or third countries
4. JICA assists MED develop **case study materials on experiences of each project**. MED uses those case studies for awareness raising programs and training programs in the future.
5. If MED and JICA recognize the necessity in the process of the abovementioned case study implementation, **the Project will develop guideline and reference paper**, e.g. (i) how to screen the candidate project to be submitted by line ministries to MED and (ii) how to monitor the PPP project during the concession period.

(NOTE) The candidate projects in this Project will be finally set in the Project Inception Report.

Finally MED will get (i) actual experiences through case, (ii) case studies and (iii) (if necessary) guideline and reference paper e.g. on screening and monitoring framework during the concession period

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## Output 2-2: Practical approaches

### Option 2: topic oriented

If MED cannot prepare candidate projects to meet the agreed criteria, JICA consultant team provides learning opportunities to MED side in a topic-oriented manner.

1. How to screen the candidate projects at line ministry and MED sides respectively
2. How to prepare support menus by the public sector to the private sectors
3. How to prepare tender process
4. How to select concessioner
5. How to negotiate concession contract with winner of the tender process
6. How to monitor PPP during the concession period

But it is not easy to arrange these things in a practical manner because PPP process is not always disclosed to outsiders in general. Thus access to those information is not easy. Thus, level of practicality of contents to be provided is limited.

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# Project Design Matrix (PDM): Tentative Version

Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia  
Target Areas: Ulaanbaatar, Mongolia

Project Period : Tentatively May 2014 – April, 2016 (2 Years)  
Target Group: IPPP Department staff of MED

## ANNEX II

Version No. 0  
Date : December 6, 2013

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b> PPP is further promoted in Mongolia.	<ol style="list-style-type: none"> <li>[Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased.</li> <li>[Reference] The number of PPP projects with the completion of concession agreements is increased.</li> <li>[Reference] The number of the PPP projects which have already started the implementation is increased.</li> </ol> <p>Note: These are the indicators for continued observation. Also, the PPP projects include the projects originated with and without the involvement of this Project.</p>	<ol style="list-style-type: none"> <li>Information provided by IPPP Department, MED</li> <li>Information provided by IPPP Department, MED</li> <li>Information provided by IPPP Department, MED</li> </ol>	
<b>Project Purpose</b> Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.	<ol style="list-style-type: none"> <li>The practical capacity (*) of IPPP Department is enhanced.</li> <li>The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department.</li> <li>The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.</li> </ol> <p>(*) Practical capacity is defined by the capacity laid out in the assessment matrix for IPPP Department. (**) Capacity is defined by the capacity laid out in the assessment matrix for key line ministries.</p>	<ol style="list-style-type: none"> <li>Self-diagnosis by IPPP Department and interviews/ questionnaire based on the assessment matrix (*)</li> <li>Self-diagnosis by the selected line ministries and interviews/ questionnaire based on the assessment matrix (**)</li> <li>Interviews/questionnaire based on the assessment matrices (*)(**)</li> </ol>	<ol style="list-style-type: none"> <li>The international and regional trend of PPP investment remains stable and sustainable.</li> <li>Political and macro-economic stability is retained to attract private sector to PPP.</li> <li>A package of policy measures is established by GoM to attract private sector to PPP.</li> </ol>
<b>Outputs</b> <ol style="list-style-type: none"> <li>Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.</li> <li>Involvement of IPPP Department for facilitating PPP is improved.</li> </ol>	<ol style="list-style-type: none"> <li>1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public-private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.</li> <li>2-1. The action plan developed by the Project is continuously implemented and promoted.</li> <li>2-2. Communication and coordination among the key government stakeholders are properly promoted.</li> <li>2-3. Communication between IPPP Department and the private sector are improved.</li> <li>2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1-1-1. Records of awareness raising programs</li> <li>1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.</li> <li>2-1. Status report of the action plan</li> <li>2-2. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities</li> <li>2-3. Interviews based on the assessment matrix (*) and deliverables to be produced in the activities</li> <li>2-4. Case study materials, reference papers, etc.</li> </ol>	<ol style="list-style-type: none"> <li>The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated.</li> <li>The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.</li> </ol>

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Activities	Inputs		Pre-condition
	Japanese side	Mongolian side	
0. Refine the capacity matrix of the key stakeholders.  1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.). 1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I <sup>1</sup> ) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II <sup>2</sup> ). 1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.  2-1 Assess policy and institutional framework for further PPP promotion and produce a report. 2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP). 2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations. 2-4 Develop an action plan for better coordination and collaboration in PPP. 2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.  2-6 Select candidate projects based on the agreed criteria. 2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries. 2-8 Produce case study materials using the experiences of those projects. 2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.	1. Experts (1) Long-term and/or short-term experts from Japan and/or third countries  2. Trainings of counterpart personnel in Japan and/or third countries  3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary) (2) Other equipment used by the experts  4. Local expenses for the project activities  5. Teaching materials for training/ workshops/seminars  6. Others	1. Personnel (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Counterpart personnel (staff of IPPP Department)  2. Provision of the project offices and facilities in IPPP Department necessary for the project implementation  3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)  4. Others as necessary	Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.  MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.

<sup>1</sup> "Type I" is the awareness raising program on PPP in PIP, implication on macro-economic policy management, etc. from the wider perspective.  
<sup>2</sup> "Type II" is the awareness raising program on PPP policy and plan, PPP procedures, risk sharing, etc.



Explanatory Note the Project M&E Framework

Annex III

	Narrative Summary	Objectively Verifiable Indicator	Baseline when the Project starts	Current Situation (at this time of mid-term review)	Target level to be achieved
Overall Goal	PPP is further promoted in Mongolia	1. [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased	Not applicable	-	1. The number (and percentage) of PPP projects is increased by 2019 (i.e. 3 years after the termination of the Project) NOTE: This is a reference indicator.
		2. [Reference] The number of PPP projects with the completion of concession agreements is increased	Two (2) concession agreements by 2013 1) Project on the Paved Road Construction of Naryn Sukhait - Shivee Khuren Route 2) Project on Telmen Power Plant	-	2. The number (and percentage) of PPP projects is increased by 2019 (i.e. 3 years after the termination of the Project) NOTE: This is a reference indicator.
		3. [Reference] The number of the PPP projects which have already started the implementation is increased	One (1) PPP project starting from December, 2013 1) Project on the Paved Road Construction of Naryn Sukhait - Shivee Khuren Route	-	3. The number (and percentage) of PPP projects is increased by 2019 (3 years after the termination of the Project). NOTE: This is a reference indicator.
Project Purpose	Practical capacity of IPPPP Department for the effective PPP planning and management is enhanced.	1. The practical capacity of IPPPP Department is enhanced through the OJT with Japanese experts during the preparation and implementation of PPP candidate projects).	It will be set when the capacity matrix for IPPPP Department is developed during the implementation of the Project.	-	Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for IPPPP Department.
		2. The capacity of key line ministries involved in the Project is improved through the instruction and consultation by the IPPPP Department.	It will be set when the capacity matrix for key line ministries is developed during the implementation of the Project.	-	Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for key line ministries.
		3. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.	It will be set when the capacity matrix for IPPPP Department is developed during the implementation of the Project.	-	Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for IPPPP Department.
Output1	Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	1-1. The understanding on PPP such as (i) use of PPP in PIP, (ii) PPP and its procedure, (iii) the role of the public sector and risk sharing between public private sectors, (iv) PPP's implication on macro-economic policy management, etc., is enhanced among the key stakeholders through awareness raising activities.	Awareness raising activities are conducted but on an ad-hoc basis.	-	Awareness raising activities are conducted on the basis of the target groups, themes, implementation modalities, and schedules of the awareness raising programs.
			The level of understanding on PPP scheme among key stakeholders is not grasped.	-	Majority of the participants consider that the level of understanding on PPP scheme among key stakeholders reached the satisfactory level in the questionnaire of each seminar and workshop from the perspective of (i) the use of PPP in PIP, (ii) PPP, (iii) the role of the public sector, (iv) the implication on macro-economic policy management, etc.
			Not applicable	-	The awareness raising activities are designed based on the needs from the key stakeholders and feedback from the past activities.

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	Narrative Summary	Objectively Verifiable Indicator	Baseline when the Project starts	Current Situation (at the time of mid-term review)	Target level to be achieved
Output2	Involvement of IPPP Department for facilitating PPP is improved	2-1. The action plan developed by the Project is continuously implemented and promoted.	Not applicable (The action plan is not developed at this moment).	-	Action Plan is developed and shared among key stakeholders.  The percentages of "on track" and "in progress" status to the proposed actions exceed XX% and YY%.  (1) Formula = On track status / the total number of the proposed actions (2) Formula = In progress status / the total number of the proposed actions
		2-2. Communication and coordination among the key government stakeholders are properly promoted	Communication and coordination among key government stakeholders are not always done, e.g., through formal and regular occasions, although those are arranged on an ad-hoc basis	-	Communication and coordination among key government stakeholders are promoted, e.g., through formal and regular occasions, on the basis of the capacity matrix for IPPP Department.  Future direction is identified.
		2-3. Communication between IPPP Department and the private sector are improved.	Specific communication between IPPP Department and the private sector is not conducted, e.g., through formal and regular occasions.	-	Communication between IPPP Department and the private sector are improved, e.g., through formal and regular occasions, on the basis of the capacity matrix for IPPP Department.  Future direction is identified
		2-4. Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders	Not applicable	-	(1) Move up to the higher level, e.g., from level 3 to level 4, based on the capacity matrix for IPPP Department. (2) Facilitation activities of preparation and implementation of the selected candidate project has been continued. (3) Case study materials are produced. (4) Guideline(s) and/or reference paper(s) are developed (on a need basis)

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## Annex III

Capacity assessment matrix for IPPP Department, MED

	Understanding on PPP	Project development	Financial and investment analysis	Procurement process	Experiences of contract negotiation	Project monitoring	Communication and coordination
Level 5	To understand significance and basic knowledge of PPP appropriately and conduct the awareness-raising activities for PPP strategically and systematically	To provide guidance and advices for other ministries, departments, etc., including private sector.	To provide guidance and advices for other ministries, departments, etc., including private sector.	To ensure competitiveness, transparency, and fairness of bidding procedure properly.	To have experiences of contract negotiation for PPP by most persons in charge on their own initiative.	To provide guidance and advices for other ministries, departments, etc., including private sector.	To communicate with and coordinate among other ministries, departments, etc., including private sector.
Level 4	To understand significance and basic knowledge of PPP adoption appropriately but do not conduct the awareness-raising activities for PPP almost strategically and systematically.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (and beneficial for them).	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (and beneficial for them).	To ensure competitiveness, transparency, and fairness of bidding procedure properly on some level.	To have experiences of contract negotiation for PPP by some persons in charge on their own initiative.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (and beneficial for them).	To communicate with and coordinate among other ministries, departments, etc., including private sector, on some level (and beneficial for them).
Level 3	To understand significance and basic knowledge of PPP adoption to some extent. Awareness raising activities are not conducted strategically and systematically.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (but not beneficial for them).	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (but not beneficial for them).	To possess a proper process for competitiveness, transparency, and fairness of bidding procedure as widely known to stakeholders on some level (but fluctuating broadly).	To have experiences of contract negotiation for PPP by some persons in charge.	To provide guidance and advices for other ministries, departments, etc., including private sector, on some level (but not beneficial for them).	To communicate with and coordinate among other ministries, departments, etc., including private sector, on some level (but not beneficial for them).
Level 2	To understand significance and basic knowledge of PPP. Awareness raising activities are not conducted, or conducted less sufficiently.	To provide guidance and advices for other ministries, departments, etc., including private sector, but do not suffice and benefit for them.	To provide guidance and advices for other ministries, departments, etc., including private sector, but do not suffice and benefit for them.	To possess a proper process for competitiveness, transparency, and fairness of bidding procedure but do not comply with the process.	To have experiences of contract negotiation for PPP by some persons without any responsibility.	To provide guidance and advices for other ministries, departments, etc., including private sector, but do not suffice or benefit for them.	To communicate with and coordinate among other ministries, departments, etc., including private sector, but do not suffice and benefit for them.
Level 1	Do not understand significance and basic knowledge of PPP appropriately. Awareness raising activities are not conducted at all.	Do not provide guidance and advices for other ministries, departments, etc., including private sector.	Do not provide guidance and advices for other ministries, departments, etc., including private sector.	Do not possess a proper process for competitiveness, transparency, and fairness of bidding procedure.	Do not have experiences of contract negotiation for PPP by any persons.	Do not provide guidance and advice for other ministries, departments, etc., including private sector.	Do not communicate with and coordinate among other ministries, departments, etc., including private sector.

Capacity assessment matrix for key line ministries and other relevant organizations

	Understanding meaning of PPP	Clear distinction between traditional public investment and PPP in PIP	Understanding risk sharing between public and private sector and the role of the public sector	Project development	Experiences of contract negotiation	Project monitoring
Level 5	To understand significance and basic knowledge of PPP appropriately	To distinguish between traditional public financing and PPP projects in PIP. To practice them according to the specific policy and criteria.	To understand the risk sharing of PPP appropriately. To practice the risk sharing at the individual project level (including planned and on-going ones).	To conduct Pre-feasibility studies (FS) and/or FS of most PPP candidate projects, e.g., in the concession list. Those projects are well developed.	To have experiences of contract negotiation for PPP by the persons in charge on their own initiative.	To understand the necessity of monitoring activities during the concession period, and to conduct the activities under a certain framework.
Level 4	To understand significance and basic knowledge of PPP almost appropriately	To distinguish between traditional public financing and PPP projects in PIP. To practice them on some level according to the specific policy and criteria.	To understand the risk sharing of PPP on some level. To practice the risk sharing at the individual project level on some level (including planned and on-going ones).	To conduct Pre-F/S and/or FSs of nearly a half of PPP candidate projects, e.g., in the concession list. Those projects are not well developed.	To have experiences of contract negotiation for PPP by some persons in charge.	To understand the necessity of monitoring activities during the concession period, and to conduct the activities on some level under a certain framework. To have the staffing constraint or the activities.
Level 3	To understand significance and basic knowledge of PPP appropriately. But it is various depending on the departments and individual.	To have a consciousness of distinguishing between traditional public financing and PPP projects in PIP but do not practice them according to the specific policy and criteria.	To understand the risk sharing of PPP on some level. To practice the risk sharing at the individual project level (including planned and on-going ones) but a few cases.	To conduct a few Pre-F/S and/or FSs among PPP candidate projects, e.g., in the concession list. Those projects are not well developed.	To have experiences of contract negotiation for PPP by some persons without any responsibility.	To understand the necessity of monitoring activities during the concession period and possess a certain monitoring framework but do not conduct the activities.
Level 2	To understand significance and basic knowledge of PPP on limited level	To have a consciousness of distinguishing between traditional public financing and PPP projects in PIP but do not possess any specific policy or criteria.	To understand the risk sharing of PPP on some level but do not practice the risk sharing at the individual project level (including planned and on-going ones).	To recognize the necessity of the Pre-F/S and FSs on PPP candidate projects, e.g., in the concession list. Those projects are not well developed.	Do not have experiences of contract negotiation for PPP by any persons.	To understand the necessity of monitoring activities during the concession period but do not conduct the activities because there are no monitoring framework.
Level 1	Do not understand significance and basic knowledge of PPP appropriately.	Do not have a consciousness of distinguishing between traditional public financing and PPP projects in PIP.	Do not understand the risk sharing of PPP. Do not practice the risk sharing at the individual project level (including planned and on-going ones).	Do not recognize the necessity of Pre-F/S and FSs on PPP candidate projects, e.g., in the concession list. Those projects are not well developed. The department and/or official in charge do not recognize its necessity.	Do not have experiences of contract negotiation for PPP by any persons. Do not take any measures for the contract negotiation.	Do not understand the necessity of monitoring activities during the concession period. Do not conduct the activities because there is no monitoring framework.

Tentative Plan on Operations (PO)

Annex IV

Annex IV

List of activities	Year	2014												2015												2016			
	JPN fiscal year	2014												2015												2016			
	Month	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4				
0 Refine the capacity matrix of the key stakeholders.																													
Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	Stage	Preparation of 1st Awareness Raising Program						Implementation and monitoring based on the 1st Program						Preparation of 2nd Awareness Raising Program						Implementation and monitoring based on the 2nd Program									
1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).																													
1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II).																													
1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.																													
Output 2: Involvement of IPPP Department for facilitating PPP is improved.	Stage	Situation Analysis of PPP						Preparation and Implementation of the Action Plan and PPP Candidate Projects						Wrap-up Phase of PPP Candidate Projects															
2-1 Assess policy and institutional framework for further PPP promotion and produce a report																													
2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).																													
2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.																													
2-4 Develop an action plan for better coordination and collaboration in PPP.																													
2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project																													
2-6 Select candidate projects based on the agreed criteria.																													
2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.																													
2-8 Produce case study materials using the experiences of those projects.																													
2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.																													

N

List of activities	Year	2014												2015												2016			
	JPN fiscal year	2014												2015												2016			
	Month	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4				
Other activities, such as meetings, seminars, workshops, etc.																													
Seminar and/or workshop, consultations by Japanese academics																													
Training in Japan and/or third countries									Japan				third country					Japan/third country											
JCC meeting																													
Terminal evaluation																													

\* The Mongolian fiscal year is same as the calendar year.

\*\* The timing of JCC meeting and review will be set bearing in mind the Mongolian fiscal year and budgeting process.

\*\*\* PO would be modified depending on budget situation and availability of resources at both sides.



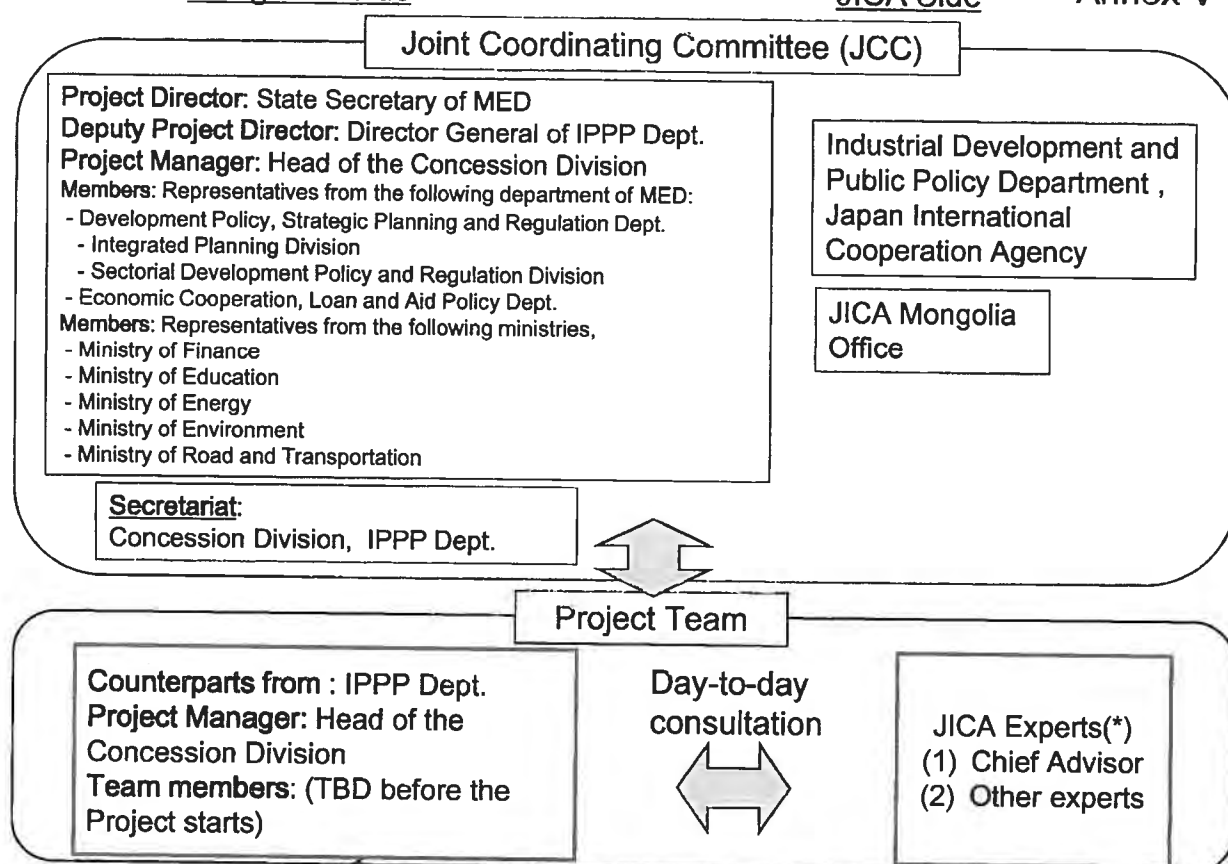


## Project Implementation Structure

Mongolian Side

JICA Side

Annex V



(\*) JICA Experts consists of academics and consultants.

**RECORD OF DISCUSSIONS**  
**ON**  
**THE PROJECT FOR CAPACITY BUILDING OF PUBLIC-PRIVATE**  
**PARTNERSHIP**  
**IN**  
**MONGOLIA**  
**AGREED UPON BETWEEN**  
**MINISTRY OF ECONOMIC DEVELOPMENT OF MONGOLIA**  
**AND**  
**JAPAN INTERNATIONAL COOPERATION AGENCY**

Ulaanbaatar, [date]

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Mr. Toshinobu KATO  
Chief Representative  
JICA Mongolia Office  
Japan International Cooperation  
Agency  
Japan

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Mr. Begzsuren SHINEBAATAR  
State Secretary  
Ministry of Economic Development  
Mongolia

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Mr. Danzannorov BOLDBAATAR  
Director General  
Department of Economic  
Cooperation, Loan and Aid Policy  
Ministry of Economic Development  
Mongolia



Based on the Minutes of Meetings on the Detailed Planning Survey on the "Project for Capacity Building of Public-Private Partnership in Mongolia" (hereinafter referred to as "the Project") signed on December 6, 2013 between the Innovation and Public-Private Partnership Department of the Ministry of Economic Development (hereinafter referred to as "IPPP Dept.") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with IPPP Dept. and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that IPPP Dept., the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of Mongolia.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on December 5, 2003 (hereinafter referred to as "the Agreement") the Note Verbales exchanged on June 12, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Mongolia.

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on the Detailed Planning Survey of the Project



## Appendix 1

### PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the Minutes of Meetings on the concerning Preparatory Survey on the Project signed on December 6, 2013 (Appendix 3).

#### **I. BACKGROUND**

In the recent years, Mongolian economy showed good performance of economic growth because of capital flow into mining sector development and boom of international commodity market such as coal and copper. For example, GDP growth rate recorded 17.5% in 2011. Its figure in 2012 achieved 12.3% driven by non-mining sectors such as agriculture, construction and transport although performance of mining sector got worse.

Infrastructure development is one of the critical issues for following the growth path in Mongolia. Huge needs of infrastructure development exist, more specifically electricity for the mining sector, water supply and waste water treatment, and transportation. In addition, migration from rural to urban areas is uneven in the Ulaanbaatar City. This creates excessive burden onto the existing infrastructure systems, most of which were built in the era of the former central planning economy system and functioned less in a poor condition. Meanwhile, financial gap for infrastructure investment is huge. Thus, it cannot be financed by GoM's own budget and Official Development Assistance (ODA) fully.

Against these situations, Public-Private Partnership was officially introduced to Mongolia with the ratification of the State Policy of PPP on October 15, 2009. Subsequently, the Law on Concession has been ratified on January 28, 2010 establishing the necessary legal framework. Since its establishment in May 2010, the PPP and Concession Department of the State Property Committee (SPC) has been working to prepare and implement PPP projects in line with the relevant ministries and organizations. The Action Plan of the Reform Government to be implemented through the year 2012 to 2016 articulated PPP, as a priority area, should be scaled up to the next stage. The Concession items' list – the PPP pipeline projects has been approved by the Cabinet on July 21, 2010. The Government of Mongolia (GoM) has signed two concession agreements up to now. Under this policy and legal framework, the PPP Unit of SPC worked closely with the relevant ministries when preparing and implementing these PPP projects.

Currently, the Innovation and PPP Department (IPPP Dept.) under the Ministry of Economic Development (MED) is responsible for PPP related matters (NOTE: The related functions were moved from SPC to the Department of MED under the re-organizing process of the government system). IPPP Dept. shall be

responsible for providing necessary advices, assistances to the line ministries and organizations during the PPP project initiation. IPPP Dept. is also responsible for organizing PPP projects tenders, negotiation and drafting of concession agreements, project documents and monitoring of PPP projects during the concession period.

According to the Integrated Budget Law and the current Law on Concession, the relevant ministries and organizations are now responsible for preparation of PPP projects and the Concession items' list shall be approved by the Parliament every year. This change allows the financially not viable more social sector PPP projects become bankable with the Government budget support and proper risk allocation between the public and private sectors.

However, history of PPP is not long in Mongolia. The policy and institutional framework are needed to further refine. Lack of human resources with better knowledge and experiences is very serious. Take an example, "Evaluating the Environment for Public-Private Partnership in Asia-Pacific: The 2011 Infrascopes", which was published by the Asian Development Bank (ADB) in 2011 states the relevant laws such as 2010 Concession Law, the Civil Code and the Foreign Investment Law stipulate compensation for damages caused by legal and economic condition changes; on the other hands, there is no articles on risk sharing between the public and private sectors. In addition, those laws and regulations stipulate selection of PPP projects and government credit guarantee and tax preference measures for concessioners while investment and financial analyses and risk analysis are not conducted sufficiently in PPP pipeline projects on the ground. According to the World Bank documents titled "Mongolia: Strategy for Public-Private Partnerships", in fact only nine pipeline projects has revenue streams out of 121 projects on the items' list.

To address those challenges relating to Mongolian PPP, MED and JICA agreed to the start of the Technical Cooperation Project, following the approval of the Government of Japan.

## **II. OUTLINE OF THE PROJECT**

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex I) and the tentative Plan of Operations: PO (Annex II).

### **1. Title of the Project**

The Project for Capacity Building of Public-Private Partnership in Mongolia

### **2. Overall Goal**

PPP is further promoted in Mongolia.

### **3. Project Purpose**

Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.



#### 4. Outputs

- (1) Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.
- (2) Involvement of IPPP Department for facilitating PPP is improved.

#### 5. Activities

##### Preparation

- 0 Refine the capacity matrix of the key stakeholders.

##### Output 1

- 1-1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).
- 1-2 Organize awareness raising activities on PPP for (i) high- and senior-level government officials from MED, MOF, and line ministries (Type I) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II).
- 1-3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.

##### Output 2

- 2-1 Assess policy and institutional framework for further PPP promotion and produce a report.
- 2-2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP)
- 2-3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.
- 2-4 Develop an action plan for better coordination and collaboration in PPP.
- 2-5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.
- 2-6 Select candidate projects based on the agreed criteria.
- 2-7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.
- 2-8 Produce case study materials using the experiences of those projects.
- 2-9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.

#### 6. Input

##### (1) Input by JICA

The JICA experts will give necessary technical guidance, advice and recommendations to IPPP Dept. on any matters pertaining to the implementation of the Project.

##### (a) Dispatch of Experts

[Long-term and/or Short-term Experts from Japan/third countries]

- PPP policy and institutional framework
- PPP financing
- PPP infrastructure

- PPP procurement process
- Awareness raising
- Coordination
- Other Short-term Experts will be dispatched when necessity arises for smooth implementation of the Project.

[Local Experts]

- If necessary.

(b) Training

- Local Trainings/workshops
- Trainings in Japan
- Trainings in third countries

(c) Machinery and Equipment

Laptops PC, projectors, photocopies, printers, and books (guidelines, literatures, etc.)

Inputs other than indicated above will be determined through mutual consultations between JICA and IPPP Dept. during the implementation of the Project, as necessary.

(2) Input by IPPP Dept.

IPPP Dept. will take necessary measures to provide at its own expense:

- (a) Services of IPPP Dept.'s counterpart personnel and administrative personnel as referred to in II-7;
- (b) Suitable office space with necessary equipment;
- (c) Information as well as support in obtaining medical service;
- (d) Credentials or identification cards;
- (e) Available data (including maps and photographs) and information related to the Project;
- (f) Running expenses necessary for the implementation of the Project;
- (g) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Mongolia from Japan in connection with the implementation of the Project

7. Implementation Structure

The Project organization chart is given in the Annex IV. The roles and assignments of relevant organizations are as follows:

(1) IPPP Dept.

(a) Project Director

The State Secretary of the Ministry of Economic Development will be responsible for overall administration and implementation of the Project.

(b) Deputy Project Director

The Director General of IPPP Dept. will be responsible for overall administration and implementation of the Project as an assistant to Project Director.




(c) Project Manager

The Head of the Concession Division, IPPP Dept. will be responsible for the managerial and technical matters of the Project.

(d) Other counterpart officials: They shall be nominated and informed to JICA side before the Project starts.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to IPPP Dept. on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held biannually and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC should be decided before the Project starts.

(4) Project Team

The Project team will be responsible for the daily implementation of the Project designed in the PDM and the PO. The Project team consists of IPPP Dept., and JICA Experts.

8. Project Site(s) and Beneficiaries

(1) Project Site: Ulaanbaatar and all provinces of Mongolia

(2) Beneficiaries: Staff of IPPD Dept. will be direct beneficiaries. Other officials of the key relevant government organizations will be secondary beneficiaries.

9. Duration

Two (2) years from the date of first arrival of the Japanese expert in Mongolia

10. Environmental and Social Considerations

IPPP Dept. agreed to abide by "JICA Guidelines for Environmental and Social Considerations" in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

**III. UNDERTAKINGS OF IPPP Dept.**

1. IPPP Dept. will take necessary measures to:

(1) ensure that the technologies and knowledge acquired by the Mongolia nationals as a result of Japanese technical cooperation contributes to the economic and social development of Mongolia, and that the knowledge

and experience acquired by the personnel of Mongolia from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and

- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Mongolia.

2. IPPP Dept. will take necessary measures to:

- (1) provide security-related information as well as measures to ensure the safety of the JICA experts;
- (2) permit the JICA experts to enter, leave and sojourn in Mongolia for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees.
- (3) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
- (4) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project; and
- (5) meet taxes and any other charges on the equipment, machinery and other material, referred to in II-7 above, necessary for the implementation of the Project.

3. IPPP Dept. will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

#### **IV. EVALUATION**

JICA and IPPP Dept. will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term if necessary
2. Terminal evaluation during the last six (6) months of the cooperation term

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. IPPP Dept. is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the Project completion, in principle
2. Follow-up surveys on necessity basis

## **V. PROMOTION OF PUBLIC SUPPORT**

For the purpose of promoting support for the Project, IPPP Dept. will take appropriate measures to make the Project widely known to the people of Mongolia.

## **VI. MUTUAL CONSULTATION**

JICA and IPPP Dept. will consult each other whenever any major issues arise in the course of Project implementation.

## **VII. AMENDMENTS**

The record of discussions may be amended by the minutes of meetings between JICA and IPPP Dept.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

### **Annex**

- I. Logical Framework (Project Design Matrix: PDM) including Explanatory Note
- II. Tentative Plan of Operations: PO
- III. Expected Topics of In-country Seminars, Workshops, and Consultations by Japanese academics
- IV. Project Organization Chart

Two handwritten signatures in black ink, one on the left and one on the right, positioned below the list of annex items.



### MAIN POINTS DISCUSSED

1. It is necessary to integrate wider perspectives into the Project. Those are (i) use of PPP in the Public Investment Program, (ii) role of the public sector and risk sharing between the public and private sectors in PPP, and (iii) PPP's implication on macroeconomic policy management.
2. As for the case study approach under the Project which is described in Slide 11 to 14 in Annex I of the Minutes of Meeting signed on December 6, 2013, candidate projects for this activity should be carefully selected in a close consultation between IPPP Dept. and JICA in accordance with the key principles and selection criteria in the slide. Information for selecting them should be shared with JICA side by IPPP Dept. timely for smooth bidding process of Japanese consultant firm at the JICA side. Finally the target project for this approach will be decided by the timing of Inception Report of the Project.
3. For ensuring financial sustainability, IPPP Dept. shall make best efforts for securing budget measures necessary to continue the Project activities, e.g. awareness raising program which is supposed to continue after the Project complete.


 

## Expected Topics of In-country Seminars, Workshops, and Consultations by Japanese academics

### Awareness raising program

The Project will organize awareness raising programs for high- & senior level stakeholders from the wider perspective (Output 1-1, TYPE I). Under this program, Japanese academics will be sent for the following topics:

Targets	Contents
MED high & senior level stakeholders	Use of PPP in PIP
	Improving understanding on PPP
	Role of the public and private sectors in PPP
	Understanding of risk sharing
MOF	Credit enhancement measures , macroeconomic implication in PPP (e.g. fiscal risk management)
Line ministries	Improving understanding on PPP

 A.A



MINUTES OF JOINT COORDINATION COMMITTEE  
ON  
THE PROJECT FOR CAPACITY BUILDING OF  
PUBLIC-PRIVATE PARTNERSHIP  
IN  
MONGOLIA  
AGREED UPON BETWEEN  
MINISTRY OF ECONOMIC DEVELOPMENT OF  
MONGOLIA  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY

Ulaanbaatar, 25<sup>th</sup> September, 2014



Mr. Toshinobu Kato  
Chief Representative  
JICA Mongolia Office  
Japan International Cooperation Agency  
Japan



Mr. Begzsuren SHINEBAATAR  
State Secretary  
Ministry of Economic Development  
Mongolia

This is to record the results of the first JCC meeting held on September 25, 2014.

The proceedings were chaired by Mr. Bekhbat as the attached agenda (appendix1).

The major points discussed were as follows:

#### 1. Approval of Work Plan

The Work Plan was discussed and approved focusing on the activities until early 2015. Mongolian side stated that if and when the necessity arises to change the planned activities in the work plan in order to facilitate PPP in Mongolia, the contents should be flexibly modified subject to mutual agreements. JICA side agreed to discuss the needed changes as long as the quintessence and the framework of the project based on R/D are adhered to. The conclusions of a draft Assessment report were largely acknowledged and understood that based on that, preparation for the Action Plan should proceed. It was agreed that the report is to be approved upon incorporating comments later. Expectations for the effects of capacity building from the study tours were expressed by the Mongolian members.

#### 2. Review of progress

The activities, which took place from the beginning of the project, May 2014 and to the day of JCC, were reviewed using the monitoring sheet for the Plan of Operation as the attached Appendixes 4.

JICA Expert team explained the following topics in the progress.

- Type 1 seminar 1st held on May 16<sup>th</sup> 2014
- Type 2 seminars 1st held on June 6<sup>th</sup> 2014
- Handover of the equipment as described in the R/D, including computers on July 4<sup>th</sup> 2014.
- Coordination meeting held on September 2014, in which the representative of the Ministry of Finance was absent
- Dialogue with private sector combined with the 2<sup>nd</sup> Type 2 seminar held on September 16<sup>th</sup> 2014
- Internal consultations for Concession Div. of IPPP Dep. in MED in June 2014
- Additional program (Training sessions) for the Ministry of Energy held on September 23<sup>rd</sup> 2014

- ② The Baganuur power project was recommended as the first candidate project for case study by JICA Expert team. The approval would be subject to the consensus between JICA and MED. Other projects would be considered in due course.

The both parties expressed their satisfaction on the progress.

JICA Expert team also explained the schedule for the training for counterpart personnel / relevant parties in Japan in October 2014.

MED explained the progress of listed PPP projects and the Donor meeting to be held on September 26<sup>th</sup> 2014.

### 3. Other items of discussion

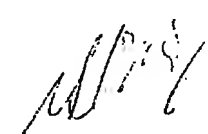
- ② The changes of JCC members were announced.
- JICA stressed the importance of the cooperation between MED and other relevant ministries for the development of PPP in Mongolia. JICA expressed its hope for the initiative by MED for the further coordination with the ministries.

### 4. Next steps for the next JCC

Both sides agreed to coordinate and make progress on the issues that were discussed today. The outcomes of such progress will be presented at the next JCC.

### Appendixes

1. Agenda
2. Work plan
3. Conclusions of Assessment report
4. Monitoring sheet for the Plan of Operation by September 2014
5. Change of JCC members
6. Participants list



# Assessment report

## Project identification and selection

- More rigorous and transparent.
- Concession list cannot be a wish list (projects with dubious pre/FS & FS and without any)

## Project preparation and implementation

- To ensure transparency, use of direct agreement should be reasonably and transparently justified
- Qualified pool of advisers is to be considered

3

# Assessment report

## Strengthening enablers of PPP (IPPP Dept. of MED)

The unit should have more staff and budget.

## Strengthening other PPP promoters

MED

MOF

Line ministries

Private sectors

Media

Tentative Plan of Operation

Version 1  
Dated June 20, 2014

Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia

Inputs	Year												Remarks	Issue	Solution	
Expert	2014				2015				2016							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
PPP Policy / Institutional Framework	Plan													None	None	None
PPP financing 1	Plan															
PPP financing 2	Plan															
PPP introduction	Plan															
PPP procurement process	Plan															
Autonomous raising	Plan															
Coordination	Plan															
Equipment	Plan															
Server computer and others as described in RFD	Plan													None		None
Training in Japan	Plan													None		None
So-called third country training	Plan													None		None
Third country training for Counterpart Personnel / relevant Parties	Plan															
Activities	Year												Responsible Organization		Achievements	Issue & Countermeasures
Sub-Activities	2014				2015				2016				Japan	ICDI		
Output 1: Effective ways of awareness raising activities on PPP to be introduced and implemented for key stakeholders, including the	Plan															
1.1 Design awareness raising programs (e.g., target groups, themes, implementation methods, etc.)	Plan												JICA	MED/PPP Dept.	Type I Seminar (PT), covering: 1) local policy framework, 2) government's role in PPP and 3) implication of PPP on infrastructure finance, was held on May 18, 2014, attended by MED, line ministries, private sector and media.	Generally provided the stakeholders with appropriate opportunities to identify the issues and challenges. Presence of the targeted audience, however, was not sufficiently enough (i.e. high-rank officials for Type I Seminar and the staff from IPPP Dept. for Type II Seminar), due probably to the insufficient coordination by MED.
1.2 Organize awareness raising activities on PPP for (a) high- and senior-level government officials from MED, MOP, and line ministries (Type I) and (b) practical stakeholders from the industries, private sector, financial institutions, and specific etc. (Type II).	Plan												JICA	MED/PPP Dept.	Type II Seminar (PT), covering: 1) project overview and 2) risk sharing in PPP (based on the case of the power project in Indonesia), was held on June 6, 2014, for the similar audience as the Type I Seminar (but without media).	
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.	Plan												JICA	MED/PPP Dept.	Based on the results described above, the next stage is being planned.	None
Output 2: Involvement of IPPP Department for facilitating PPP is improved.	Plan															
2.1 Assess policy and institutional framework for further PPP promotion and produce a report.	Plan												JICA	MED/PPP Dept.	The necessary information has been gathered from the relevant institutional and resources, including the related laws and regulations. The analysis on the current policy and institutional framework for PPP has proceeded, including the analysis from the view point of country debt management. Some acts, however, are yet to be finalized for systematic execution.	Some acts are needed to wait for the approval.
2.2 Organize coordination meetings with the key government ministries and departments (e.g., MOC and MED Department in charge of PPP).	Plan												JICA	MED/PPP Dept.	None	None
2.3 Hold dialogue with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.	Plan												JICA	MED/PPP Dept.	None	None
2.4 Develop an action plan for better coordination and collaboration in PPP.	Plan												JICA	MED/PPP Dept.	None	None
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.	Plan													MED/PPP Dept.	None	None
2.6 Select candidate projects based on the agreed criteria.	Plan												JICA	MED/PPP Dept.	The initial classification of the projects in the approved concession list for the Case study by JICA team. The results of the classification was discussed with the IPPP Dept. of MED.	With the consideration on the current situation at MED, the final selection of the projects for the Case study had better be limited to 1-2 projects and the remaining selection shall be made by April 2016, if appropriate projects are identified.
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.	Plan													MED/PPP Dept.	The internal consultation meeting (PT) for the staff in MED/PPP Dept. was held on June 19, 2014 with the introduction of PPP System in Japan.	The introduction of actual cases of PPP projects in Japan shall be made in the internal consultation meetings for the staff in MED/PPP Dept.
2.8 Produce case study materials using the experiences of those projects.	Plan												JICA	MED/PPP Dept.	None	None
2.9 Develop guideline(s) and/or reference paper(s), e.g., project screening for PPP and project monitoring during the concession period.	Plan												JICA	MED/PPP Dept.	None	None
Duration / Phasing	Year															
Monitoring Plan	2014				2015				2016				Remarks		Issue	Solution
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Joint Coordination Committee	Plan													None	None	None
Set-up the Detailed Plan of Operation (Work Plan)	Plan													None	None	None
Submission of Monitoring Sheet	Plan													None	None	None
Monitoring Mission from Japan	Plan													None	None	None
Terminal Monitoring	Plan													None	None	None
Post Monitoring	Plan													None	None	None
Reports/Documents	Year															
Work Plan	2014				2015				2016				Remarks		Issue	Solution
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Project Completion Report	Plan													None	None	None

A-117

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## Tentative Plan of Operation

Version 1

MED-PPP-13, Line 18, JICA, media 7, others 3

Revised September 20, 2014

## Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia

Inputs	Year 2014												2015												Remarks	Non-Karling						
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Issue	Solution					
Export																																
PPP Policy / Institutional Framework	Plan																															
PPP Training 1	Plan																															
PPP Training 2	Plan																															
PPP Infrastructure	Plan																															
PPP procurement process	Plan																															
Awareness raising	Plan																															
Coordination	Plan																															
Equipment	Plan																															
Server computer and others as described in R/O	Plan																															
Training in Japan	Plan																															
Training for Consultant Personnel / Relevant Parties	Plan																															
Site survey/Third country Training	Plan																															
Third country training for Consultant Personnel / Relevant Parties	Plan																															
Activities	Year 2014												2015												Responsible Organization		Achievements		Issue & Countermeasure			
Sub-Activities																									JICA		MED/PPP Dept.					
Output 1: Effective ways of awareness raising activities on PPP are introduced and implemented for key stakeholders.	Plan												Actual												JICA		MED/PPP Dept.		The Work plan is to be discussed at the first JCC.		In accordance with R/O, the Work plan describing all the expected activities was drafted.	
1.1 Develop awareness raising programs (e.g., target groups, themes, implementation methods, etc.)	Plan												Actual												JICA		MED/PPP Dept.		Type II Seminar (P2) was held on September 14, 2014, attended by 36 people from the private sector, 8 from MED, 18 from the education, 7 from media and 3 from others (plus 8 from JICA & JICA Support Team). The agenda included: (i) presentation on regulatory environment for PPP in Mongolia (by MED), (ii) presentation on current status of PPP projects in Mongolia (by MED), (iii) presentation on global trend of PPP (JICA Expert Team), followed by Q&A session. Since MED requested sector-wise seminar, the additional Type II seminar for the Ministry of Energy will be held on 23rd of September 2014, with focusing on power sector.		Provided the stakeholders with an opportunity to learn about the PPP practices in other countries, and to clarify MED, on the relevant practical issues in the context of Mongolia. Also provided media with an opportunity to update on the recent progress and status on PPP for the general public.	
1.2 Organize awareness raising activities on PPP for (a) high- and middle-level government officials from MED, MOF, and the relevant (Type I) and (ii) private enterprises from the education, private sector, financial institutions, and media via TVM ID.	Plan												Actual												JICA		MED/PPP Dept.		Based on the results described above, the first JCC will review and the next stage plans the Work plan will be modified as necessary.		Not yet	
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.	Plan												Actual												JICA		MED/PPP Dept.					
Output 2: Investment of IFPP Department for facilitating PPP is improved.	Plan												Actual												JICA		MED/PPP Dept.		The preliminary information had been collected from the external stakeholders and resources, including the related laws and regulations. The analysis on the current policy and institutional framework for PPP has proceeded, including the analysis from the view point of country level management. Some acts, however, are yet to be finalized for performance improvement.		None. Some are needed to wait for the approvals.	
2.1 Amend policy and institutional framework for further PPP promotion and produce a draft report to be introduced at the first JCC and provide inputs to the Action plan.	Plan												Actual												JICA		MED/PPP Dept.		MOF was invited but did not attend.		MED told JICA experts MOF would be restricted to be present.	
2.2 Organize coordination meetings with the key government entities and enterprises (e.g., MOF and MED Department in charge of PPP). The first one was held on Sep. 11 with participants from MED.	Plan												Actual												JICA		MED/PPP Dept.		Dialogue was held on September 15, 2014, jointly with the Type II Seminar (P2) mentioned in Output 1 above, with the same audience. Japan included 3 representatives from the private sector companies (JCCC, Newmont, etc.) on the progress of their projects) and, (ii) panel discussion by those companies, MED, MOF, ADB executive and JICA experts, and by Q&A session.		Provided the private sector people with an opportunity to learn about the policy direction of MED & other entities, to be updated about the ongoing PPP projects, issues up with the stakeholders/government/institutions on PPP, and to exchange views with the government people, which also benefited MED and relevant line ministries.	
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include economic, requests and recommendations.	Plan												Actual												JICA		MED/PPP Dept.		None		None	
2.4 Develop an action plan for better coordination and collaboration in PPP.	Plan												Actual												JICA		MED/PPP Dept.		None		None	
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project. The first JCC on Sep 25 will do this.	Plan												Actual												JICA		MED/PPP Dept.		None		None	
2.6 Select candidate projects based on the request efforts.	Plan												Actual												JICA		MED/PPP Dept.		Based on the policy characteristics of the projects in the approved information list for the Case study and the list of the projects for which MED answered the EOI, the JICA expert team, had been reviewing some projects for the recommendation of the candidate projects.		MED and JICA expert team will discuss on the expected contents to be supported in the Case study, with consideration as the current status of projects.	
2.7 Produce preparation and implementation of these projects, relating to experiences of Japan under the study.	Plan												Actual												JICA		MED/PPP Dept.		The internal consultation meetings (P1 to P3) for the staff in MED/PPP Dept. were held on June 18, 23 and 26 respectively in response to MED questionnaire on PPP experiences in Japan.		With the final decision on the current situation of MED, the final selection of the projects for the Case study shall be limited to 1-2 projects and the remaining selection will be made by April 2015, if appropriate projects are identified.	
2.8 Produce case study materials taking the experiences of these projects.	Plan												Actual												JICA		MED/PPP Dept.		None		None	
2.9 Develop guidelines on PPP reference papers, e.g., project screening for PPP and project monitoring during the execution period.	Plan												Actual												JICA		MED/PPP Dept.		None		None	
Duration / Phasing	Plan												Actual														None		None			
Monitoring Plan	Year 2014												2015												Remarks		Issue		Solution			
Monitoring	Plan												Actual												The first meeting takes place on MED 26 will be held for the results, the next stage will be completed by the end of the year.		None		None			
Joint Coordination Committee	Plan												Actual												The Work plan was drafted and is to be approved by JICA.		None		None			
Set-up the Detailed Plan of Operation (Work Plan)	Plan												Actual												The first sheet is to be submitted by the end of June 2014. The second sheet according to the next of JICA consultant team is not aware of the timing.		None		None			
Submission of Monitoring Sheet	Plan												Actual												None		None		None			
Monitoring Mission from Japan	Plan												Actual												None		None		None			
Terminal Monitoring	Plan												Actual												None		None		None			
Post Monitoring	Plan												Actual												None		None		None			
Report/Outputs	Plan												Actual												None		None		None			
Work Plan	Plan												Actual												None		None		None			
Project Completion Report	Plan												Actual												None		None		None			

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15/9



# Project Implementation Structure

As of first JCC

Mongolian Side

JICA Side

## Joint Coordinating Committee (JCC)

**Project Director:** State Secretary of MED  
**Deputy Project Director:** Director General of IPPP Dept.  
**Project Manager:** Head of the Concession Division  
**Members:** Representatives from the following department of MED:  
 - Development Policy, Strategic Planning and Regulation Dept.  
 - Integrated Planning Division  
 - Integrated Investment Division  
 - Economic Cooperation, Loan and Aid Policy Dept.  
 - Concession Division, IPPP Department  
 - Legal Division, Public Administration Dept.  
**Members:** Representatives from the following ministries,  
 - Ministry of Finance  
 - Ministry of Energy  
 - Ministry of Environment

Japan International  
Cooperation Agency (JICA)  
HQ

JICA Mongolia  
Office

**Secretariat:**  
Concession Division, IPPP Dept.

## Project Team

**Counterparts from :** IPPP Dept.  
**Project Manager:** Head of the  
Concession Division  
**Team members:** Members from  
Concession Division

Day-to-day  
consultation

JICA Experts(\*)  
(1) Chief Advisor  
Other experts

(\*) JICA Experts consists

demics and consultants.

Project coordination committee	Name	Position	Email, tel
Chair	B. Shinebaatar	State secretary, MED	shinebaatar@med.gov.mn 264174
Deputy chair	S. Bekhbat	IPPP Department, MED	bekhbat@gmail.com 261568
Manager	Ts. Batbayar	Concession Division, IPP Department, MED	tsbatbayar@gmail.com 264187
Members	J. Munkhbaatar	Department of Finance and Investment, Ministry of Energy	munkhbaatar@energy.gov.mn 91110622, 62263074
	T. Bulgan	DG, Green Development Policy and Planning Department, Ministry of Environment and Green Development Policy	310357
		<i>орлогч Kh. Khishigjargal</i> Senior officer, Green Development Policy and Planning Department, Ministry of Environment and Green Development Policy	99022215 khishigjargal@mne.gov.mn
	<del>D. Badruun</del>	Officer, Debt Division Division, Debt Management Department, Ministry of Finance	badruun_d@mof.gov.mn 99064185
	B. Chimedlkham	Officer, Legal division, Department of Public Administration	chimedlkham@med.gov.mn 261575
	<del>D. Suvdaa</del>	Officer, Department of Economic cooperation, loan and aid, MED	suvdaa@med.gov.mn 264182
	J. Delgerjargal	Officer, Division of Investment Integrated Policy, Development policy, strategic planning and regulation Department, MED	delgerjargal@med.gov.mn 264183
	Kh. Oyuntsetseg	Officer, Integrated planning division, Development policy, strategic planning and regulation Department, MED	oyuntsetseg.kh@med.gov.mn 260973
	<del>G. Sodbayar</del>	Officer, Concession Division, IPPP Department, MED	g.sodbayar@gmail.com 264188
Secretariat	D. Tsevelmaa	Officer, Concession Division, IPPP Department, MED	tsevelmaa@med.gov.mn 264726
	G. Enkhbold	Officer, Concession Division, IPPP Department, MED	enkhbold.g@emd.gov.mn 88093423

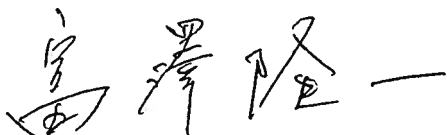
Instead of T. Bulgan Kh. Khishigjargal is coming.

Those of B. Shinebaatar, B. Chimedlkham and J. Delgerjargal have leave.

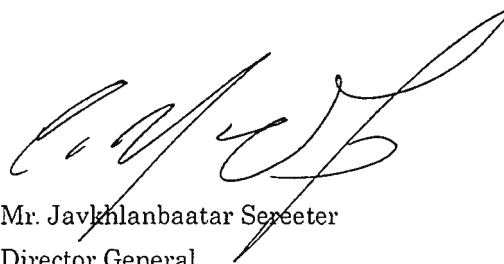
As for appendix 2, Work Plan is excluded since it was submitted already

MINUTES OF THE SECOND JOINT COORDINATING  
COMMITTEE  
ON  
THE PROJECT FOR CAPACITY BUILDING OF  
PUBLIC-PRIVATE PARTNERSHIP  
IN  
MONGOLIA  
AGREED UPON BETWEEN  
INVEST MONGOLIA AGENCY (“IMA”)  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY (“JICA”)

Ulaanbaatar, 29<sup>th</sup> June, 2015



Mr. Ryuichi Tomizawa  
Deputy Director General  
Industrial Development and Public Policy  
Department  
Japan International Cooperation agency  
Japan



Mr. Javkhlanbaatar Sereeter  
Director General

Invest Mongolia Agency  
Mongolia

This is to record the results of the second Joint Coordinating Committee ("JCC") on the Project for Capacity Building of Public-Private Partnership in Mongolia (the "Project") held on June 29, 2015.

The JCC was started at 14:30 with the opening remarks by Mr. Javkhlanbaatar Sereeter of IMA and Mr. Ryuichi Tomizawa of JICA in an office of IMA. Both recognized the meaningful progress of the project and expected further efforts be made for the remaining period to result in better capacity of the relevant government officials given the significance of PPP in Mongolia, under the tight fiscal situation..

The proceedings went on as the attached agenda (Appendix I), and the names of the participants of JCC are specified in the attached agenda (Appendix II). The major points discussed were as follows:

1. Revised project implementation structure for the Project

The Ministry of Economic Development, which had been the counter part of the Project (the "CP") was reorganized due to the governmental reorganization in September 2014. This was finalized by the Prime Minister Order dated 20 January 2015.

In accordance with the above reorganization, the revised structure of the Project was confirmed as follows based on the Minutes of Meeting between Japan International Cooperation Agency ("JICA") and Invest Mongolia Agency ("IMA") signed on April 13, 2015.

- Project Director : Director General of IMA
- Project Manager: Head of the Concession and PPP Division of IMA

The revision of the members of JCC, as per Appendix III, was also confirmed.

2. Review of progress of the Project

The activities, which took place to the second JCC, were reviewed.

Before the review of progress of the Project, the JICA expert team explained the brief outline of the Project by using the Appendix IV.

On behalf of the Project Manager, the Project Director (IMA) explained the

progress of the concession projects (PPP projects) in Mongolia by using the Appendix V.

The following topics in the progress were explained by the JICA expert team on behalf of the Project Manager, who was absent.

- 1<sup>st</sup> training trip to Japan in October 2014
- 3<sup>rd</sup> type 2 seminar held on January 30<sup>th</sup> 2015
- Training trip to Malaysia in June 2015
- Additional programs (training sessions) for the Ministry of Energy and the Ministry of Health and Sports.

It was confirmed that these trainings and seminars were successfully conducted, testified by the satisfactory assessment by the participants. JICA and IMA appreciated the efforts made by the JICA expert team. The JICA representative noted that the study trip to Malaysia (of which reporting was made just prior to the JCC for the both parties) appeared to be conducted well and the series of lectures to MOHS, which was observed by a delegation of JICA staffs, seemed to be productive.

### 3. Future implementation plan during the remaining period of the Project

JICA expert team explained the plan of the activities of the Project for the remaining period as follows (as per Appendix VI).

- Activities for the Action Plan (Jun-Sep 2015) following the submission of the Assessment Report at the first JCC held on 25<sup>th</sup> September, 2014.
- As for the activities in Output 2, the practical approach for the case study is modified to the alternative of the 'Topic-oriented' Programs based on Record of Discussions (R/D) agreed upon between Government of Mongolia and JICA (Jan 29, 2014).

Regarding hands-on advisory supports for specific projects, JICA expert team will provide advisory services for the specific PPP projects, which will be depending on the requests by IMA as far as possible based on the R/D.

- The second study trip to Japan in November 2015. The JICA expert team

proposed the second study trip to Japan starting from the middle of November 2015. IMA agreed to make its confirmation including the selection of relevant and proper candidates at an earliest timing.

The both parties discussed on the above issues and basically agreed on the plan of the activities of the Project for the remaining period.

IMA and JICA agreed that the scope of the hands-on advisory supports by the JICA expert team for specific projects should be firmed up based on a detailed discussion between the Project Manager and JICA expert team to be scheduled this week

The representative of IMA urged the Mongolian side to participate in seminars and lectures as much as possible.

The representative of MOE discussed with the JICA expert team on the schedule of the incoming lectures at MOE.

The representative of MOHS expressed its expectation for the continuing hands-on advisory services by JICA expert team in at MOHS.

#### 4. Next (Final) JCC

It was explained that the next JCC would be held before the closing date of the Project, probably around next March. The discussion and acknowledgement of the Action Plan will be one of the key issues in the next JCC. The Director General of IMA requested that drafts of "informal" achievement/evaluation report of the project and the action plan be forwarded to IMA hopefully in this calendar year so as to give them ample time to finalize and disseminate the positive results to high ranking people concerned. The JICA team replied to submit documents in line with the request at a reasonable timing.

#### 5. Other items of discussion

The representative of MOF expressed its appreciation for the Project.



The representatives of JICA requested IMA to arrange adequate space for the JICA expert team to implement their work efficiently. The Director General of IMA replied that IMA would check the possibility to arrange the adequate space for the JICA expert team.

The JCC was closed at 16:00.

#### Appendixes

- I      Agenda of JCC
- II     List of participants of JCC
- III    Revised project implementation structure
- IV    Project Overview (Revised in June 2015)
- V      Current status of the Concession projects in Mongolia
- VI    Future implementation plan during the remaining period of the Project




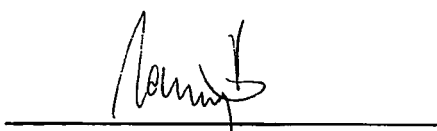


**MINUTES OF MEETING  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
INVESTMENT MONGOLIA AGENCY  
ON  
THE JAPANESE TECHNICAL COOPERATION  
FOR  
THE PROJECT FOR CAPACITY BUILDING OF PUBLIC-PRIVATE  
PARTNERSHIP IN MONGOLIA**

Ulaanbaatar, 21st March 2016

  
Mr. Mutsumi SATO  
Chief Representative  
JICA Mongolia Office  
Japan International Cooperation Agency  
Japan

  
Mr. Sereeter JAVKHLANBAATAR  
Director General  
Investment Mongolia Agency

  
Mr. Badamkhatan GANTULGA  
Director General  
Department of Development Financing and  
Debt Management  
Ministry of Finance  
Mongolia

JICA team (hereinafter referred to as "The Team") headed by Mr. Mutsumi Sato, Chief Representative of JICA Mongolia Office, was organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and dispatched to Mongolia from 8th March to 22nd March 2016, for the purpose of conducting the terminal evaluation and the approval of "the Action Plan on PPP" in the JCC. with authorities concerned of the Government of Mongolia (hereinafter referred to as "GOM").

Through the intensive interview and analysis pertaining to the Project's activities and achievements, The Team concluded on the Presentation for summary of the Terminal Evaluation (hereinafter referred to as "the Presentation") as attached hereto. As a conclusion of the detail review and discussion between The Team and the Government of Mongolia (hereinafter referred to as "GOM"), both sides will agree upon the forthcoming Report by the end of the Project.

Also, both sides agreed that "The Action Plan" submitted by JICA was approved in the third JCC on 21st March, 2016 and JICA will monitor how GOM utilize "the Action Plan" for the promotion of PPP in Mongolia.

Taking this opportunity, JICA and GOM organized the Third Joint Coordinating Committee (hereinafter referred to as "JCC") today for the purpose of reviewing summary of the Terminal Evaluation and discuss on the way forward. The main points discussed are attached hereto.

Attachments:

1. The Action Plan
2. Summary of Terminal Evaluation Report

### Main Points Discussed

1. The support and cooperation delivered by JICA was highly appreciated by GOM
2. The both sides agreed on the contents of the summary of the the Terminal Evaluation including the "Recommendations".
- 3 JICA compiled and submitted "The Action Plan" which proposes future strategy to be taken by GOM for sustaining the outcomes achieved by the Project The Action Plan was approved by JCC.
4. GOM committed to make best efforts to conduct the Action Plan while JICA will monitor their progress.
5. Recommendations for actions to be taken after the Project will also be followed up by JICA.





**Table of contents**

- The background of the Action Plan
- PPP's desirable institutional/policy set-up
- Better Coordination/jurisdiction mechanism within the GOM
- Better Dialogue between the GOM and the private sector
- Improving PPP Procedures
- Strengthening enablers of PPP (Concession & PPP Division of IMA)
- Strengthening other PPP promoters
- Government/donor financial support : PDF, VGF, Guarantee

L:long term  
M:Middle term  
S:Short term

2

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### The background of the Action Plan

Upon analyzing the state of PPP in Mongolia with an objective to facilitate it, the assessment report, entitled, "Report on Assessment of policies and Institutional Framework for Further PPP Promotion" was drafted by the JICA expert team in 2014 and the Mongolian government acknowledged it. The abolition of MED, however, produced a not minor delay of this project until IMA took over the PPP policy mostly including staffing in 2015. At the same time, frequent changes of concerned staff decreased the degree of effective capacity building. These prevented the making of the Action Plan, to which the conclusions of the assessment report become major inputs.

With the population of only 3 million (nearly a half concentrates in UB) and enormous land (more than 4 times as that of Japan), to build and operate infrastructure in Mongolia is a demanding task.

Compare Mongolia with Singapore (only 710 km<sup>2</sup>/ with about 3 million population in 1989). Then, the degree of challenges Mongolia is facing would be well understood.

Thus, priorities and selection criteria are more crucial to implement PPP with stable fiscal and financial management than other countries.

This action plan intends to assist further PPP promotion of Mongolia indicating issues and possible solutions. The implementation of the plan is up to the government with continued cooperation from JICA and other donors including ADB, which also advising the new PPP law, which is expected to accommodate the contents of this Action Plan.

### PPP's desirable institutional/policy set-up

- PPP related laws and plans should be coordinated more systematically. (M/L)
- PPP (should be a part of PIP(NIP) ) and PIP should be systematically linked. (M/L)
- ✓ Target years of the plans are different: PPP (2012-16) , PIP (2013-17) , MTFF (2015-17)
- ✓ Some issues are expected to be resolved by proposed, "Development Policy and Planning Law", enacted in November 2015.
- ✓ Integrated Budget Law (2011) asks to follow MTFF's ceiling and all financial decisions are to be made by MOF. Issuance of sovereign bond in September 2011, however, was initiated by former MED to circumvent the ceiling. The proceeds were used by DBM as off budget.
- ✓ WB (2010) stated the budget is not legally required to follow the limit set by MTFF.
- ✓ Debt Management Law was approved in February, 2015 with a debt ceiling of 40% of GDP including BT projects.

### Better Coordination/Jurisdiction mechanism within the GOM:

- Coordination can be improved by regular coordination meetings. (S/M)
- Jurisdiction: Current set up\* by MOI and IMA should be changed for a long lasting mechanism. (S/M)  
In January, 2015, by a PM's decree, IMA has become the authorized entity of PPP (article 3.17 of the Concession Law), but MOI is in charge of direct agreements and monitoring of PPP.
- ✓ One of line ministries like MOI should not be in charge of PPP overall policy even partly. (S)
- ✓ MOF is mostly in charge of PPP in advanced countries (12 out of 18 advanced countries : OECD 2010). (Japan: Cabinet Office=former Planning Agency)
- ✓ Fiscal and budgetary matters of PPP at least should be managed in an integrated manner by substantial involvement of MOF given that Mongolia does not have a planning & coordinating ministry such as BAPENAS in Indonesia and NEDA in the Philippines and the importance of fiscal discipline. (M/L)

### Better Dialogue between the GOM and the Private sector

- ✓ PPP Unit should institutionalize an annual meeting with representatives of the private sector to enable substantive and continuous dialogue . (S)  
 This would pave the way for more and better PPP businesses.
- ✓ Unsolicited proposal system\* should be refined. (M/L)  
 It would be essential to establish an appropriate and transparent tender process for the introduction of the system.

\*Such as Swiss Challenge(Philippines, India, Italy), Bid Bonus (Chile) and Best and final offer (South Africa) are to be examined. The first one emphasizes on more competitive aspect.

## Improving PPP Procedures 1

### Project identification and selection

- Concession list cannot be a wish list . (M)
- The total and yearly costs of listed projects should be calculated and studied if these can be reasonable from macro-economic and fiscal points of view, every year and whenever a new project is added. (M)
- No projects with dubious pre-FS/FS or without any should be listed .(S)
- More rigorous and transparent project screening for the applied projects should be required from the viewpoints of public benefit and project viability. (M)
- PPP Project Screening Guidebook will be produced for a reference.(S)
- BT projects should not be listed.(S)

FS: Feasibility Study  
BT: Build and Transfer

## Improving PPP Procedures 2

### Project preparation and implementation

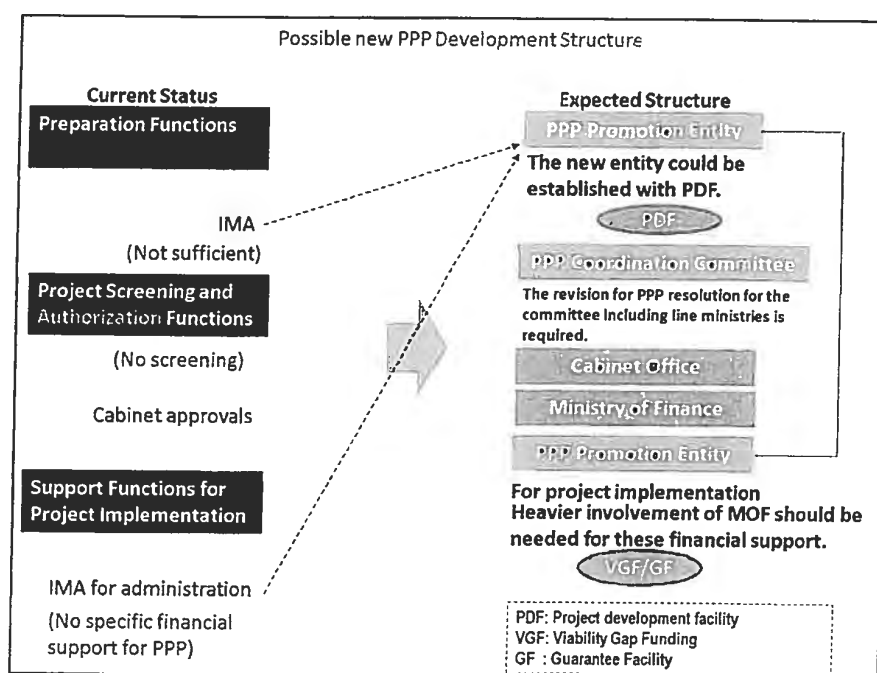
- Pool and use of qualified outside advisers is to be considered to offset the shortage of experienced staff.(M)
- Project Implementation guidebook will be produced.(S)

### Procurement

- Use of non-competitive bidding/ direct agreement is to be minimized. If needed, it should be transparently and reasonably justified. (M)

### Strengthening enablers of PPP (Concession & PPP Division of IMA)

- The unit should have more staff (Currently only eight) with proper experience/training and more budget. (M)
- Possibility of more independent office should be studied. (M) See next chart for discussion purpose only.
- The name change without concession should be considered as concession is a much narrower term than PPP and may not be proper to describe the activities intended in the context. (M)





### Strengthening other PPP promoters 1

- MOF: Need for more Capacity Building, particularly for more integrated budget and for possible management of VGF and guarantee. (S/M)
- Line ministries: need for more Capacity Building (S/M)
- Private sectors: annual meeting with the ministries concerned. (S/M)
- "Media" has effective/important functions to monitor the "Governance for PPP" (S/M)

### Strengthening other PPP promoters 2 DFI (Development Finance Institution)

- Proper functions for PPP as a important financier should be given subject to sufficient capabilities and management set-up to select bankable projects circumventing political pressure for uneconomical/non-bankable projects.
- This needs for further capacity building and politicians' recognition. (S/M)

*Sum.*

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### Financing infrastructure

#### Use of DFIs

- To implement PPP, existence of proper domestic project finance sources equipped with both quantity and quality is needed. The establishment of DBM as a government bank reflected the shortage of these sources in the private sector.
- The use of DFIs owned by governments is not unusual in many countries. Not many were very successful. Japan also used it after WWII and was evaluated to be effective in recovering from the damages caused by the war and assisting to grow some industries supported by good governance free from political pressure and high quality appraisal and monitoring.
- In order to function, DBM should be further strengthened to have these successful factors.

#### Use of SWF (sovereign wealth fund)

- SWF could be another funding source for infrastructure.
- In Mongolia where substantial mineral resources are exported, SWF could be a good source of the funding if designed and implemented properly. Given the current global mineral market, it is crucial to watch the trade and fiscal situations and the scale of the fund carefully.
- Once SWF has accumulated sufficient volume, it also could fund PDF, VGF and guarantee.

## Government/donor financial support

### PDF, VGF, Guarantee 1

#### ● Common Crucial Issues.

1. To ensure the transparency and accountability.
2. To review the management and performance of the funds appropriately
3. To establish organization framework including the ministry in charge and the governing committee composed of relevant ministries and by outside experts to respond the above.

#### PDF

- To be established to promote PPP.
- ✓ As a revolving fund to support pre-investment activities including documentation to ensure project viability/bankability.
- ✓ A successful bidder is to reimburse project development costs plus fee.
- ✓ ADB (Project Design Facility to provide advances on future loans) and Canada plan to contribute to Mongolia.
- ✓ The Philippines PDF: funded by the government, ADB, Australia and Canada.

## Government/donor financial support 2

### VGF

- The government may provide VGF for PPP projects which have viability gap between the expected revenue and the required return on investment.
- These financially not viable projects must be economically viable (Value For Money).
- ✓ Indonesia :MOF's PPP Unit ;(BAPENAS and line ministries are involved in project screening in the Committee for Acceleration of Priority Infrastructure Delivery: KPIP )
- ✓ Malaysia : PM Office's PPP Unit; to pay up to 10% of the total costs for basic infrastructure such as access road, bridges, utilities as well as land acquisition for highway.

## Government/donor financial support 3

### Guarantee

- For contingent liabilities of PPP based on risk sharing.
- Covering risks such as currency convertibility and revenue streams.
- ✓ Indonesia :
  - Indonesia Infrastructure Guarantee Fund (IIGF) for PPP
  - MOF Business Viability Guarantee (BVG) for Power Projects



# Result of Terminal Evaluation

## The Project for Capacity Building of Public Private Partnership in Mongolia

Terminal Evaluation Team,

March, 2016

Ulaanbaatar Mongolia



## MENU

1. Methodology of the Evaluation
2. Criteria of the Evaluation
3. Achievement of the Project  
(Output and Project Purpose)
4. The Result of the Terminal Evaluation
5. Recommendations

2

## 1. Methodology of the Evaluation

The Evaluation was conducted by following methodology based on DAC Evaluation, JICA Evaluation Guideline and PDM.

### ■ Methodology

- Review related literature (in Japan)
- Interviews to stakeholders (in Mongolia)
  - Conducted interview to 15 ppl related to the Project

### ■ Process of Evaluation

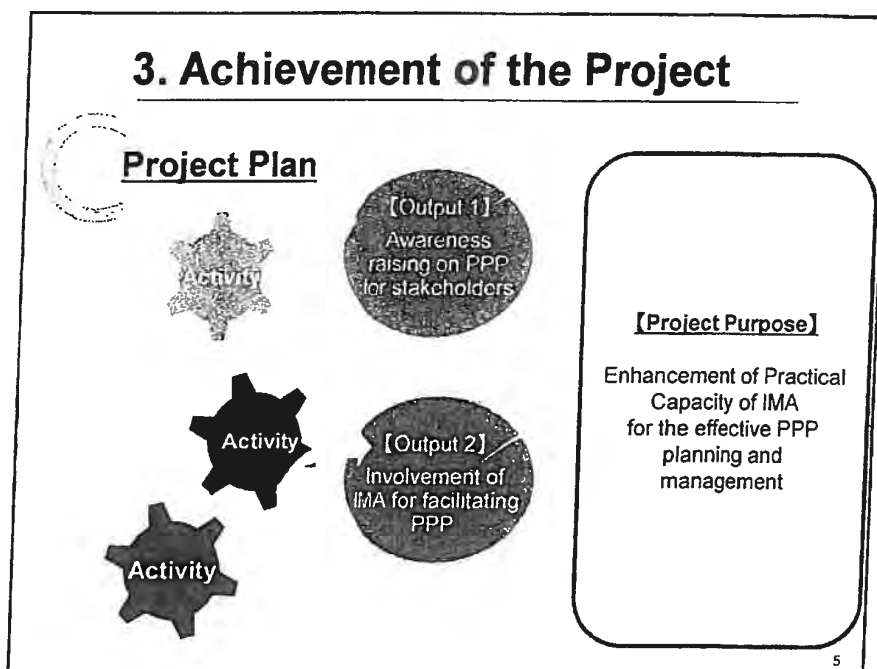
1. Collecting information about the Project
2. Refining the Evaluation criteria based on PDM
3. Planning direction of the Evaluation
4. Collecting information via interviews in Mongolia
5. Evaluating the achievement of the Project based on DAC Evaluation

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## 2. Evaluation Criteria

Criteria	Point of View
Relevance	Degree of compatibility between the development assistance and priority of policy of the target group, the recipient, and the donor.
Effectiveness	Measure of the extent to which an aid activity attains its objectives.
Efficiency	Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
Impact	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators.
Sustainability	Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

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<p><b>Output 1</b> Effective ways of awareness raising activities on PPP were introduced and implemented for key stakeholders, including the private sector.</p> <p>⇒ <b>4. Achieved</b></p>		
Criteria	Point	Result/Achievement
1-1 Enhancement of understanding on PPP among the key stakeholders through awareness raising activities.	4	<ul style="list-style-type: none"> <li>Conducted A Type 1 Seminar and 20 officers participated</li> <li>Conducted Type 2 Seminar 7times and 310 officers participated in total</li> <li>Conducted training in Japan twice for 8 days and training in Malaysia once for 5 days. 10 officers participated in both trainings.</li> <li>By the interview to participants, 70% of participants from Type 2 seminar replied it with 5 (or helpful) by five phases of evaluations.</li> </ul>

\*1: 4: Achieved 3: Mostly Achieved 2: In Progress 1: Not Achieved at all

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## Output 2 Involvement IMA for facilitating PPP is improved

### 2. In Progress

Criteria	Point	Result/Achievement
(2-1) The action plan developed by the Project is continuously implemented and promoted.	3	<ul style="list-style-type: none"> <li>Assessment report was approved among the parties concerned</li> <li>In JCC of March 2016, Action Plan was approved with an objective to use the content for the new PPP law</li> <li>The concrete enforcement of the proposal in Action Plan is expected to be promoted once new PPP law passed.</li> </ul>
(2-2) Communication and coordination among the key government stakeholders are properly promoted	2	<ul style="list-style-type: none"> <li>Communications among IMA and MOE/MOHS were facilitated</li> <li>Although MOF had not committed to PPP (ex. MOF had been absent from JCC etc.), MOF expressed strong support to Action Plan promotion. Therefore, active communications between IMA and MOF will be expected.</li> </ul>
(2-3) Communication between IMA and the private sector are improved.	2	<ul style="list-style-type: none"> <li>Information sharing has been conducted through seminars and private sector appreciated it</li> <li>Communications with the private sector has not become interactive enough</li> </ul>
(2-4) Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders	3	<ul style="list-style-type: none"> <li>Since Baganuur plant project and Urugi hydro plant project for case study were canceled by reasons of Mongolian side, practical experience was not accumulated.</li> <li>Topic Oriented Program was conducted instead of case study, (Approved in Second JCC)</li> <li>Practical knowledge was reinforced by 40 times of workshops conducted and 344 participation mainly for MOE and MOHS and 80% replied it with 5 (understanding of improved) by five phases of evaluations.</li> </ul>

\*1: 4: Achieved 3: Mostly Achieved 2: In Progress 1: Not Achieved at all

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## Project Purpose

Practical capacity of IMA for the effective PPP planning and management is enhanced.

### 2. In Progress

Criteria	Point	Result/Achievement
The practical capacity of IMA is enhanced.	2	<ul style="list-style-type: none"> <li>Practical knowledge was strengthened by trainings for new officers from IMA</li> <li>The accumulation of the practical experience and strengthening of implementation capacity as the organization of IMA are in progress since C/P changed during the project and the case study were cancelled by the reasons of Mongolian side.</li> </ul>
The capacity of key line ministries involved in the Project is improved through the instruction and consultation by IMA	2	<ul style="list-style-type: none"> <li>The capacity of key line ministries was improved by Topic Oriented Programs.</li> <li>Guidance and consultation initiated by IMA did not result in improvement of the capacity of key line of ministries due largely to the delay of the project progress by the C/P change.</li> </ul>
The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.	3	<ul style="list-style-type: none"> <li>The interest in PPP of the private sector increased by the seminars.</li> <li>PPP environment has been improving through movements such as establishment of Law of Development Policy Planning and the proposal of the new PPP Law.</li> <li>The seminars were held in cooperation with the ADB.</li> </ul>

\*1: 4: Achieved 3: Mostly Achieved 2: In Progress 1: Not Achieved at all

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#### 4. Evaluation Result

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#### Criteria for evaluation development assistance(1)

Criteria	Rating	Remarks
Relevance	High	The Project Purpose and the Overall Goal are still consistent with the development needs of the target groups, Mongolia, Mongolia's development policies and Japan's superiority in PPP.
Effectiveness	Medium	Practical experiences of PPP preparation and implementation were not yet accumulated among the key government stakeholders because case studies were not carried out by the circumstances of Mongolian side. But, by the program formally fixed as substitute measures, there were 40 times of workshop and 344 participation and 80% of them replied it with 5 (understanding degrees increased) by five phases of evaluations.
Efficiency	Medium	The Japanese side input their resources in terms of quality, quantity and timing but the delay of the schedule occurred by a change of C/P. They had to give up the part of the plan including the case studies.
Impact	Relatively High	Package of policy measures started to realize the Overall Goal.



**Criteria for evaluation development assistance(2)**

Criteria		Result of Evaluation	
Sustainability	Policy	Relatively High	A new PPP law is going to be submitted to the Diet this year. A national committee on PPP will be established to provide policy management.
	Organization	Relatively High	A new PPP law is going to be submitted to the Diet this year. A partnership corporation on PPP will be established to create the project teams.
	Technical	Relatively High	A new PPP law is going to be submitted to the Diet this year. A partnership corporation on PPP will be established to obtain professional consultancy service.
	Finance	Relatively High	A new PPP law is going to be submitted to the Diet this year. A partnership corporation on PPP will be established to accommodate the inclusion of necessary resources into the annual budget.

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**Issues/factors related to implementation process**

- In the cabinet revised law, December 2014, jurisdiction of the PPP was transferred to IMA and C/P was changed. As a result, the Project was delayed by the reason above.
- The PM's order, January 20th 2015, was issued to assign the Minister of MOI jurisdiction over direct agreement management.
- Frequent changes of responsible persons and discharge of officers occurred by restructuring of organization. It led to delay and lack of achievement as a result of the Project
- GOM was late to reply about Assessment Report submitted by JICA due to organizational restructuring. It led to delay of preparation for the action plan. As a result, implementation of the Project was not proceeded on time.
- Consession List was not made based on appropriate Screening. Therefore, appropriate PPP project is not conducted.
- The case studies were not implemented due to the reasons on the Mongolian side



- A new PPP law is going to be submitted to the Diet April, 2016. It is expected to reflect most of proposals of the action plan.

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## 5. Recommendations

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### Recommendations for actions to be taken by the end of the Project

Actions to be taken	The Project	GOM : Mainly IMA
Capacity building of PPP	• Make guidebooks on Screening and Implimentation of PPP	• Desseminate these guidebooks in the PPP-related organizations by GOM (Mainly IMA)

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### **Recommendations for actions to be taken after the Project**

<b>Actions to be taken</b>	<b>GOM : Mainly IMA</b>
Improvement of PPP environment	<ul style="list-style-type: none"> <li>• To promote the establishment and enforcement of the new PPP Law</li> <li>• To promote the implementation of Action Plan</li> <li>• Perform Screening amply and make the Consession List an appropriate one</li> </ul>
Enhancement of practical capacity for PPP	<ul style="list-style-type: none"> <li>• To enhance capacity of IMA for PPP by accumulating practical experiences through implementation of PPP projects.</li> <li>• To instruct and consult key line ministries about PPP and improve their capacity for PPP.</li> </ul>
Stabilization of organization	<ul style="list-style-type: none"> <li>• To avoid frequent changes of jurisdiction and discharge of officers.</li> <li>• To unify jurisdiction and promote swift decision making.</li> </ul>

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Thank you for your attention.

*Em.*

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## Төслийн эцсийн үнэлгээний судалгааны тайлан

Монголын Төр Хувийн Хэвшлийн Түншлэлийг бэхжүүлэх  
төсөл

Төслийн эцсийн үнэлгээний судалгааны баг

2016 оны 3 сар

Монгол улс, Улаанбаатар хот



## Агуулгын тойм

1. Үнэлгээний аргачлал болон үнэлгээ хийх горим
2. Үнэлгээний шалгуур үзүүлэлтүүд
3. Төслийн хэрэгжилтийн талаар (Төслийн үр дүн болон төслийн зорилго)
4. Үнэлгээний тайлан
5. Зөвлөмж

## 1. Үнэлгээний аргачлал болон үнэлгээ хийх горим

Дараах үндсэн аргачлалын дагуу, ЖАЙКА-гийн үнэлгээ хийх гарын авлага болон төслийн матриц (PDM) -д үндэслэн ерөнхий үнэлгээг хийв.

### ■ Аргачлал

- Судалгааны материал (Япон)
- Асуулга, ярилцлагаар судалгаа авах (Монгол)
  - Төсөлд хамрагдсан ажилтнууд (нийт 15 ажилтан) -тай уулзаж, судалгаа авсан.

### ■ Үнэлгээ хийх горим

- Төслийн талаарх үндсэн мэдээллийг цуглуулах
- Төслийн матриц (PDM)-д үндэслэн шалгуур үзүүлэлтүүдийг нарийвчлан судлах
- Үнэлгээний чиглэлийг тодорхойлох
- Япон болон Монголд хийсэн судалгаагаар дамжуулан мэдээлэл цуглуулах
- Үр дүн болон төслийн зорилгын биелэлтийг хянаж, ЖАЙКА-гийн шалгуур үзүүлэлтүүдийн дагуу үнэлгээ хийх

## 2. Үнэлгээний шалгуур үзүүлэлтүүд (ЖАЙКА-гийн үнэлгээний шалгуур үзүүлэлт)

Шалгуур үзүүлэлтүүд	Үнэлгээ хийх агуулга
Оновчтой байдал	Төслийн төлөвлөгөө (төслийн үр дүн, зорилго, эрхэм зорилго) нь төсөл хэрэгжиж буй улсын бодлого болон тухайн салбарын эрэлт хэрэгцээ, мөн, Япон улсын ЗГ-ын бодлоготой нийцэж буй эсэх талаас нь дүгнэх үнэлгээ юм.
Үр өгөөжтэй байдал	Төслийн зорилго биелсэн байдал (биелэлтийн хувь) талаас нь дүгнэх үнэлгээ бөгөөд энэ үнэлгээг хийхдээ зорилго биелэхэд нөлөөллөө үзүүлсэн болон нөлөөллөө үзүүлж чадаагүй хүчин зүйлсийг мөн судална.
Үр ашигтай байдал	Төслийн үйл ажиллагаа нь төслийн үр дүнд хэрхэн үр ашигтайгаар нөлөөлж чадсаныг судална. Энэ үнэлгээний хүрээнд хөрөнгө оруулалтын хэмжээ, төлөвлөгөө, цаг хугацааны оновчтой байдал зэргийг хамруулан судална.
Үр нөлөө	Төсөл хэрэгжиж дууссаны дараах 3-5 жилийн хугацаанд урьдчилан төсөөлөгдөх эрхэм зорилгын биелэлт болон төсөл хэрэгжсэнээр шууд болон шууд бус, мөн, урьдчилан тооцоолсон болон урьдчилан тооцоолоогүй сайн, муу ямар нөлөөлөл үзүүлснийг судална.
Үргэлжлэх чадамж	Төсөл хэрэгжиж дууссаны дараах үр дүнгийн үргэлжлэх чадамжийг бодлогын болон бүтэц тогтолцоо, санхүү, үр чадвар талаас нь нь үнэлнэ.



**Үр дүн 1** ТХХТ-ийн ойлголтыг нэмэгдүүлэх үр дүн бүхий арга хэмжээг хувийн хэвшил болон голлох байгууллагуудад танилцуулж хэрэгжүүлэх

4 Бүрэн хэрэгжсэн.

Шалгаруулах үндэс	Бүрэлдэх	Үр дүн
1-1 Мэдлэг олгох үйл ажиллагаагаар дамжуулан голлох байгууллагуудын ТХХТ-ийн талаарх ерөнхий ойлголт дээшлэх	4	<ul style="list-style-type: none"> <li>Тур -1 семинар 1 удаа, 20 гаруй оролцогч</li> <li>Тур -2 семинар 7 удаа, давхардсан тоогоор 310 орчим хүн оролцсон</li> <li>Хамтран ажиллагчийн япон дахь сургалт 2 удаа(тус бүр 8өдөр), Малайз дахь сургалт 1 удаа(бөдөр), тус бүр 10хүн оролцсон</li> <li>Тур -2 семинарт оролцогчдын 70% нь Сонооны үнэлгээгээр 5гэсэн үнэлгээ өгч ихээхэн хэрэгцээтэй гэж үнэлсэн</li> </ul>

\*1: 4: Бүрэн хэрэгжсэн (Achieved), 3 Дийлэнх нь хэрэгжсэн (Largely Achieved),  
2 Хэрэгжиж буй (In progress), 1: Зорилтод хүрээгүй (Not launched yet).

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<b>Үр дүн 2</b> ТХХТ-ийг хэрэгжүүлэх ИТХХТ Газрын (одоогийн ХОГ-ын) оролцоог сайжруулах <b>→ 2 Хэрэгжиж буй (In progress)</b>		
Шалгуур үзүүлэлтүүд	Биеэлт	Үр дүн
(2-1) Төслийн явцдаа боловсруулсан үйл ажиллагааны төлөвлөгөө цаашдаа тасралтгүй хэрэгжиж, эрчимжиж	3	<ul style="list-style-type: none"> <li>Assessment report-ийг холбогдох талууд баталсан</li> <li>2016 оны 3 сарын Төслийн УЗ-ийн хуртаар Action Plan-ийг агуулж ТХХТ-ийн тухай хуулийн шинэчилсэн найруулгад тусгах талаар санал нэгдсэн.</li> <li>Цаашдаа ТХХТ-ийн хууль батлагдсанаар Action Plan-д дахь зөвлөхийгүд бодитоор хэрэгжих нөхцөл бүрдэх боломжтой болно</li> </ul>
(2-2) Голлох төрийн байгууллагын хоорондох харилцаа, зохицуулалт сайжуй явагдах	2	<ul style="list-style-type: none"> <li>ЭХЯ, ЭМСЯ-тай харилцаа сайжуй явагдаж байсан.</li> <li>Сангийн яам нь зарим үзвэрлэх зөвлөлийн хуралд оролцож байгаагүй зэргээр төслийн үйл ажиллагаанд төвийлгөн идэвхтэй оролцоогүй. Гэсэн хэдий ч Action Plan хэрэгжүүлэхэд дэмжлэг үзүүлэхэд нэрвэж илж байгаа зэргээс харахад цаашдаа ХОГ, СЯ хоорондын харилцаа идэвхтэй болох төлөвтэй.</li> </ul>
(2-3) ИТХХТ-ийн хэлтэс (одоогийн ХОГ) хувийн хэвшил хоорондын харилцаа, хамтын ажиллагаа сайжрах	2	<ul style="list-style-type: none"> <li>Олон удаа зохион байгуулагдсан семинаруудаар ТХХТ-ийн талаарх мэдээллийг тусгасан нь өндөр үнэлгээ авсан.</li> <li>Хувийн хэвшил рүү чиглэсэн харилцаа нь 2 талт харилцаа болж чаддаггүй.</li> </ul>
(2-4) Төрийн байгууллагын холбогдох ажиглалтаа ТХХТ-ийн төслийн бэлтгэл, хэрэгжилтэнд хамааралтай практик туршлага хүргүүлэх	3	<ul style="list-style-type: none"> <li>Монгол талын зарим нөхцөл байдлын улмаас case study-аар олж авах практик туршлага хүргүүлэхэд боломж бүрдээгүй. Багажүүрэн ЦС төсөлд туслах зорилгоор үндэр case study хийх боломжгүй болсон. Өдгийн УЦС төсөл төлөрхий шалтгаануудын улмаас цуглагдах Case study-ны оронд ЭХЯ, ЭМСЯ-нд зохион байгуулсан практик мэдээллийг сайжруулах 40 удаагийн workshop-д давхардсан тоогоор 344 хүн оролцсон. Оролцогчдын 80 хувь нь мэдээгээ дэвшүүлсэн хэлсэн шалтгаалт үнэлгээний 5-дсн оноогоор өндөрөөр үнэлсэн.</li> </ul>

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<b>Төслийн зорилго</b> ТХХТ-ын төлөвлөгөө боловсруулах, хэрэгжүүлэх талаарх ИТХХТ-ийн газар (одоогийн ХОГ) практик чадавхи бэхжих <b>→ 2. Хэрэгжиж буй (In progress)</b>		
Шалгуур үзүүлэлтүүд	Биеэлт	Үр дүн
ИТХХТ-н газар (одоогийн ХОГ)-н практик чадавхи бэхжих	2	<ul style="list-style-type: none"> <li>ХОГ-ын шинэ ажиглалтад зориулсан сургалт зэргийг зохион байгуулсан нь практик мэдлэг сайжирсан гэж дүгнэж болохоор байна</li> <li>Монголд үүссэн тодорхой нөхцөл байдлуудаас шалтгаалан хамтран ажиллагч тал (С/Р) өөрчлөгдсөн, case study хийгдээгүй зэргээс ХОГ-н байгууллагын практик мэдлэг хүрмтлагаах, хэрэгжүүлэх чадавхи сайжрах зэрэг нь хэрэгжих шатандаа байна.</li> </ul>
ИТХХТ-ийн газар (одоогийн ХОГ)-ийн зөвлөгөө, дэмжлэгийн тусламжтайгаар голлох төрийн байгууллагуудын чадавхи сайжрах	2	<ul style="list-style-type: none"> <li>ХОГ-тай тохиролцсоны үндсэн дээр зохион байгуулсан семинаруудын үр дүнд голлох төрийн байгууллагуудын ТХХТ-ийн мэдлэг дээшилсэн.</li> <li>С/Р өөрчлөгдсөний улмаас төслийн хэрэгжилт удааширсан зэргээс шалтгаалан ХОГ-ын зөвлөгөө, дэмжлэгийн тусламжтайгаар төрийн байгууллагуудын чадавхи сайжрах түвшинд хүрээгүй.</li> </ul>
Хувийн хэвшил, донор байгууллагууд, хөгжлийн санхүүжилтийн байгууллагууд (DFI)-аас Монголын ТХХТ-ийн орчинд өгөх үнэлгээ сайжрах	3	<ul style="list-style-type: none"> <li>Семинарын үр дүнд хувийн хэвлийнхэн ТХХТ-ийн талаарх сонирхол нэмэгдсэн.</li> <li>Хөгжлийн бодлого төлөвлөлийн тухай хууль батлагдсан, ТХХТ-ийн тухай хуулийн шинэчилсэн найруулга боловсруулагдаж байгаа зэргээс харахад ТХХТ-ийг эрчимжүүлэх орчин бүрдэх хандлагатай байна.</li> <li>АХБ-тай хамтран хэд хэдэн семинар зохион байгуулсан</li> </ul>

\*1 4 Бүрэн хэрэгжсэн (Achieved), 3: Дийлэнх нь хэрэгжсэн (Largely Achieved), 2 Хэрэгжиж буй (In progress), 1 Зорилтоо хүрээгүй (Not launched yet) 8

## 4. Үнэлгээний дүн

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### ЖАЙКА-гийн үнэлгээний 5 шалгуур үзүүлэлт

Шалгуур үзүүлэлт		Үнэлгээ	
Оновчтой байдал	Өндөр	Энэхүү төсөл нь, Монгол улсын бодлого, ТХХТ-ийн хэрэгцээ шаардлага буюу Японы эзэл тусламжийн бодлого болон давуу талд нийцсэн байна гэж дүгнэлээ.	
Үр өгөөжтэй байдал	Дунд зэрэг	Тодорхой шалтгаануудын улмаас case study-ийнх боломж бүрдээгүй учир ТХХТ-ийн төлөвлөгөөг хэрэгжүүлэх талаарх практик туршлага хангалттай сайн хүрнэгтэй байгаагүй ч, case study-г ороон хэрэгжүүлсэн 40 удаагийн workshop-д дагалдсан тоогоор 344 хүн оролцсон бөгөөд оролцогчдын 80% орчим нь мэдлэгээ дээшлүүлж чадсан гэж өндөрөөр үнэлсэн.	
Үр ашгитой байдал	Дунд зэрэг	Чанар, хэмжээ, цаг хугацааны хувьд оновчтой байсан хэдий ч С/Р өөрчлөгдөн төслийн хэрэгжилтүүд ашиггүй case study-г эргийн талаарх төлөвлөгөөг өөрчилсөн.	
Үр нөлөө	Харьцангуй өндөр	Төслийн эрсэн зорилтыг биелүүлэхэд чиглэсэн хэд хэдэн үйл ажиллагаа хэрэгжиж эхэлсэн.	
Үргэлжлэх чадвар	Бодлого	Харьцангуй өндөр	ТХХТ-ийн тухай хүүслийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Хууль хэрэгжиж эхэлбэл Үндэсний зөвлөл байгуулагдан бодлого зохицуулах төв байгууллага болох төлөвтэй.
	Бүтэц, тогтоцоо	Харьцангуй өндөр	ТХХТ-ийн тухай хүүслийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Хууль хэрэгжиж эхэлбэл ТХХТ-ийг эрчимжүүлэх байгууллага (partner corporation) байгуулагдан төслийн баг зэрэг байгууллага байгуулагдах төлөвлөгөөтэй.
	Ур чадвар	Харьцангуй өндөр	ТХХТ-ийн тухай хүүслийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Хууль хэрэгжиж эхэлбэл ТХХТ-ийг эрчимжүүлэх байгууллага (partner corporation) байгуулагдан ТХХТ-ийг дэмжих мэргэжилтний баг ажлуулах төлөвлөгөөтэй.
	Санхүү	Харьцангуй өндөр	ТХХТ-ийн тухай хүүслийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Шинэ хүүслийн СЯ-ны нээлттэй оролцоог тодорхойлсон ба ТХХТ-д шаардлагатай санхүүжилт бүрдэх төлөвтэй.

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**Хэрэгжих явцад нөлөө үзүүлсэн хүчин зүйлс**

- 2014 оны 12-р сард Засгийн газрын бүтцийн тухай хууль батлагдсанаар ТХХТ-ийг ХОГ харууцан ажиллах болж төслийн С/Р өөрчлөгдсөн. Энэ шийдвэр нь явц удаашрахад нөлөөлсөн.
- Ерөнхий сайдын 2015 оны 1 сарын 20-ны өдрийн тушаалаар Шууд гэрээний улирдад зохион байгуулалтыг Аж Үйлдвэрийн Сайд харууцах болсон
- Бүтэц зохион байгуулалтын өөрчлөлтөөс шалтгаалан харууцсан ажилтан солигдох, орон тооны цомхотгол зэрэг явагдан төслийн хэрэгжилт удааширч, хангалттай үр лүнд хүрч чадаагүй
- Бүтэц зохион байгуулалтын өөрчлөлтөөс шалтгаалан Assessment Report-д өгөх Монгол талын харнуу удаашран Action Plan боловсруулалт саатсан.
- Consession List нь зүй зохистой шүүлтүүр Screening хийгдэн боловсруулагдаагүй байсан.
- Монгол талын нөхцөл байдлаас үүдэн case study хэрэгжүүлж чадаагүйн улмаас энэ талын чалаахн бэхжээгүй.

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- ТХХТ-ийн тухай хуулийн шинэчилсэн найруулгыг 2016 оны 4 сард эхлэх хаврын чуулганд өргөн барих төлөвлөгөөтэй Action Plan дахь зөвлөмжүүд олонгтаа тусгагдах төлөвтэй байна.

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## 5. Зөвлөмж

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**Төсөл хэрэгжих хугацаанд хийгдэх  
үйл ажиллагаатай холбоотой зөвлөмж**

Цаашид хийх шаардлагатай ажил	Төслийн баг	Монголын Засгийн газар :ХОГ
ТХХТ-ийг хэрэгжүүлэх чадавхийг сайжруулах	<ul style="list-style-type: none"> <li>Screening, implimentation guidebook (зөвлөмж) боловсруулах</li> </ul>	<ul style="list-style-type: none"> <li>Монголын Засгийн газар үүнд, ХОГ-аас голчлон ТХХТ-тэй хамааралтай байгууллагуудад guidebook (зөвлөмж) тараах, түгээх</li> </ul>

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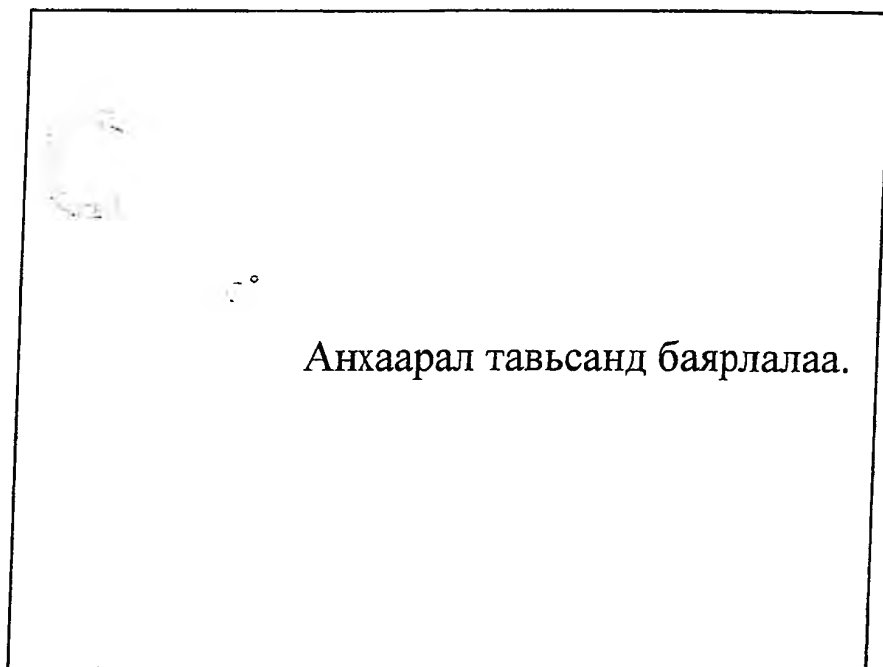


**Төсөл хэрэгжиж дууссаны дараах үйл  
ажиллагаанд өгөх зөвлөмж**

Цаашид хийх шаардлагатай ажил	Монголын Засгийн газар :ХОГ
ТХХТ-ийн орчинг бүрдүүлэх	<ul style="list-style-type: none"> <li>ТХХТ-ийн тухай хуулийн шинэчлэсэн найруулгыг батлуулах, хэрэгжилтийг дэмжих</li> <li>Action Plan-ийг хэрэгжилтийг эрчимжүүлэх</li> <li>Сайтар Screening хийсний үндсэн дээр Consession List-ийг сайжруулах</li> </ul>
ТХХТ-ийн практик чадавхийг бэхжүүлэх	<ul style="list-style-type: none"> <li>Цаашид ТХХТ-ийн төслүүдийг хэрэгжүүлэх замаар практик туршлага хуримтлуулан ХОГ-ын ТХХТ-ийн чадавхийг бэхжүүлэх</li> <li>ХОГ-ын зүгээс холбогдох төрийн байгууллагуудад зөвлөгөө дэмжлэг өгөн төрийн байгууллагуудын чадавхийг бэхжүүлэх талаар анхаарах</li> </ul>
Байгууллагын бүтэц зохион байгуулалтыг тогтворжуулах	<ul style="list-style-type: none"> <li>Харьяа байгууллагыг өөрчлөхгүй байх, орон тооны цочхотгол хийхгүй байх</li> <li>Харьяа байгууллагын асуудлыг нэгтгэн, шийдвэр гаргах явцыг хурдасгах</li> </ul>

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