

Засгийн газрын хэрэгжүүлэгч агентлаг
Хөрөнгө оруулалтын газар
Монгол улс

Монгол Улсад Төр Ба Хувийн Хэвшлийн Түншлэлийн Чадавхийг Бий Болгох Төсөл

Төслийн Гүйцэтгэлийн Тайлан

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Японы Олон Улсын Хамтын Ажиллагааны
Агентлаг (ЖАЙКА)

Япон Улсын Эдийн Засгийн Судалгааны Хүрээлэн

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Товчилсон үгс ба хураангуйлсан нэрс

Товчилсон үгс		Англиар
ADB	АХБ	Азийн Хөгжлийн Банк
BT	БШ	Барих ба Шилжүүлэх
BOT	БҮАШ	Барих, ажиллуулах, шилжүүлэх
DFI	ХСБ	Хөгжлийн Санхүүжилтийн Байгууллага
DBM	МУХБ	Монгол улсын Хөгжлийн банк
DPSPD	ХБСТХ	Хөгжлийн Бодлого, Стратеги Төлөвлөлтийн Хэлтэс
F/S	ТЭЗҮ	Техник эдийн засгийн судалгаа /хуучнаар Техник эдийн засгийн үндэслэл/
FSL	СТБХ	Сангийн тогтвортой байдлын хууль
GF	ББ	Баталгааны байгууламж
GOJ	ЯУЗГ	Япон улсын засгийн газар
GOM	МУЗГ	Монгол улсын засгийн газар
IBL	НТГХ/МУТТ Х	Нэгдсэн төсвийн тухай хууль буюу Монгол улсын төсвийн тухай хууль
IMA	ИМА	Инвест Монголиа Агентлаг
IMF	ОУВС	Олон Улсын Валютын Сан
IPPP Dept.	ШТХХТХ	Шинэчлэл ба ТХХТ-ийн Хэлтэс
JCC	ХУХ	Хамтарсан Удирдах Хороо
JICA	ЖАЙКА	Японы Олон Улсын Хамтын Ажиллагааны Агентлаг
MED	ЭЗХЯ	Эдийн засгийн хөгжлийн яам
MNT	МТ	Монгол төгрөг
ЭХЯ	ЭХЯ	Эрчим хүчний яам
MOF	СЯ	Сангийн яам
ЭМСЯ	ЭМСЯ	Эрүүл мэнд, спортын яам
MOI	АҮЯ	Аж үйлдвэрийн яам
NIP	ҮХОТ	Үндэсний хөрөнгө оруулалтын төлөвлөгөө
ODA	АЁХТ	Албан ёсны хөгжлийн туслалцаа
OECD	ЭЗХАХБ	Эдийн засгийн хамтын ажиллагаа, хөгжлийн байгууллага
PDF	ТББ	Төсөл боловсруулах байгууламж
PFI	ХСС	Хувийн санхүүгийн санаачлага
ТХОХ	ТХОХ	Төрийн хөрөнгө оруулалтын хөтөлбөр
PPP	ТХХТ	Төр Хувийн Хэвшлийн Түншлэл
PQ	УШ	Урьдчилсан шалгаруулалт
R/D	ХБ	Хэлэлцүүлгийн бүртгэл
SOE	ТӨААН	Төрийн өмчит аж ахуйн нэгжүүд
VFM	ҮЧХ	Үнэ-чанарын харьцаа
VGF	ХБЗС	Хэрэгжих боломж дахь завсрын санхүүжилт
UB	УБ	Улаанбаатар
WB	ДБ	Дэлхийн банк

1. Төслийн суурь мэдээлэл ба зорилтууд.

1.1. Төслийн суурь мэдээлэл ба түүх.

(Монгол улсын эдийн засгийн нөхцөл байдал)

Саяхан, хувийн хөрөнгийн орох урсгал, тухайлбал, Японоос орж ирсэн хувийн хөрөнгийн орох урсгал, түүнийг дагалдсан зэс, нүүрс, алт, уран зэрэг баялаг ашигт малтмалын нөөц олборлолтын томоохон цар хүрээтэй хөгжлийн эхлэл болон 2004 оноос эхлэн нүүрс, зэсийн үнэ өсч эхэлсэн зэрэг явдлаас шалтгаалсан эдийн засгийн өсөлтийн гүйцэтгэл сайтай байсныг Монгол улсын эдийн засаг харуулсан билээ. (ДНБ-ий өсөлтийн түвшин нь 2012 онд 12,3%, 2013 онд 11,8% байсан (ОУВС-ийн тойм)). Хэдий тийм боловч, Монгол улсын эдийн засаг эмзэг хэвээр байгаа бөгөөд түүнд ашигт малтмалын олон улсын зах зээлийн гарц буюу үр дүн хялбар нөлөөлж байна. Дэлхий дахины санхүү, эдийн засгийн хямрал АНУ-аас эхэлсэн 2008 онд экспортын гол бүтээгдэхүүн болох зэсийн үнийн гэнэтийн унаснаас шалтгаалан эдийн засгийн байдал муудаж, санхүүгийн тэнцэл, дотоодын валютын ханш буурсан, мөн гадаад нөөц бодитойгоор буурахад хүргэсэн байна. Эдгээр зүйлс нь эдийн засгийн ихээхэн муутгаж, ОУВС, ЖАЙКА болон бусад донор байгууллагуудаас туслалцаа авахад хүргэсэн. Үүний дараахан эргэн сэргэснийг эс тооцвол Хятадын эдийн засгийн хямралын эрсдэл Монгол улсын эдийн засагт сүүдрээ тусгаж эхэллээ. Дэлхийн банк болон бусад байгууллагууд тус улсын эдийн засгийн менежмент ба сангийн зарлага нь ТХХТ-ийг оруулаад олон нийтийн буюу төрийн хөрөнгө оруулалтын чанарыг сайжруулах болон хатуу сонголт яаралтай хийхийг шаардаж байгаа болохыг сануулсан байна.

Монгол улс эдийн засгийн үргэлжилсэн хөгжлийг тогтворжуулах арга хэмжээг эрэлхийлж байна. Эдгээр нь урдаа барьдаг уул уурхайн салбарыг тогтмол бэхжүүлэх, бусад стратегийн салбаруудыг хөгжүүлэх замаар эдийн засгийн бүтцийг төрөлжүүлэх болон экспортын бүтээгдэхүүний үнэ цэнийг нэмэгдүүлэх явдал болно. Эдгээр зорилгуудад чиглэсэн эрчим хүч, төмөр зам, ус зэрэг талбаруудын дэд бүтцийн томоохон цар хүрээтэй хөгжил цаашид шаардлагатай байна. Гэвч, АЕХТ зэрэг засгийн газрын өөрийн төсөв ба олон нийтийн/төрийн сан нь дангаараа шаардлагатай хөрөнгийг гаргаж чадахгүй юм. Шууд санхүүжилт, ТХХТ болон бусдыг нэмэгдүүлэх шууд бус санхүүжилтийг (МУХБ-ийг үүсгэн байгуулах замаар томоохон цар хүрээтэй бодлогод үндэслэсэн санхүүжилтийг хэрэгжүүлэх) тэтгэх замаар засгийн газар хөрөнгийг ханган нийлүүлэхийг зорьж байна.

(ТХХТ-ийн Чадавхыг бэхжүүлэх төслийг хэрэгжүүлж эхлэх)

Засгийн газраас хувийн санхүүжилтийг ашиглан ТХХТ-ийн схемээр дэд бүтцийг барьж байгуулах ажлыг эхлэх заавар, чиглэлийг /ТХХТ-ийн төрийн бодлого/-ыг гаргасан байна. Энэ нь 1-рт, Эдийн засгийн хөгжлийн яаманд (2012 онд өөрчлөн зохион байгуулалтаар дамжуулан шинээр байгуулагдсан. Дунд-урт болон богино хугацаанд хоёуланд нь эдийн засаг, нийгмийн хөгжлийн хамгийн шилдэг бодлогыг төлөвлөж, хэрэгжүүлэх үүрэгтэй) ТХХТ-ийг хариуцсан хэлтэс (Шинэ санаачлага ба ТХХТ-ийн хэлтэс) байгуулах замаар, 2-рт, Концессын хуулийг баталж, хэрэгжүүлэх, 3-рт, Концессын жагсаалт гаргах замаар ТХХТ-ийг дэмжих орчинг бүрдүүлсэн байна. Түүнчлэн, 2011 оны Үйл ажиллагааны төлөвлөгөө (2012-2016 онд хэрэгжүүлэх Шинэчлэлийн засгийн газрын Үйл ажиллагааны төлөвлөгөө)-нд ТХХТ-ийн ажлыг эн тэргүүнд шинэ өндөрлөгт хүртэл хөгжүүлэх ёстойг тодорхой заасан байна. Засгийн газар нь ТХХТ-ийн асуудлуудыг хариуцсан, тэдгээрийг дахин зохион байгуулахаар төлөвлөж байгаа төрийн байгууллагад сэдэлжүүлэлт өгөх байр сууринаас ТХХТ-ийн асуудлуудыг идэвхтэйгээр буюу яаралтайгаар идэвхжүүлж байгаа болно.

Монгол улсын ТХХТ нь дөнгөж байгуулагдсан бөгөөд байгуулал ба бодлогын цар хүрээг цаашид сайжруулах, хувь эзэмшигчдийн дунд ТХХТ-ийн талаар урьдчилан мэддэг байдлыг нэмэгдүүлэх, яамдын хооронд удирдан чиглүүлэх арга хэмжээ, хувийн хэвшил болон Чадавхыг бэхжүүлэхтэй холбоотой асуудлууд зэрэг маш олон үүрэг даалгавартай тулгарч байгаа юм.

Нөхцөл байдлыг авч үзээд Монгол улсын засгийн газар Япон улсын засгийн газраас ТХХТ-ийн Чадавхыг бэхжүүлэх техникийн хамтын ажиллагааны төсөл хэрэгжүүлэхэд туслалцаа үзүүлэхийг хүссэн байна. ЖАЙКА энэхүү хүсэлтийг хүлээн авч зөвшөөрсөн бөгөөд төлөвлөгөө гаргахаар 2013 оны 9, 10-р саруудад ажиллах судалгааны хоёр багийг илгээсэн байна. Олж илрүүлсэн зүйлсэд үндэслэн, 2014 оны 1-р сарын 29-нд Монгол улсын захиргааны Чадавхыг бэхжүүлэх зорилгоор “Монгол улс дахь ТХХТ-ийн Чадавхыг бэхжүүлэх төслийн” хэлэлцүүлгийн бүртгэлд (ХБ) хоёр улс гарын үсэг зурсан байна.

1.2. Үйл ажиллагааны зорилт

2014 оны 1-р сарын 29-ний Хэлэлцүүлгийн Бүртгэлд дурдсанчлан төслийн зорилго, зорилтууд нь дараах байдалтай байна. Үүнд:

- Нийт Зорилго: ТХХТ нь Монгол улсад цаашид сурталчлагдах болно.
- Төслийн Зориулалт: Үр дүнтэй ТХХТ-ийн төлөвлөлт ба менежментэд зориулсан ШСТХХТ-ийн Хэлтсийн Практик Чадавхыг тэтгэнэ.
- Гарц/үр дүн (=хүлээгдэж буй үр дүн):
 - (i) ТХХТ-ийн талаархи мэдлэгийг нэмэгдүүлэх үйл ажиллагааг гол хувийн хэвшлийнхнийг оролцуулаад оролцогч талуудад танилцуулж хэрэгжүүлсэн болно.
 - (ii) ТХХТ-ийг хэрэгжүүлэхэд ШСТХХТ-ийн Хэлтсийн оролцоо сайжирсан.

Дээр дурдсан арга хэмжээнүүд нь ШСТХХТ-ийн Хэлтсийн практик хүчин чадлыг сайжруулахад чиглэгдсэн тул эдгээр нь Монгол улс дахь ТХХТ-ийг цаашид сурталчлан дэлгэрүүлэхэд нэмэр болох юм.

1.3. Хэрэгжүүлэлтийн зорилт

Энэхүү төслийн хэрэгжүүлэлтийн зорилтууд нь дараах байдалтай байна. Үүнд:

- Зорилтот талбар: Улаанбаатар хот
- Хэрэгжүүлэгч агентлаг : Эдийн засгийн хөгжлийн яам (ЭЗХЯ) / ШТХХТ-ийн Хэлтэс (IPPP Dept.)
- Зохих агентлагууд (2014 оны 9-р сарын байдлаарх урьдчилсан байдал): ЭЗХЯ/Хөгжлийн Бодлого, Стратегийн Төлөвлөлт, Зохицуулалтын Хэлтэс, Эдийн Засгийн Хамтын Ажиллагаа, Зээл Тусламжийн Бодлогын Хэлтэс, Сангийн Яам (Сангийн Бодлого, Өрийн Удирдлагын Хэлтэс), Боловсролын Яам, Эрчим Хүчний Яам, Байгаль Орчны Яам, болон Зам Тээврийн Яам (зохих хэлтсүүд)
- Хамтын ажиллагааны хугацаа: 2014 оны 4-р сарын эцсээс 2016 оны 5-р сарын эцэс хүртэл (Бодит: 2014 оны 4-р сарын эцсээс 2016 оны 7-р сарын дунд хүртэл: түүнтэй холбоотой нэмэлт ажлын томилолт ба эцсийн тайланг илгээх эцсийн хугацааны сунгалтын дагуу.)

1.4. Төслийн асуудал, бэрхшээлүүд

Монголд ТХХТ-ийг сурталчлан дэлгэрүүлэх үндсэн асуудлууд нь дараах байдалтай байна. Үүнд:

- Сангийн ба бие даасан эрсдэлүүд, тэдгээрийн удирдлага
- Хөрөнгийг оролцуулан урт хугацаатай санхүүжилтээр ТХХТ-ийн төслүүдийг хангах дотоодын санхүүгийн зах зээлийн гүйцэд хөгжөөгүй байдал
- ТХХТ-ийн үйл ажиллагаанд мэргэшсэн боловсон хүчин дутагдалтай
- ТХХТ-ийн төслүүдэд орон нутгийн үйлчилгээ үзүүлэгчид хязгаарлагдмал

Дэлгэрэнгүй зүйлсийг Гарц 2-1, ТХХТ-ийн одоогийн байдлын талаарх Үнэлгээний Тайланг үзнэ үү.

2. Хэрэгжүүлэлтийн бүтэц ба хуваарь

2.1. Хэрэгжүүлэлтийн бүтэц

Багийн бүрэлдэхүүн ба гишүүн тус бүрт оноосон талбар.

Энэ Төсөлд ихээхэн туршлагатай мэргэжилтнүүдийг туслалцааны үр ашгийг дээд зэрэгт хүргэх зорилгоор хоёр орчим жилийн хугацаатайгаар ажиллуулсан болно.

Ноён. Шибата : Багийн ахлагч /ТХХТ-ийн бодлого, байгууллын цар хүрээ

Ноён. Адегава : ТХХТ-ийн санхүүжилт 1

Ноён. Урадэ : ТХХТ-ийн санхүүжилт 2

Ноён. Фурусава : ТХХТ-ийн ханган нийлүүлэлтийн үйл явц

Ноён. Акизуки : ТХХТ-ийн дэд бүтцийн хөгжил

Ноён. Чинзориг : Урьдчилсан мэдлэгийг сайжруулах үйл ажиллагаа /Удирдан чиглүүлэлт 1

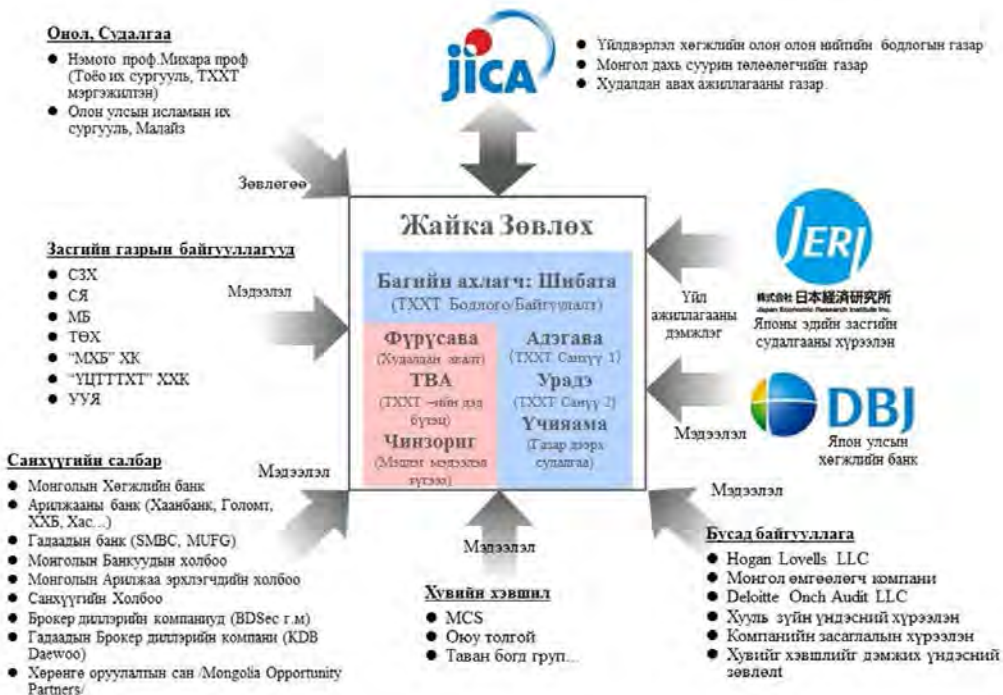
Хатагтай Учияма /Хатагтай Харада : Япон дахь сургалт / Удирдан чиглүүлэлт 2

Тус хугацааны туршид Хатагтай Учияма удаан хугацаагаар чөлөө авах шаардлагатай болсон учир түүнийг Хатагтай Harada орлосон болно.

Мөн ЖЕРИ /ЯЭЗСХ/ ба түүний толгой компани болох Японы Хөгжлийн Банк нь төслийг хэрэгжүүлэхэд хангалттай нөөц бүтцийг байгуулсан болно.

Хэрэгжүүлэлт ба нөөц бүтэц

Зөвлөх үйлчилгээний эх үүсвэрүүд



2.2. Ажлын төлөвлөгөөний дарааллын схем (Эх хувь)

Төсөл нь хойно дурдсан агуулга, бүрэлдэхүүн зүйлсийг 2014 оны 4-р сарын эцсээс 2016 оны 5-р сарын эцэс хүртэл хэрэгжүүлнэ. Зарим агуулга, бүрэлдэхүүн зүйлс нь Монгол улсын яамдын өөрчлөн зохион байгуулалтаас шалтгаалан өөрчлөгдсөн болно. Эцсийн хуваарь бараг эх хувь хэлбэрээрээ байгаа болно.

Ажлын төлөвлөгөө

Үйл ажиллагаа	Жил/Сар	2014												2015												2016				
		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				
0-1 Ажлын төлөвлөлт бэлтгэл & судалгааны орчин бүрдүүлэх																														
0-2 Голлох оролцогч талуудын чадамжийг нэмжлүүлэх																														
Үр дүн 1: ТХХТ-ийг хөгжүүлэх хөтөлбөрийн хэрэгжүүлэх болов гүйцэтгэл																														
1-1 Хөтөлбөрийн загвар																														
1-2 Хөтөлбөрийг бүтэц гаргах																														
Бүлэг I (дээд ахлах түшээний ажилтнууд)																														
Бүлэг II (оролцогчид, бусад яамд, хувийн хэвшил, санхүүгийн байгууллага, хэвлэл мэдээлэл)																														
Бүлэг II (Япон болон гуравлагч улсад лаалагч)																														
1-3 Monitoring the implementation status of the programs																														
Үр дүн 2: ТХХТ-ийг хөгжүүлэхэд Японы, Гэр Хувийн Хэвшлийн Түвшээний газрын оролцоог нэмэгдүүлэх																														
2-1 ТХХТ-ийг дэмжих бодлогын болон байгууллагын орчны тайлан																														
2-2 Голлох яам агентлагуудын уулзалт, хамтын ажиллагааг зохион байгуулах																														
2-3 Хувийн хэвшилтэй хамтран уулзалт хэлэлцэл хийх																														
2-4 ТХХТ-д үр дүнтэй хамтын ажиллагаа, зохицуулалттай байх үйл ажиллагааны төлөвлөгөө сайжруулах																														
2-5 Үйл ажиллагааны төлөвлөгөөний хэрэгжилтийг мониторинг хийх																														
2-6 Токйодосон суурь шалгуурт тулгуурлан дэвшилдэх төслүүдийг шалгаруулах																														
2-7 Сонгогдсон төслийн хэрэгжилт, гүйцэтгэл																														
2-8 Кейсүүд дээр ажиллах																														
2-9 Зааварчилгааг болон зөвлөмжийг хөгжүүлэх																														
Бусад үйл ажиллагаа, уулзалт, семинар, хэлэлцүүлэг г.м																														
Уулзалт																														
Төгсгөлийн үнэлгээ																														
БҮТЭЭГДЭХҮҮН																														

3. Үйл ажиллагаа ба гарцууд

3.1. Нийт гарц

Гарц 1. Урьдчилан мэдэх байдлыг сайжруулах хөтөлбөр

Дээд ба ахлах түвшний төрийн албан хаагчдад зориулсан 1-р төрлийн хөтөлбөрийн хувьд ТХХТ-ийн макро талуудыг оруулаад зөвхөн нэг хэсгийг нь хэрэгжүүлсэн юм. Семинарууд, гадаад дахь сургалт (Японд 2 удаа, Малайзад нэг удаа) зэргийг оролцуулаад практик оролцогчдод зориулсан 2-р төрлийн хөтөлбөрийн хувьд түүнийг маш хангалттай хэрэгжүүлсэн бөгөөд Япон, Малайзад хэрэгжүүлсэн ТХХТ-ийн төрөл бүрийн туршлагыг нэвтрүүлэх боломжтой юм.

- 1-1 Урьдчилан мэдэх байдлыг сайжруулах хөтөлбөрийг боловсруулах. (Зорилтот бүлэг, сэдэв, хэрэгжүүлэх арга барил, хэв загвар зэргийг хамруулсан урьдчилан мэдэх байдлыг сайжруулах цуврал семинаруудыг төлөвлөх)
- 1-2 (i) ЭЗХЯ, СЯ болон бусад яамдын (Төрөл I) дээд ба ахлах түвшний төрийн албан хаагчид болон (ii) зохих яамд, хувийн хэвшил, санхүүгийн байгууллагууд болон хэвлэл мэдээллийн хэрэгслүүд зэргийн практик оролцогчдод (Төрөл II) зориулсан ТХХТ-ийн талаархи урьдчилан мэдэх байдлыг сайжруулах үйл ажиллагаа
- 1-3 Урьдчилан мэдэх байдлыг сайжруулах хөтөлбөрийн хэрэгжүүлэлтийн статусыг удирдаж, үр дүнг дараагийн урьдчилан мэдэх байдлыг сайжруулах хөтөлбөрт тусгах.

Гарц 2. ШСТХХТ-ийн Хэлтсийн ТХХТ-ийг хэрэгжүүлэх цар хүрээг бэхжүүлэх

Монгол улс дахь ТХХТ-ийн өнөөгийн нөхцөл байдлыг Үнэлгээний Тайлангаар шинжилсэн байна. Үйл Ажиллагааны Төлөвлөгөө нь хувийн болон төрийн хэвшлийн тайлан, үзэл бодолд үндэслэж хийгдсэн бөгөөд ТХХТ-тэй холбоотой хууль ба төлөвлөгөөний хувьд тогтвортой байхаар хийгдсэн, мөн дунд ба урт хугацаанд сайжруулах ёстой Концессын жагсаалт зэрэг зүйлсэд хамруулсан тохиолдлуудаас зохистой сонголт хийх шаардлагатай байдаг. Үүний хажуугаар, ЭЗХЯ-ны ТХХТ-ийн үйл ажиллагааг ИМА (Аж Үйлдвэрийн Яам хагасыг нь хариуцах) үргэлжлүүлэн явуулах ёстой ЭЗХЯ-ыг татан буулгах үйл явц нь удаан хугацаанд явагдсан учраас Үнэлгээний тайлан ба Үйл ажиллагааны хөтөлбөрийг батлах явдалд мөн адил удаан хугацаа шаардагдсан байна. Мөн ЭЗХЯ ТХХТ-ийн төсвийг хариуцаж байсан давхар төсвийн нөхцөл байдалд СЯ энэ төслийг дэмжиж ажиллаагүй юм. ТХХТ-ийн үйл ажиллагааг ИМА хариуцаж эхэлсний дараа болон багийн үргэлжилсэн арга барилын дагуу СЯ төсөлтэй хамтран ажиллаж эхэлсэн. Одоо СЯ Үйл ажиллагааны төлөвлөгөөний дагуух төлөвлөгөөг эерэгээр хүлээн зөвшөөрч байгаа юм. Кэйс судалгааны агуулга, бүрэлдэхүүн зүйлсийн хувьд болон тохирсон зөв кэйс дутагдалтай байгаагаас шалтгаалан яамдын хооронд санал зөрөлдөөн үүсээгүй болно. Дэвшүүлсэн төслийн хувьд мэргэжилтнүүдийн баг асуудлуудын талаарх саналаа явуулсан байна. Мөн төлөвлөлтийн үе шатанд авч үзсэн санал хэлбэрээр зохих яамдад (ИМА, БЯ, ЭМСЯ гэх мэт) зориулан нийт 42 удаа зохион байгуулсан жижиг /мини/ лекцүүдэд үндэслэн гурван зааварчилгаа номыг гаргасан байна.

Хэрэгжүүлэлтийн явцад мэргэжилтнүүдийн баг үзэл бодлоо зохих донор байгууллагуудтай (ДБ-ны групп, АХБ гэх мэт) хуваалцсан. Ялангуяа, АХБ нь шинэ ТХХТ-ийн хуулийн төслийг оруулаад бидэнтэй байнга хэлэлцүүлэг явуулдаг. АХБ-ны туслалцаатайгаар ИМА-гаас бэлтгэсэн хуулийн төсөлд бидний боловсруулсан Үйл ажиллагааны төлөвлөгөөнд дурдсан олон нийтлэг асуудлууд тусгагдсан байдаг.

3.2. Үйл ажиллагааны дэлгэрэнгүй гарц: Төлөвлөгөөт ба хэрэгжүүлсэн

Төслийн хэрэгжүүлэлтийг гарц тус бүрт тайлбарласан. Гарцуудын бүтцийн талаар Хүснэгт х, Ажлын төлөвлөгөөний дарааллын схемийг үзнэ үү.

Гарц 1 Урьдчилан мэдэж байх явдлыг сайжруулах хөтөлбөр

Гарц 1-1 ТХХТ-д зориулсан урьдчилан мэдэж байх явдлыг сайжруулах хөтөлбөрийг боловсруулах

(Төлөвлөгөөт/Хэрэгжүүлсэн) Урьдчилан мэдэж байх явдлыг сайжруулах хөтөлбөрийг тусад нь дараах хүмүүст зориулан хэрэгжүүлж байгаа болно.

Төрөл 1 = ЭЗХЯ, Сангийн Яам, болон холбогдох бусад яамдын дээд түвшний албан хаагчид (Багш нар: Японы сургагч багш нар: Япон дахь Төслийн туслалцааны хорооны гишүүд)

Төрөл 2 = Зохих яамд, хувийн хэвшил, санхүүгийн байгууллагууд болон хэвлэл мэдээллийн хэрэгслүүдийн дадлагажигч мэргэжилтнүүд (Багш нар: ЖАЙКА-гийн мэргэжилтнүүд)

Гарц 1-2 (Төрөл I) ТХХТ-ийн урьдчилан мэдэж байх явдлыг сайжруулах хөтөлбөрийн хэрэгжүүлэлт (төрийн дээд түвшний албан хаагчдад)

(Төлөвлөгөөт) Энэ хөтөлбөрийн төлөвлөлт, бэлтгэл ажлыг ЖАЙКА-гийн мэргэжилтнүүд ЭЗХЯ-тай хамтран хийх болно. Түүнчлэн, хэлэлцэх асуудлыг нь туслалцааны хорооны саналыг авч үзэн сонгоно.

(Хэрэгжүүлсэн) Нэгдүгээр хөтөлбөрийг 2014 оны 5-р сарын 16-нд хэрэгжүүлсэн. Сэдэвт i) Сангийн, ii) ТХХТ дэх төрийн гүйцэтгэх үүрэг, болон iii) Дэд бүтцийн хөрөнгө оруулалт дах ТХХТ-ийг хамруулсан болно. Багш нар нь туслалцааны хорооны гишүүд байсан. Оролцогчид нь төрийн дээд түвшний 20 албан хаагчид байсан бөгөөд ЭЗХЯ болон холбогдох бусад яамдын ерөнхий зургаан захирлууд хамрагдсан болно.

Зарим илүү их зүйлийг төлөвлөсөн боловч төрөл бүрийн шалтгаанаар туслалцааны хорооны хоёрдахь уулзалт зөвхөн 2016 оны 2-р сарын эцсээр буюу төслийн эцэст их ойрхон болсон юм. Тийм учраас хоёрдахь семинар цаг хугацааны бэрхшээлээс болоод хийгдээгүй.

Гарц 1-2 (Төрөл II) ТХХТ-ийн урьдчилан мэдэж байх явдлыг сайжруулах хөтөлбөрийн хэрэгжүүлэлт (for practitioners)

(Төлөвлөгөөт)

Хөтөлбөрийн гол оролцогчид нь ЭЗХЯ, зохих яамд, хувийн хэвшил, санхүүгийн байгууллагууд, хэвлэл мэдээллийн хэрэгслийнхэн зэрэг байгууллагуудын дадлагажигч мэргэжилтнүүд байна гэж тооцоолж байгаа учраас Япон болон гуравдагч орны жишээнд үндэслэн илүү практик хөтөлбөрүүдийг бий болгоход анхаарал хандуулах шаардлагатай. Монгол улсын Хөгжлийн Банк (МУХБ) нь ТХХТ-ийн төслийн гол санхүүжүүлэгчдийн нэг болох учраас МУХБ дахь

дадлагажигч мэргэжилтнүүдийг бусад банкны мэргэжилтнүүдийн хамт хөтөлбөрт урихаар шийдвэрлэсэн болно. агуулга, бүрэлдэхүүн зүйлс нь Япон болон гуравдагч оронд хийх семинар, суралцах аялал юм.

(Хэрэгжүүлсэн)

Хөтөлбөрийг төлөвлөсний дагуу хэрэгжүүлсэн. Семинаруудыг 7 удаа нийт 310 хүний оролцоотойгоор зохион байгуулсан байна. Семинаруудын туршид агуулга, бүрэлдэхүүн зүйлс нь ТХХТ-ийн талаар иж бүрэн байсан бөгөөд эдгээр нь оролцогчдын ТХХТ-ийн талаархи ойлголтод нэмэр тус хүргэнэ гэж үзсэн. Мөн хувийн пүүсүүд, ТХХТ-ийн ханган нийлүүлэлт, ТЭЗҮ, болон эрчим хүчний үйлдвэрлэлийн бизнестэй хийсэн ярилцлага зэрэг сэдвүүдийг семинар хамарсан учраас практик талуудыг авч үзсэн байна.

Түүнчлэн, гарц 2-т төлөвлөсөн кэйс судалгааг хэрэгжүүлээгүй учраас хувилбар байдлаар жижиг /мини/ лекцүүдийг зохион байгуулсан байна. Сургалтын аяллыг Япон руу хоёр удаа, Малайз руу нэг удаа хийсэн бөгөөд оролцогч нар эдгээр аялалд маш их сэтгэл хангалуун байсан.

Семинарууд

Семинаруудыг дараах байдлаар 7 удаа зохион байгуулсан. Үүнд:

1. 2014 оны 6-р сарын 6

Төслийн тойм /ТХХТ 101 (ТХХТ-тэй хуваалцдаг эрсдэл). Агуулга, бүрэлдэхүүн зүйлс нь дараах байдалтай байна. Үүнд:

- ТХХТ-ийн тодорхойлолт ба зорилтууд
- Япон болон гуравдагч орнууд дахь
- ТХХТ-ийн төслүүдийн жишээТХХТ-ийг хэрэгжүүлэх зохицуулалтын цар хүрээ
- ТХХТ-ийг Идэвхижүүлэх Монгол Улсын Засгийн Газрын Бодлого, Төлөвлөлт
- ТХХТ-ийн төслүүд дэх төслийн эрсдэлүүд
- Төр, хувийн хэвшлийнхний дундах төслийн эрсдэлийн хуваарилалт
- ТХХТ-ийн төслүүд дэх гол асуудлууд болох Байгаль Орчны Нөлөөний Үнэлгээ (БОНҮ)

2. 2014 оны 9-р сарын 16

ТХХТ-ийн дэлхий нийтийн чиг хандлага

- Байгаль орчны болон нийгмийн асуудлуудаас үүдэлтэй саатах асуудал (Индонез, Энэтхэгийн жишээ)
- Төслийн ашигт ажиллагаа болон олон нийтийн хангамжийн үйлчилгээний төлбөрийг тогтоох явдлуудын хоорондох завсрын асуудал (Филиппин, Японы жишээ)
- ТХХТ-ийг дэмжих цар хүрээний үр дүнтэй байдлын асуудал (Вьетнам, Индонезийн жишээ)
- Дотоодын санхүүгийн зах зээлийг идэвхижүүлэх асуудал (Малайз, Индонезийн жишээ)

3. 2015 оны 1-р сарын 30

ТХХТ-ийн Ханган Нийлүүлэх Үйл Явц

- ТХХТ-ийн Ханган Нийлүүлэлттэй холбоотой үйл явц ба систем.
ТХХТ-тэй холбоотой ДБ ба АХБ-ны ханган нийлүүлэх удирдамж ба Япон, Индонез, Филиппин зэрэг ТХХТ хөгжсөн улсууд дахь хууль зүйн системийн танилцуулга.
- Тендерийн аргууд
Төрөл бүрийн тендерийн аргууд нь санаачлага (Засгийн газрын урилга=Шаардсан, хувийн төсөл=Шаардаагүй), үнэлгээний талаас (зөвхөн үнэ, технологи, иж бүрэн үнэлгээ) ба

процедурын (ерөнхий өрсөлдөөн, шууд нэр шалгаруулах, хэлэлцээний төрлийн, өрсөлдөх чадвартай ярилцлага, цар хүрээ хэлбэрийн, үүрэг зорилгод тохирсон) талаас хэр зохистой буюу асуудал бэрхшээлтэй болохыг хэлэлцэнэ.

- Тендерийн үйл явцын загвар (тоглоомын загвар/хуваарилалт/зах зээлтэй хийх ярилцлага/тендерийн бичиг баримтын бүрэлдэхүүн зүйлс ба үүрэг зэргийн санаа.
- Урьдчилсан шалгаруулалт
- Тендерийн урилга ба Нэр томъёоны лавлагаа =НТЛ
- Үнэлгээний шалгуур
- Хэлэлцээ тохиролцоо ба гэрээнд гарын үсэг зурах буюу гэрээ байгуулах

4. 2015 оны 6-р сарын 30

Хөгжлийн банкийг ашиглан санхүүжилтийн ТХХТ-ийн Төслийн Шалгалт ба Чухал хүчин зүйлс. Энэхүү семинар нь хоёр хэсгээс бүрдэнэ.

1-р хэсэг : Төслийн шалгалт

- Төслийн шалгалтын үйл явц
- Техникийн хэрэгжих боломжийн талаархи шалгалт
- Үйл ажиллагааны хэрэгжих боломжийн талаархи шалгалт
- Эдийн засгийн хэрэгжих боломжийн талаархи шалгалт
- Бусад асуудлуудын талаархи шалгалт

2-р хэсэг : Хөгжлийн банкийг ашиглан санхүүжилтийн чухал хүчин зүйлс

Энэ танилцуулгад урт хугацаатай зээл олгох банктай болох Монгол улсын хэрэгцээ шаардлагыг онцолсон байна.

5. 2015 оны 9-р сарын 8

ТХХТ-ийн Төслийн Санхүүжилт / Хэрэгжих боломжийн завсрын санхүүжилт (ХБСЗ) ба ТХХТ-ийн төслийн Баталгааны Сан (БС)

Энэ семинар нь хоёр хэсгээс бүрдэнэ.

1-р хэсэг. ТХХТ-ийн төслийн санхүүжилт

- Хөрөнгийн санхүүжилтийг Өрийн санхүүжилттэй харьцуулах
- Төслийн санхүүжилт
- Бэлэн мөнгөний урсгалын шинжилгээ
- Эрсдэлийн удирдлага
- Аюулгүй байдлын шаардлага

2-р хэсэг. Хэрэгжих боломжийн завсрын санхүүжилт (ХБСЗ) ба ТХХТ-ийн төслийн Баталгааны Сан (БС)

- Дэд бүтцийн төсөл дэх санхүүжилтийн төрлүүд
- ТХХТ-ийн төслийн Хэрэгжих боломжийн завсрын санхүүжилт (ХБСЗ)
- ТХХТ-ийн төслийн Баталгааны Сан (БС)
- ХБСЗ ба БС-ийн Засгийн газрын үйл явц

6. 2015 оны 11-р сарын 10

ТХХТ-ийн төсөл/ТХХТ-ийн Гэрээний менежмент дэхь засгийн газарт зориулсан хөтөлбөр ба төслийн менежмент

Гэрээний менежментийн хичээлүүдийг дараах байдлаар нэгтгэсэн болно. Үүнд:

- Эхний үе шатанд гэрээний менежерийг томилох
- Гэрээний менежерийн хувийн мэдээллийг нарийн няхуур авч үзэх
- Гэрээний менежментийн үйл ажиллагааны төсөв
- Гэрээний менежментийн үйл ажиллагааны боловсон хүчний төлөвлөгөө
- Гадны зөвлөхүүдийн илүүдэл нөөцөөс татгалзах
- Анхны болон явагдаж байгаа сургалтын шаардлагуудыг тодорхойлох
- Гэрээний менежментийн гарын авлагыг бий болгох
- Засгийн газрын бүтцийг тодорхойлох
- Гэрээний хувилбаруудыг удирдах
- Гэнэтийн үйл явдлын төлөвлөгөөг бэлтгэх

7. 2016 оны 3-р сарын 16

Үйл ажиллагааны төлөвлөгөөнд төвлөрсөн Монгол улс дахь ТХХТ

Гуравдах ХУХ-гоор батлагдсан Үйл ажиллагааны төлөвлөгөөг хэлэлцсэн.

- Үйл ажиллагааны төлөвлөгөөний танилцуулга
- Шинэ ТХХТ-ийн Тооцооны хуудасны танилцуулга (АХБ-ны ажилчдаар)
- Радио телевизийн мэтгэлцээн

Бусад лекц

Сүүлд дурдах кэйс судалгааны нэг хувилбар болгож жижиг /мини/ лекцүүдийг (ЭМЯ, ЭМСЯ-нд болон ИМА-гийн шинэ ажилчдын сургалт) зохион байгуулсан. Гарц 2-8-ыг үзнэ үү.

Япон, Малайз руу хийх сургалтын аялал

[Төлөвлөгөөт]

Япон дахь сургалт (2 удаа) ба Малайз руу хийх сургалтын аяллыг хэрэгжүүлнэ. Япон дахь 2 сургалтад оролцогчид давхардахгүй бөгөөд 2 дах хөтөлбөрийг эхний хөтөлбөрийн тойм дээр үндэслэн засварлаж өөрчилнө. Япон дахь анхны сургалтад оролцогчид нь ШСТХХТ-ийн Хэлтсийн ЕЗ-тай хийсэн гэрээнд үндэслэн дараах байдалтай байна.

Тэдгээр оролцогчид нь сургалтын дараа ТХХТ-тэй холбоотой даалгавруудыг хэрэгжүүлэх ёстой.

[Хэрэгжүүлсэн]

Эдгээр сургалтын аяллуудыг төлөвлөсний дагуу хэрэгжүүлсэн. Гэхдээ цөөн бус тооны оролцогчид оролцоогүй учраас гарцын үр дүнтэй байдалд бүрэн дүүрэн хүрч чадаагүй.

Япон дахь сургалт

[Төлөвлөгөөт]

[Зорилт]

Монгол улс дахь ЭЗХЯ болон холбогдох бусад яамд дахь ТХХТ-ийн асуудлуудыг Үнэлгээний Тайланд нэгтгэсэн болно. Эдгээр асуудлуудыг тодорхойлохын тулд оролцогч байгууллагуудын мэргэжлийн дадлагажигчдын ТХХТ-ийн Чадавхыг зохих сэдвийн лекц ба хэлэлцүүлгүүд болон ТХХТ-тэй холбоотой байгууллагуудад/газруудад хийх айлчлалыг тэнцвэртэй байдлаар хослуулах замаар цаашид бэхжүүлнэ.

Зөвхөн Япон бус, мөн Азийн хөгжингүй улс орнуудын талаархи нөхцөл байдлыг Азийн лекц уншигч багш нарт танилцуулна. Сургалтад Япон дах ТХХТ/ХСС (Хувийн Санхүүгийн Санаачлага)-ын талаархи асуудлууд Монголд ашиг тустай байх бөгөөд тэдгээрийг сургалтад хамруулах болно. (Эх сурвалж: Японы Эдийн Засгийн Судалгааны Хүрээлэн ХХК (ЯЭЗСХ).

Япон дахь ХСС-ийн нөхцөл байдал

- ХСС-ын төслийн нийт зардал нь 1999-өөс 2012 оны хооронд ойролцоогоор 4.1 их наяд Японы Иен болсон байна.
- ХСС-ын төслийн хувьд ихэвчлэн барилга барих ажлууд
- Төслийн тоо/зардал нь саяхан дээд зэрэгтээ хүрсэн.

Гарц and асуудлууд

- а) Гарц: “Төрийн ажил/төрийн үйлчилгээний шинэ ойлголтын танилцуулга”
- Шинэ төр хувийн хэвшлийн түншлэлийг үүсгэх (адил тэгш эрхтэй түнш)
 - Шинэ асуудлуудын талаарх урьдчилан мэддэг байдлыг өсгөх (эрсдэлийг хуваарилах, Үнэ-чанарын харьцаа (ҮЧХ))
 - Шинэ төслийн хэрэгжүүлэлтийн арга барилын танилцуулга (урт хугацааны/иж бүрэн, шаардлагатай стандарт /хяналт)
 - Хэрэгжүүлэлтийн шинэ үйл явцын зөвлөмж (шударга байдал, илт тод байдлыг онцлох)
- б) Үйл ажиллагаанд байгаа асуудлууд: “Асуудлыг шийдвэрлэлгүйгээр цаашид ямар ч задруулалт/хөгжүүлэлт байхгүй”
- Төр хувийн хэвшлийн хоорондын зөв холбоо харилцаа
 - Эрсдэлийг хүлээн зөвшөөрөх (олж авах/шинжилгээ/үнэлгээ) ба түүнийг төр хувийн хэвшлийнхэнд хуваарилах
 - Иргэд/орон нутгийн хамтлаг зэргийн ойлголтыг сайжруулах.

[Хэрэгжүүлсэн]

Агуулга сэдвийг дэмжсэн 19 практик түвшний ажилтнуудын оролцоотойгоор хоёр аяллыг 2014 оны 10-р сар ба 2015 оны 12-р сард зохион байгуулсан. Дүгнэлт нь дараах байдалтай байна.

Япон улсад хийсэн анхны сургалтын аялал

Үүнийг 10 оролцогчтойгоор 2014 оны 10-р сарын 20-оос (хүрэлцэн ирэх) 10-р сарын 31 хүртэл (буцах) хийсэн.

Хөтөлбөрт дараах асуудлуудыг авч үзсэн байна.

- Монгол улс дахь ТХХТ-ийг дэмжихийн тулд Япон болон Малайзын сайн туршлагыг

судлахад зориулагдсан.

- ТХХТ дэх ХСС ба эрдэмтэн багш нарыг ерөнхийд нь идэвхижүүлэн сурталчилж байгаа Засгийн газрын хэрэг эрхлэх газрын багш нар дээр нэмж хэлэхэд лекц уншигч багш нарын хувьд ТХХТ-ийг дэмждэг санхүүжилт нь үндсэн төслийн санхүүжилт, бодлогод үндэслэсэн санхүүжилт, рейтинг ба зээлийн шинжилгээ/удирдлага хяналт багтаж байгаа болно. Энэ хослуулалтын ачаар ТХХТ-ийн талаархи иж бүрэн мэдлэгийг олж авна. Мөн түүнчлэн, ТХХТ-ийн талаар суралцахын тулд Малайзын Хөгжлийн Банкнаас лекц унших багшийг урьж ирүүлсэн бөгөөд Малайз руу хийх сургалтын аялалд оролцогчдод нийтлэг суурь мэдлэг олгосон байна.
- Талбайд хийх айлчлалын хувьд, төрөл бүрийн сектор, төрлийг сонгосон (Аквариум=ХСС, хог устгал=ХСС, хотын тээвэр=гуравдах секторын дан төмөр зам, агаарын терминал=ХСС, болон өндөр үр ашигтай дулааны цахилгаан станц).

Хэлэлцүүлэг: гол асуудлууд дараах байдалтай байна. (→багш нар болон бусдын хариу үйлдэл)

- ТХХТ-д МУХБ-ийг ашигласан.
- Монгол улсад усны бизнесийн зөвхөн удирдлага менежментийн хэсгийг хувийн хэвшилд даалгасан жишээ байдаг. Энэ нь олон нийтэд ямар нэгэн давуу тал бий болгох хандлагагүй байдаг.
- Монгол улсад олон нийтийн ажлууд хийгдэж, зардал нь цаг хугацаа өнгөрөхийн хэрээр инфляциас шалтгаалан өсөх магадлалтай бөгөөд хэрвээ хувийн хэвшлийн компани хариуцсан бол шийдвэр гаргах болон бусад үйл явцууд хурдан хийгддэг учраас зардлыг хэмнэдэг. →ХСС-ийн үйл явц бэлтгэл ажилд хэрэгждэг бөгөөд түргэн шаламгай байж чаддаггүй.
- Хувийн компаниуд гадаад ханшийн эрсдэлийг дааж чадах уу? → Төслийн хугацаа урт эсвэл зардал өндөр байвал тэд эрсдэлийг хариуцаж дааж чадахгүй.
- Ашиг олоход хэцүү боловсролын төслүүд нь ТХХТ хэлбэрээр хэрхэн хэрэгжиж болох вэ? → Сургуулийн барилга зэрэг боловсролын төслүүд нь их хэмжээний ҮЧХ-ийг үүсгэж чадахгүй, мөн ихэвчлэн төлбөрүүд нь саатаж байдаг. Хэрвээ хоосон газрууд бэлэн байгаа ба цөөн тооны сургуулиудтай төвөгтэй гэрээт ажлууд хийхээр бол хувийн хэвшлийн ноу-хауг ашиглан ТХХТ-ийн зарим нөлөөг хүлээж болно.
- Монгол улсын пүүс компаниуд дотоодын ТХХТ-ийг хэрэгжүүлэхэд бэлэн биш байх үед гадаадын пүүсүүд бүх эрсдэлийг засгийн газар руу шилжүүлдэг. Тэгвэл гадаадын пүүс компаниудыг ашиглах ямар нэгэн шаардлага байна уу? → Хамтарсан компани нь дотоодын пүүс компанийг үүсгэж болно. Мөн хувийн пүүсүүд дааж чадахгүй эрсдэлүүд байдаг бөгөөд засгийн газрын дэмжлэг хэрэгтэй болно.

Өдрийн төлөвлөгөө

Огноо	Цаг	Агуулга	Газар	Лектор
10/20 (Даваа)	Ирэх	Улаанбаатараас Токиод очно	-	-
10/21	10:00 -	Товч мэдээлэл	ЛСА ТОКИО	ЛСА ТОКИО

(Мягмар)	12:00			
	13:00 - 15:00	Чиг хандлагын хөтөлбөр /Санхүүгийн бодлого болон засгийн газрын уялдаа холбоо (Засаглал)	ЈСА ТОКИО	Шибата (Гишүүн)
	15:15 - 17:15	Санхүүгийн төсөл болон ТХХТ-ийг ашигласан дэд бүтцийн хөгжил	ЈСА ТОКИО	Токио их сургуулийн нээлттэй бодлогын эрдмийн сургуулийн профессор НишизаваТоширо
	18:00-	Угталтын цайллага	Ногизак а клуб	
10/22 (Лхагва)	10:00 - 12:00	Японы ХСС-ын тогтолцооны ерөнхий бүтэц	ЈСА ТОКИО	Засгийн газрын ХСС-ыг Дэмжих танхим
	13:30 - 15:30	Дайны дараахь аж үйлдвэрлэлийн хөгжил болон монголд хэрэгжүүлэх сургалт	ЈСА ТОКИО	Хитоцүбаши Их Сургуулийн профессор ЁнэкураСэй-Ичиро
10/23 (Пүрэв)	10:00 - 12:00	Өндөр үр ашигтай нүүрсээр ажилладаг дулааны цахилгаан станц	Ёкохама	Electric Power Development Co.,Ltd.
	14:00 - 16:00	Эношима усан аквариум (ХСС төсөл)	Ёкохама	ORIX
10/24 (Баасан)	10:00 - 12:00	ТХХТ –ийг ашиглан дэд бүтцийг хөгжүүлэх	ЈСА ТОКИО	Тоёо их сургууль /Осака худалдааны ихсургууль Профессор Михара Тору
	13:30 - 15:00	ТХХТ/ХСС төслийн зээлийн зэрэглэлийн үүрэг	ЈСА ТОКИО	Сайтама гакүин их сургууль Профессор Курозава Ёшитака
	15:30 - 17:00	ТХХТ –ийн хяналт судалгаа болон мониторинг	ЈСА ТОКИО	Development Bank of Japan Inc

10/27 (Даваа)	10:00 - 11:00	「Чиба хотын дүүжин төмөр зам」 -ийн үндэслэл	ЛСА ТОКИО	Адэкава (Гишүүн)
	13:30 - 16:15	Чиба хотын дүүжин төмөр замын хяналт судалгаа, Чиба хотын захиргаанд зочлох, QVC Marine Field-ын хяналт судалгаа (Удирдлагын тогтоцлоо)		
10/28 (Мягмар)	9:00 - 9:30	「 Сайнокүни байгалийн нөөц дахин боловсруулах үйлдвэр ХСС байгууламж」 -ийн үндэслэл	ЛСА ТОКИО	Адэкава (Гишүүн)
	13:00 - 15:00	「 Сайнокүни байгалийн нөөц дахин боловсруулах үйлдвэр ХСС байгууламж」 -ийн Ёрии үйлдвэр	Сайтама муж Оосато сум	ORIX
10/29 (Лхагва)	10:00 - 11:45	ТХХТ-ын санхүү	ЛСА ТОКИО	Адэкава/Урадэ (Гишүүн)
	14:00 - 17:00	Ханэда онгоцны буудал (ХСС төсөл)		Токиогийн олон улсын онгоцны буудлын терминал ХХК
10/30 (Пүрэв)	10:00 - 12:00	Малайз дахь дэд бүтцийн санхүүжилт болон ТХХТ	ЛСА ТОКИО	Малайзын хөгжлийн банк (ВРМВ)
	13:30 - 15:30	Оролцогчдоос хамааран хийх танилцуулга 「Монголд ТХХТ-ийн дэд бүтцийн санхүүжилтын асуудал」 болон тайлбарлагч (Жайка, Малайзын хөгжлийн банк болон гишүүн) -тай хэлэлцүүлэг хийх	ЛСА ТОКИО	Сургалтанд хамрагдагч/ЛСА/ги шүүн
	16:00 - 17:00	Үнэлгээ үр дүнгийн хурал сургалтын гэрчилгээ олгох	ЛСА ТОКИО	ЛСА/Японы эдийн засгийн судалгааны институт
	18:00-	Санал солилцох уулзалт	ЛСА ТОКИО	ЛСА/Японы эдийн засгийн судалгааны институт

10/31 (Баасан)		Токиогоос Улаанбаатар буух	-	-
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Япон улсад хийсэн хоёрдах сургалтын аялал

Үүнийг 9 оролцогчтойгоор 2015 оны 12-р сарын 6-наас (хүрэлцэн ирэх) 12-р сарын 16 хүртэл (буцах) хийсэн.

Сургалтын аяллын дүгнэлт нь дараах байдалтай байна. Үүнд:

- Сайхан хүлээн авсан анхны аялал болон түүнд оролцогчид давхардаагүй явдлыг авч үзээд үндсэндээ адилхан сэдвийг заасан байна. Хугацааг бага зэрэг богиносгосон. Айлчлалын хувьд, анхны аяллынхны гаргасан хүсэлтийг харгалзан үзээд эмнэлэг, усны байгууламжийг нэмсэн. Сургалтын загвар, хэлбэрт оролцогчдын тавьсан үнэлгээ маш өндөр оноо буюу дунджаар 3.8 оноо байсан байна (хамгийн өндөр нь 4).

Аяллын үр дүнд үүссэн гол асуудлууд нь дараах байдалтай байна. Үүнд:

- ТХХТ-д зориулсан хөрөнгө босгох механизмыг ойлгосон.
- Бүр бага орлоготой ХСС-ын төслүүдийг хэрэгжүүлж болно.
- Зээлийн шинжилгээ, удирдлага хяналт ба удирдлагын гүйцэтгэх үүргийг ойлгосон. ТХХТ/ХСС-ийн төслийн эрсдэлийн удирдлагын ач холбогдлыг суралцсан байна.

Өдрийн төлөвлөгөө

Өдөр	Цаг	Хөтөлбөрийн агуулга	Зохион байгуулах газар	Лектор
12/6 /Ням/	Ирэх	Улаанбаатараас Токиод ирэх	-	-
12/7 (Даваа)	10:00 - 12:00	Товч зааварчилгаа	Токио дахь Жайка	ЛСА
	13:00 - 15:00	Хөтөлбөрийн тайлбар: Санхүү бодлого болон засгийн газар хоорондын уялдаа холбоо	Токио дахь Жайка	Японы эдийн засгийн судалгааны институт Шибата Цүтому
	15:15 - 17:15	Дайны дараахь аж үйлдвэрлэлийн хөгжил болон Монгол улс руу чиглэсэн зааварчилгаа	Токио дахь Жайка	Хитоцүбаши их сургууль Профессор Ёнэкүрэ Сэйчиро
12/8 (Мягмар)	10:00 - 12:00	Япон улс дахь ХСС-тогтолцооны ерөнхий бүтэц	Токио дахь Жайка	Засгийн газар ХСС-н дэмжих танхим
	13:30 - 15:00	Эмнэлэгийн ХСС	Токио дахь Жайка	Японы эдийн засгийн судалгааны институт Аллагава Хиронобу
	15:30 - 17:30	Малайз дахь дэд бүтцийн санхүүжилт болон ТХХТ	Токио дахь Жайка	Малайзын хөгжлийн банк (BPMB)
	18:00-	Санал солилцох	Токио дахь Жайка	ЛСА/JERI

12/9 (Лхагва)	Үдээс өмнө	<u>Ажиглалт судалгаа</u> : Канагамачигийн ус цэвэршүүлэх байгууламж (ХСС-н төсөл)	Кацүши ка дүүрэг	Токио хотын цэвэр усны газар
	14:00 - 16:00	<u>Ажиглалт судалгаа</u> : Kasumigaseki Common Gate (ХСС-н төсөл)	Чиёда дүүрэг	Kasumigaseki Common Gate
12/10 (Пүрэв)	10:00 - 12:00	ТХХТ/ХСС төслийн зээлийн чадварын үнэлгээний үүрэг болон Монголын санхүү	Токио дахь Жайка	Сайтама Гакүэн Их Сургууль Профессор Күросава Ёшитака
	13:30 - 15:00	ТХХТ-г хэрэгжүүлсэн дэд бүтцийн хөгжил	Токио дахь Жайка	Тоёо их сургууль/ Осакагийн худалдааны их сургуулийн Профессор Михара Торү
	15:30 - 17:00	ТХХТ төслийн хяналт шалгалт болон мониторинг	Токио дахь Жайка	Япон улсын хөгжлийн банк
12/11 (Баасан)	10:00 - 12:00	<u>Ажиглалт судалгаа</u> : Ханэда онгоцны буудал (ХСС-н төсөл)	Ханэда	Токиогийн олон улсын онгоцны буудлын терминал ХК
	14:00 - 16:30	<u>Ажиглалт судалгаа</u> : Цахилгаан эрчим хүчийг хөгжүүлэх Исого нүүрсээр галладаг дулааны цахилгаан станц	Ёкохама	Цахилгаан эрчим хүчийг хөгжүүлэх ХК
12/14 (Даваа)	10:00 - 12:00	ТХХТ дэд бүтэц хөгжүүлэхэд засгийн газрын үүрэг хариуцлага	Токио дахь Жайка	Токиогийн эмэгтэйчүүдийн христын их сургууль Профессор Шишидо Хисанобү
	13:30 - 15:30	「Монгол дахь ТХХТ дэд бүтцийн санхүүжилтын асуудлын талаарх сэдэв」 болон тойм хэлэлцүүлэг (JICA болон багийн гишүүн)	Токио дахь Жайка	Судлаач /JICA/ багийн гишүүн
	16:00 - 17:00	Үнэлгээ үр дүнгийн хурал • сургалт төгссөн сертификат олгох	Токио дахь Жайка	JICA/JERI
12/16 (Лхагва)		Токиогоос Улаанбаатар	-	-

Малайз руу хийсэн сургалтын аялал

[Төлөвлөгөөт]

[Зорилт]

Монгол улс дахь ЭЗХЯ-нд төвлөрсөн ТХХТ-тэй холбоотой яамдын асуудлуудыг тодорхойлохын тулд зохих сэдвийн лекц ба хэлэлцүүлгүүд болон гуравдагч улс дахь ТХХТ-тэй холбоотой байгууллагуудад/газруудад хийх айлчлалыг тэнцвэртэй байдлаар хослуулах замаар оролцогч байгууллагууд дахь ТХХТ-ийн Чадавхыг цаашид бэхжүүлнэ. Монголоос илүү Ази дахь илүү

хөгжсөн ТХХТ бүхий очих нэр дэвшсэн улсын хувьд ЖАЙКА-гийн мэргэжилтнүүд нь дараах шалтгаанаар Малайз улсыг санал болгосон байна.

- Тоо хэмжээ ба мөнгөн дүнгийн хувьд олон тооны ТХХТ-ийн төслийг хэрэгжүүлсэн (2012 он гэхэд ойролцоогоор 2 их наяд Японы Иений 52 төслийг хэрэгжүүлсэн байна).
- Олон тооны секторуудыг хамруулсан: зам, бусад тээвэр (хосолсон терминал/шууд дамжин өнгөрөх), боловсрол, цахилгаан (нүүрсэн түлштэй, хосолсон цикл зэрэг), ба эмнэлгийн үйлчилгээ.
- Засгийн газрын хэрэг эрхлэх газрын (ЗРУ) хариуцсан хэлтэс хариуцлагатайгаар шалгалт, үнэлгээг хийсэн.
- Хувийн хэвшлийн хэрэгжих боломж дах завсрыг нөхөх “Тусламжийн сан” байдаг.
- ЯЭЗСХ болон Японы Хөгжлийн Банк (ЯХБ) удаан хугацаанд хамтран ажиллаж байгаа Малайзын Хөгжлийн Банк (Bank Pembangunan Malaysia Berhad) нь дэд бүтцийн хөгжил болон ТХХТ-ийн талаар туршлагатай бөгөөд сургалтад тусламж үзүүлж чадна. Энэ банкны мэргэжилтнүүд нь мөн Япон дахь сургалтад багшлах юм.

[**Үргэлжлэх хугацаа**] ойролцоогоор нэг долоо хоног
[Хэрэгжүүлсэн]

Үүнийг төлөвлөгөөнд дурдсан Малайз улсад Ази дахь хөгжингүй ТХХТ-ийн жишээ болгон хэрэгжүүлэх төслийг Хяналтын Зөвлөлд (С/Р) тодруулж хүлээн зөвшөөрсөн байна.

Үүнийг арван практик түвшний оролцогчтойгоор 2015 оны 6-р сарын 6-наас (хүрэлцэн ирэх) 6-р сарын 14 хүртэл (буцах) хэрэгжүүлсэн. Малайзын Хөгжлийн Банкны ихээхэн хамтын ажиллагаа бүхий энэ хөтөлбөр нь төлөвлөсөн зорилгодоо хүрсэн бөгөөд оролцогчдод маш их таалагдсан. Хөтөлбөрийн товч дүгнэлт дараах байдалтай байна. Үүнд:

• **Хөтөлбөрийн загвар**

Хөтөлбөрт дараах зүйлсийг хамруулсан.

- а. Малайз улсын хөгжлийн талаар хуваалцаж чадах ТХХТ-ийг дэмжих гурван хүчин зүйлс (ТХХТ-ийг дэмжих засгийн газрын бүтэц, ТХХТ-д гарцаагүй шаардлагатай урт хугацааны санхүүжилт олгох дотоодын санхүүгийн зах зээл, ТХХТ-ийг хэрэгжүүлэх чадвартай байх дотоодын зах зээл).
 - б. Айлчлалын хувьд Монгол улсын хүсэлтийг дамжуулж, хэрэгжүүлсэн байна. Нүүрсэн түлштэй цахилгаан станц, олон улсын нисэх онгоцны буудал, хурдны зам, эмнэлэг, их сургуулийн дотуур байр ба музей зэрэг нь бүгд Монголчуудын анхаарлыг ихээхэн татаж байна.
- **Хэлэлцүүлэг:** Идэвхитэй хэлэлцүүлгийг лекц болон айлчлалын үеэр хийсэн. Онцлог асуудлууд нь дараах байдалтай байна. (Малайзын тухай тайлбар) Үүнд:
 - Малайз улсад Концессын хууль байдаггүй бөгөөд ТХХТ-ийн төслийг бодлогынхоо нэг хэсэг болгон хэрэгжүүлсэн байдаг. Үндсэн бодлогууд болон ТХХТ-ийг хэрэгжүүлэгч (UKAS) ба ТХХТ-ийн хэрэгжүүлэлтийн хоорондын нийцтэй байдал өндөр байдаг байна.
 - 2006 онд ХСС-ыг танилцуулах Бодлогыг боловсруулснаас хойш бараг арван жил өнгөрчээ. Эхний үед олон асуудал бэрхшээл тулгардаг байлаа.
 - Боловсрол, эмнэлэг зэрэг нийгмийн салбарын төслүүдээс ашиг олоход хэцүү бөгөөд эдгээр төслийг хурдны зам зэрэг өөрийгөө тэтгэдэг/санхүүжүүлдэг төслүүдээс ялгаатай боломжийг олгодог үйлчилгээ худалдан авах хэлбэрээр боловсруулсан. Хэрэгжүүлж дуусах үед засгийн газар эдгээр төслүүдийн төлбөрийг цувруулан хэсэг хэсгээр төлдөг. Төлбөрүүд

нь энгийн нэг цувруулсан төлбөр биш, харин ГГҮ (Гол Гүйцэтгэлийн Үзүүлэлт)-ийг ашиглан гүйцэтгэлд үндэслэн байдаг ба хувийн пүүс компаниудын засвар үйлчилгээ хийх үүрэг хариуцлагыг ойлгомжтой тодорхой болгодог.

- Малайз улсад Монгол улстай харьцуулбал хувийн компаниудаас ирүүлсэн сайн дурын төсөл хөтөлбөрүүд цөөхөн байдаг ба албан үүргийн дагуу хийх шаардлагатай өрсөлдөх чадвартай төрлийн төслүүд илүү бодитойгоор хэрэгждэг байдаг.
- Баталгаа зэрэг засгийн газрын туслалцааг хүсэх явдал тийм ч их биш, учир нь ТХХТ-ийн үйл ажиллагааг явуулах хувийн хэвшлийн чадавхи болон санхүүгийн байгууллагын хийдэг зээлийн дүн шинжилгээний чадавхи, хүчин чадал өндөр байдаг.

Өдрийн төлөвлөгөө

Өдөр	Цаг (шилжих цаг хамаар ахгүй)	Хөтөлбөр	Газар, зай/ шилжиж явахад шаардагдах цаг	Хүлээн авагч
6/7 /Ням/	8:00- 9:00	Зааварчилгаа	Зочид буудал	Жайкагийн мэргэжилтний баг
6/8 /Даваа/	9:00- 11:30	Лекц 1 : Малайзын ТХХТ-ийн тогтолцоо	UKAS төв салбар (Хотын тов хэсэг Putrajaya)	Засгийн газрын эдийн засгийн төлөвлөлтийн газрын (EPU) харьяа ТХХТ-ийн алба (UKAS)
	13:30- 14:30	Лекц 2 : Малайзын ТХХТ болон хөрш зэргэлдээ Азийн орнуудын ТХХТ-ийн харьцуулалт	Малайз дахь Жайкагийн төлөөлөгчийн газар	Мэргэжилтэн Адэгава
	14:30- 14:45	Малайз дахь Жайкагийн төлөөлөгчийн газарт зочлох	Малайз дахь Жайкагийн төлөөлөгчийн газар	Малайз дахь Жайкагийн төлөөлөгчийн газрын дарга Мацүмото, бусад
	15:30- 17:30	Ажиглалт судалгаа 1 : Petrosains - The Discovery Centre	KLCC	Жайкагийн мэргэжилтний баг үйлчлэн дагалдах
6/9 /Мягмар/	9:00- 12:30	Лекц 3 : Малайз дахь ТХХТ-ийн төсөл	Малайзын хөгжлийн банкны (BPMB) төв салбар	Малайзын хөгжлийн банк (BPMB) үйлчлэх, бусад COO
	15:00- 17:00	Ажиглалт судалгаа 2 : Куала-Лумпур олон улсын онгоцны буудал (KLIA)	Куала-Лумпур олон улсын онгоцны буудал	Malaysia Airports (Sepang) SdnBhd
6/10 /Лхагва/	9:00 12:30	Ажиглалт судалгаа 3 : Мара технологийн их сургуулийн оюутны дотуур байр /Барилга угсралт явагдаж байгаа бөгөөд 2016 оны 1 сард хүлээлгэн өгөх	PuncakAlam (Куала-Лумпурын хотын төвөөс 46 км)	Segimaju Capital SdnBhd

		төлөвлөгөөтэй. /		
	15:00-17:00	Ажиглалт судалгаа4 : Куала-Лумпур -Kuala Selangor өндөр хурдны зам	PuncakAlam (Куала-Лумпурын хотын төвөөс 30 км орчим)	KL-Kuala Selangor Expressway SdnBhd
6/11 /Пүрэв/	10:00-14:00	Ажиглалт судалгаа5 : Сургалт судалгааны эмнэлэг	Kuantan (Куала-Лумпурын хотын төвөөс 250 км орчим)	Ahmad Zaki Resources Bhd
6/12 /Баасан/	9:30-13:00	Ажиглалт судалгаа6 : Jimah дулааны цахилгаан станц	Port Dickson (Куала-Лумпурын хотын төвөөс 90 км орчим)	Jimah O&M SdnBhd
	15:30-17:00	Үнэлгээ үр дүнгийн хурал	Зочид буудлын хурлын танхим	Жайкагийн мэргэжилтний баг

Гарц 1-3 ТХХТ-ийн талаар урьдчилан мэдэж байх явдлыг сайжруулах хөтөлбөрийн хэрэгжилтийн байдлыг хянах, удирдах

(Төлөвлөсний дагуу хэрэгжүүлсэн) Хэрэгжүүлэлтийн статусыг/байдлыг 1 ба 2-р төрлүүдийн хувьд хоёуланд нь хянасан бөгөөд үр дүн нь дараагийн семинаруудад тусгасан болно.

Гарц 2 ТХХТ-ийн Хэлтсийн хэрэгжүүлэлтийн цар хүрээг бэхжүүлэх

Гарц 2-1 ТХХТ-ийн өнөөгийн байдлын талаархи Үнэлгээний тайлан

(Төлөвлөгөөт)

ТХХТ-ийг дэмжих бодлого, байгууллын цар хүрээний үнэлгээ ба тоймлон шалгалт болон ТХХТ-ийн хэрэгжүүлэлтийн үйл явц ба процедурыг тодруулах явдалд үндэслэсэн үнэлгээний тайланг бид хийх болно. Эдгээрийг тодруулахын тулд ТХХТ хөгжсөн улсуудаас олж авсан мэдлэг, туршлагад үндэслэсэн “хүссэн систем”-ийг анхаарч үзэн асуудлуудыг үр дүнтэйгээр ба үр ашигтайгаар тайлбарлах болно.

Мөн, зохих яамдын дундах удирдан чиглүүлэлт болон төр, хувийн хэвшлийн хоорондын хамтын ажиллагаатай холбоотой асуудлуудад гол анхаарлыг хандуулах ёстой.

(Хэрэгжүүлсэн) Баг нь 2014 оны 11-р сард “Үнэлгээний Тайлан” гэсэн нэртэй тайлан явуулсан. ЭЗХЯ-ыг татан буулгасан учраас удаан хугацааны туршид бид санал гомдол хүлээн аваагүй бөгөөд тохирох байгууллагыг нэрлэн сонгоход удаан хугацаа шаардагдсан. Хавсаргасан тайлангийн товч дүгнэлтийг үзнэ үү.

Монгол улс дахь ТХХТ-ийн хэрэгжүүлэлтийн үндсэн үүргүүд

Бусад улс орнуудад нийтлэг байдаг, Монгол улс дахь ТХХТ-ийн хэрэгжүүлэлтийн үндсэн асуудлууд дараах байдалтай байна. Үүнд:

- 1) Сангийн болон хараат бус эрсдэлүүд ба тэдгээрийн менежмент
- 2) ТХХТ-ийг хөрөнгө зэрэг урт хугацааны санхүүжилтээр хангах дотоодын санхүүгийн зах зээлийн чадавхигүй байдал
- 3) ТХХТ-ийн үйл ажиллагаан дахь мэргэшсэн боловсон хүчний дутагдалтай байдал
- 4) ТХХТ-ийн төслүүдэд орон нутгийн хязгаарлагдмал үйлчилгээ үзүүлэгчид

Үйл Ажиллагааны Төлөвлөгөөнд дурдсаны дагуу “Төр Хувийн Хэвшлийн Түншлэлийг шинэ түвшинд гаргахын тулд” ТХХТ-ийн хэрэгжүүлэлтийн дээр дурдсан асуудлуудыг шийдвэрлэхээр засгийн газрын нэмэлт хөтөлбөрүүдийг хэрэгжүүлэх шаардлагатай байна. Бизнесийн боломж олгогчийг үүсгэн байгуулах нь эн тэргүүний зорилтуудын нэг болж байна.

Монгол улс дахь ТХХТ-ийг цаашид хөгжүүлэх асуудлууд

Энэхүү бичиг баримтад авч үзсэн зарим онцлог асуудлууд дараах байдалтай байна. Үүнд:

Эрсдэлийг хуваарилахад МУЗГ-ын дэмжлэг

- Төр хувийн хэвшлийн хооронд эрсдэлийг хуваарилахад үндэслэн МУЗГ-аас ТХХТ-ийн төслийн гэнэтийн үүрэг хариуцлагуудад гаргах баталгааг зөв зохион байгуулах ёстой.

Засгийн газрын/доноруудын бусад боломжтой дэмжлэгүүд

- ТХС (Төслийн Хөгжлийн Сан) ба ХБЗС (Хэрэгжих Боломж Дахь Завсрын Санхүүжилт) (Эдгээртэй болгоомжтой, хянуур харьцах хэрэгтэй.)

ТХХТ-ийн байгууллын зохион байгуулалт

- ТХОХ (Төрийн хөрөнгө оруулалтын хөтөлбөр) дэхь ТХХТ-ийг тодорхой холбох ёстой
- ТХХТ-тэй холбоотой хуулиудыг илүү системтэйгээр чиглүүлэн удирдах ёстой.

Хөгжлийн төлөвлөгөө ба зохих хуулиуд

- Тэдгээр сайн тохирсон, логик холбоотой байх ёстой.

МУЗГ доторхи удирдан чиглүүлэх механизм

- Эдийн засгийн хөгжлийн яам (ЭЗХЯ) доторхи (ШТХХТ-ийн Хэлтэс ба Хөгжлийн Бодлого, Стратегийн Төлөвлөлт, Зохицуулалтын Хэлтэс (ТХОХ-ийг хариуцсан)) болон ЭЗХЯ ба бусад яамдын хоорондох (СЯ болон холбогдох яамд) удирдан чиглүүлэх механизм

МУЗГ ба хувийн хэвшлийн хоорондох ярилцлага

- Үүнийг сайжруулах ёстой.

Төслийг тодорхойлох ба сонгох

- Энэ нь илүү тодорхой, ил тод байх ёстой.
- Концессын жагсаалт нь эргэлзээтэй урьдчилсан ТЭЗҮ ба ТЭЗҮ-тэй болон ТЭЗҮ-гүй саяхных шиг хүслийн жагсаалт байж болохгүй.

Төслийг бэлтгэх ба хэрэгжүүлэх

- Ил тод байдлыг хангах, шууд гэрээ хэлцлийн ашиглалтыг тодорхой шалтгаантайгаар, ил тод байдлаар тохируулсан байх
- Мэргэшсэн зөвлөхүүдийн нөөцийг авч үзэх хэрэгтэй

ТХХТ-ийг хэрэгжүүлэх боломж олгогчдыг чадваржуулах (ЭЗХЯ-ны ШТХХТ-ийн Хэлтэс)

- Хэсэг нь илүү олон ажилтан, илүү их төсөвтэй байх ёстой.
- Бие даасан тусдаа байгууллагыг үүсгэн байгуулах явдлыг оруулаад зарим зохион байгуулалтын өөрчлөлт хийх нь бас нэг хувилбар байж болно.

Гарц 2-2 Гол төрийн яамд, хэлтсүүдтэй удирдан чиглүүлэх уулзалт зохион байгуулах

(Төлөвлөгөөт)

ТХХТ-ийг жигд хэрэгжүүлэхэд, хамтрагч талуудтай хийх хэлэлцүүлэгт үндэслэн Сангийн Яам, ЭЗХЯ дахь ТХОХ-тэй холбоотой хэлтсүүд зэрэг засгийн газрын гол Яамд/хэлтсүүдтэй удирдан чиглүүлэх уулзалт хийхээр төлөвлөж хийх болно. Дүрэм ёсоор уулзалтуудыг улирал тутам хийдэг. ЖАЙКА-гийн мэргэжилтнүүдийн туршлагаар бодит байдал дахь бэрхшээлтэй байдал нь үнэлгээнд тодорхойлсон гол хүмүүс цуглардаг тохиолдлыг бий болгох явдал болно.

(Хэрэгжүүлсэн)

ТХХТ-тэй холбоотой Давхар даатгуулагч төслийн нөхцөл байдалтай байгаа үед СЯ үйл ажиллагаа явуулаагүй. Эхний уулзалт 2014 оны 9-р сарын 11-нд болсон бөгөөд ЭЗХЯ, СЯ-ны зарим газрууд оролцоно гэж тооцоолж байлаа. Гэвч СЯ оролцоогүй бөгөөд дараагийн уулзалтууд болоогүй байна. Цаашид ЭЗХЯ-ыг татан буулгасан явдал нь хоёрдахь уулзалт хэзээ ч болохгүй байх ойлгомжгүй байдал, эргэлзээг үүсгэсэн байна.

Хэдийгээр шинж чанар нь өөр байсан ч, энэ төслийн чухал асуудлуудыг хэлэлцэн шийдвэрлэх ёстой Хамтарсан Удирдах Хороо (ХУХ) дараах байдлаар гурван удаа хуралдсан байна. Үүнд:

- 2014 оны 9-р сарын 25-нд эхний удаа
- 2015 оны 6-р сарын 29-нд хоёрдахь удаа
- 2016 оны 3-р сарын 21-нд гуравдахь удаа

ЭЗХЯ-ыг татан буулгах гэж байх үед болсон эхний уулзалтад СЯ оролцоогүй байна. Сангийн яамны тушаалаар татан буулгасан байна. Цаашилбал, ИМА-г 2015 оны 1-р сарын 20-нд төслийн хамтрагчаар албан ёсоор томилсон байна. Тухайн хугацааны туршид төслийн хэрэгжилт их бэрхшээлтэй байлаа.

Хоёрдахь удаагийн уулзалтаар Япон (эхний) болон Малайз руу хийсэн сургалтын аяллууд болон зохион байгуулагдсан семинаруудыг үнэлсэн байна.

ЭХЯ болон ЭМСЯ-ны шинэ цуврал семинаруудыг зохион байгуулахаар шийдвэрлэсэн.

Кэйс судалгааг тусгай төслүүдийн хувьд зөвлөх дэмжлэгээр орлуулан хийхээр баталсан байна.

СЯ-ны төлөөлөгчид энэ төслийн үр дүнг өндрөөр үнэлсэн байна.

Гуравдахь уулзалтаар эцсийн тайлангийн дүгнэлт (ЖАЙКА-гийн мэргэжилтнүүдийн хийсэн гүйцэтгэлийн тайлан биш) болон Үйл ажиллагааны төлөвлөгөөг баталсан байна.

Гарц 2-3 Хувийн хэвшилтэй ярилцлага хийх

(Төлөвлөгөөт)

ТХХТ-ийн бизнесийн орчны талаар, хамтрагч талууд, зохих яамд болон хувийн хэвшлийнхэнтэй (хувийн компаниуд, санхүүгийн байгууллагууд) хийх ярилцлага уулзалтуудыг товлон. Хувийн хэвшлийнхний санал, хүсэлт, зөвлөмжийг тайлбарлах байдлаар тайланг

(“Хувийн хэвшилтэй хийх ярилцлагын талаархи тайлан”) бэлтгэнэ. Гол асуудлууд нь дараах байдалтай байна. Үүнд:

- “Хувийн хэвшлийг өдөөх бүтэц”-ийг ойлгох засгийн газрын ойлголт
- Монгол улсын хувийн хэвшлийнхэн ТХХТ-ийг бүрэн дүүрэн ойлгох ойлголт
- (Энэ нь урт хугацааны хэвийн төлөв болохын хувьд) Хувийн хэвшлийн хөгжил нь ТХХТ-ийн зах зээлд хамрагдана.

(Хэрэгжүүлсэн)

ЭЗХЯ ба ЖАЙКА-гийн мэргэжилтнүүд хувийн хэвшлийн компаниуд ба зохих яамдыг урьж “Монгол улс дахь ТХХТ-ийн төслүүдэд зориулсан Практик Семинар ба Ярилцлага - Монгол улс дахь ТХХТ, Өнөөдөр, Ирээдүйд” нэртэй хагас өдрийн семинар зохион байгуулсан. Семинар нь ЖАЙКА-гийн мэргэжилтнүүдийн танилцуулсан практик урьдчилан мэддэг байдлын үйл ажиллагааг (Гарц 1-ийн нэг хэсэг болох 2-р төрөл) хамруулсан.

Хувийн хэвшлийнхний хүссэний дагуу ТХХТ-ийн талаархи ойлголтод төвлөрөн тайланг тусад нь илгээсэн болно.

Гарц 2-4. ТХХТ-ийг хэрэгжүүлэхийн тулд Үйл ажиллагааны төлөвлөгөөг боловсруулах

(Төлөвлөгөөт)

Гарц 2-1-ээс 2-3-г үндэслэн, ТХХТ-ийг хэрэгжүүлэх Үйл ажиллагааны төлөвлөгөөг боловсруулж, түүний баталгааг хамтрагч талууд хийлгэнэ. Энэхүү үйл ажиллагааны төлөвлөгөөнд зохих төрийн байгууллагын хийх ёстой бодит үйл ажиллагаа, хариуцсан байгууллага/хэлтсүүд, тэдгээрийн эцсийн хугацааг ТХХТ-ийг хэрэгжүүлэхийн тулд тайлбарлаж өгнө. Төлөвлөгөө нь удирдан чиглүүлэх хэлбэрээр үйл ажиллагаа явуулахад зохих байгууллагуудад нийтлэг суурь болж өгнө.

(Хэрэгжүүлсэн) Дээр дурдсан Үйл ажиллагааны төлөвлөгөөг хийсэн боловч дээр дурдсанчлан баталгааг 2016 оны 3-р сарын Хамтарсан Удирдах Хорооны уулзалт дээр хийсэн. Тийм учраас гол сэдэв нь зохих талууд ТХХТ-ийн үүргийн төлөө хийх зүйл болно. Энэ нь тус төслийн амжилтад үндэслэн ТХХТ-д цаашид хөгжүүлэх боломж олгохын тулд юм.

Гол асуудлууд нь дараах байдалтай байна. Үүнд:

- ТХХТ-ийн хүсч байгаа байгууллагын/бодлогын бүтэц
- МУЗГ-ын хүрэн дэх илүү сайн зохицуулалтын механизм
- МУЗГ ба хувийн хэвшлийн хоорондын илүү сайн ярилцлага
- ТХХТ-ийн үйл явцыг сайжруулах
- ТХХТ-ийг хэрэгжүүлэх боломж олгогчдыг чадавхижуулах (Концессын ба ИМА-гийн ТХХТ-ийн хэлтэс)
- Бусад ТХХТ-ийг хэрэгжүүлэгч нарыг чадавхижуулах
- Засгийн газрын/доноруудын санхүүгийн дэмжлэгүүд: ТББ, ХБЗС, ба Баталгаа

Гарц 2-5 Үйл ажиллагааны төлөвлөгөөний хяналтын ба хэрэгжүүлэлтийн байдал

(Төлөвлөгөөт) Дээр дурдсан Үйл ажиллагааны төлөвлөгөөний хэрэгжилтийг удирдан хянаж, үр дүнг нь дараагийн үйл ажиллагаанд тусгах болно.

(Хэрэгжүүлсэн) Дээр дурдсанчлан төслийн сүүлийн шатны талаарх төлөвлөгөөг баталсан учраас удирдлага хяналтад бараг цаг хугацаа үлдээгүй болно. Тийм учраас, асуудлын дагалдах ажлуудыг төслөөс тусад нь авч үзнэ.

Гарц 2-6 Кэйс Судалгаанд зориулсан нэр дэвшсэн төслийг сонгох

(Төлөвлөгөөт)

Сонголтын үндсэн бодлого

Кэйс Судалгаанд зориулан сонголт хийх үндсэн бодлого нь дараах байдалтай байна. Үүнд:

- ЭЗХЯ болон холбогдох яамдын хүчтэй дэмжлэг/зориулалт
- ТЭЗҮ буюу урьдчилсан ТЭЗҮ аль хэдийнэ хийгдсэн ойлгомжтой тодорхой төслийн ойлголт ба төслийн тодорхойлолт.
- Ерөнхий ЕИА-г аль хэдийнэ тодорхой болгосон буюу найдвартайгаар тодорхой болгоно.
- Үйлдвэрийн талбайд зориулсан газрыг олж авах зэрэг нийгмийн асуудлуудыг тооцож үзээгүй болно.
- Арилжааны, техникийн, нийгмийн талаасаа өндөр хэрэгжих боломжтой /амьдрах чадвартай/

Сонголтын үйл явц

1-р алхам: Сонголтод зориулсан үндсэн бодлого ба шалгуурын танилцуулга

Үндсэн бодлого дээр нэмээд Кэйс Судалгааг сонгох шалгуурыг Хяналтын Зөвлөлд тайлбарлан танилцуулж, хэлэлцсэн. Шалгуурууд нь дараах байдалтай байна. Үүнд:

- Хувийн хэвшлийн оролцоотойгоор “үнэ чанарын харьцаа” (ҮЧХ) бий болно гэж тооцоолж болохгүй учраас ТХХТ-ийн нийтлэг БШ төрлийг нэр дэвшигчдээс хассан. БШ төрлийн төслийг ТХОХ-д удирдахаар тооцоолж байгаа.
- Тендер хийлгүйгээр Шууд Гэрээгээр хэрэгжүүлэх төслийг эн тэргүүний байдал доогуур гэж тодорхойлсон болно.

2013 оны Концессын жагсаалтад багтсан төслүүдийг дээр дурдсан үндсэн бодлого ба сонголтын шалгуурт үндэслэн үнэлж, А, Б, В гэж ангилсан болно.

2-р алхам: Нэр дэвшсэн төслүүдийн сонголт

ЖАЙКА-гийн мэргэжилтнүүд нь дээрх ангилалд дээгүүр ангилагдсан болон зарим төслүүдийг санал болгож байгаа ТХХТ-ийн төслүүдийн дэлгэрэнгүй судалгааг хийх болно.

2-р алхам: Кэйс Судалгаанд зориулан ТХХТ-ийн төслүүдийг гүйцэтгэж дуусгах

(Хэрэгжүүлсэн) Гарц 2-8 (Хэрэгжүүлсэн)-ийг үзнэ үү

Гарц 2-7 Сонгосон төслүүдэд зориулсан бэлтгэл ажил ба хэрэгжилтийг хэрэгжүүлэх (Кэйс Судалгаа)

(Төлөвлөгөөт)

Гарц 2-6-д сонгосон төслүүдийн бэлтгэл, хэрэгжилтийн ажлыг хөтөлбөр хийх болно (Хувилбар 1). Дэмжлэгийн агуулгыг Хяналтын Зөвлөлийн хэрэгцээ болон төслийн ахицад үндэслэн тодорхойлно.

Хэрвээ Кэйс Судалгаанд зохих төслүүдийг тодорхойлоогүй байвал ЖАЙКА-гийн мэргэжилтнүүд нь ЖАЙКА ба Хяналтын Зөвлөлтэй зөвлөлдөн ТХХТ-ийн төслүүдтэй холбоотой мэргэжлийн үйлчилгээний Чадавхыг сайжруулж чадах үр дүнтэй ба практик хөтөлбөрүүдээр хангах болно (Хувилбар 2).

Дэмжлэгийн авч үзсэн агуулга 1: Техник, эдийн засгийн судалгаатай холбоотой туслалцаа

Дэмжлэгийн авч үзсэн агуулга 2: Төслийн үнэлгээтэй холбоотой туслалцаа

Дэмжлэгийн авч үзсэн агуулга 3: Тендер ба Удирдлага, хяналттай холбоотой туслалцаа

Нэмэлт дэмжлэг: Санхүүгийн загварчлалын сургалт

(Хэрэгжүүлсэн)

Гарц 2-8 (Хэрэгжүүлсэн)-ийг үзнэ үү.

Гарц 2-8 Кэйс судалгааны материал бэлтгэх

(Төлөвлөгөөт)

Кэйс судалгааны материалыг цаашдын ТХХТ-ийн талаар урьдчилан мэддэг байдлыг сайжруулах хөтөлбөрт болон ЭЗХЯ-ы ТХХТ-ийн сургалтад ашиглахаар бэлтгэнэ.

Кэйс судалгааны материалыг Гарц 1-2 ба 2-7 дах үйл ажиллагаанд үндэслэн бэлтгэнэ.

(Хэрэгжүүлсэн)

Гарц 2-2-ын хэсэгт дурдсанчлан Гарц 2-6, 2-7, 2-8-ын дагуу эдгээрийг хэрэгжүүлээгүй, харин оронд нь хувилбаруудыг хэрэгжүүлсэн.

Кэйс судалгааны бүрэлдэхүүн зүйлсийн хувьд, зохих төслүүд байхгүйгээс шалтгаалан, мөн ихэнхи төсөл хуулийн шаардлагын дагуу ТЭЗҮ-гүй, бүх төслийн нийт зардлын их хэмжээний дүнд шалгалт хийгдээгүй учраас тавь гаруй төслөөс бүрдсэн Концессын жагсаалт нь хүслийн жагсаалт болж хувирах төлөвтэй байна.

Иймд, бүрэлдэхүүн зүйлсийг өөрчлөөгүй болно. ЭЗХЯ-ны хуучин дарга Багануурын цахилгаан станцын төслийг санал болгосон байна. Гэвч төслийг аль хэдийнэ тендерг оруулж, Хятадын групп тендерг ялсан байна. Магадгүй, эдгээр хүчин зүйлсээс шалтгаалан төслийн ажлын хэсэг манай дэмжлэгийг хүсээгүй юм. Өөр ямар нэгэн хүсэлт байгаагүй. Тухайн нөхцөл байдалд, ЖАЙКА-гийн мэргэжилтнүүдийн баг илүү их цар хүрээг хамарсан дараах агуулгатай (1, 2), ЭМСЯ-нд аль хэдийнэ хүрсэн сэдэвт чиглэсэн төслүүдийн дагуух (тусгай төслүүдийн бэлэн зөвлөх дэмжлэг) жижиг /мини/ лекцүүдийг зохион байгуулах өөр хувилбарыг санал болгосон байна. Мөн тухайн сэдвийн удирдамжийг лекцүүдэд үндэслэн гаргана. Энэ нь ХУХ-гоор батлагдсан болно.

1. ТХХТ-ийн Төслийн Шалгалт
2. ТХХТ-ийн Төслийн Хэрэгжүүлэлт

Зорилтот яамд нь ИМА, ЭМСЯ, ЭХЯ болсон. Эдгээр яамдад хийгдсэн нийт лекцийн тоо 42 болсон ба үүний задаргаа дараах байдалтай байна. Үүнд:

- ИМА: шинэ ажилтнуудад зориулсан чиг баримжаа олгох байдлаар (МУХБ*-ын ажилтнуудыг оролцуулаад). Нийт : 6 удаа

*МУХБ: Тэд эдгээр лекцүүдэд олон ажилтнуудаа оролцуулсан. Тэд өөрсдийн гэсэн хөтөлбөр гаргахыг хүссэн боловч банкны байр сууринаас бол тэд бүтцийн шинэчлэл хийх хэрэгцээ шаардлагатай байгаа бөгөөд ЖАЙКА-гийн мэргэжилтнүүд хангагдаагүй.

№	Огноо	Сэдвүүд
1 дэх удаа	2015/9/23	Танилцуулга/ТХХТ-ийн ойлголт/ТХХТ-ийн загварууд
2 дах удаа	2015/9/29	ТХХТ-ийн эрсдэлүүд
3 дах удаа	2015/11/3	ТХХТ-ийн Төслийн Шалгалт
4 дэх удаа	2015/11/18	Хөтөлбөр ба Төслийн Менежмент / ТХХТ-ийн Төслийн Цикл
5 дах удаа	2015/12/1	Бүтэцжүүлэлт ба санхүүжилт
6 дах удаа	2016/1/26	Боломж олгож буй орчин

ЭМСЯ: Мини-Дадлага семинарууд : 15 удаа

№	Огноо	Сэдвүүд
1 дэх удаа	2015/6/19	Тойм
2 дах удаа	2015/6/26	ТХХТ-ийн ерөнхий зарчим
3 дах удаа	2015/7/3	ТХХТ-ийн ерөнхий зарчим
4 дэх удаа	2015/7/8	ТХХТ-ийн ерөнхий зарчим (Японы туршлага)
5 дах удаа	2015/9/4	ТХХТ-ийн төслийн сонголт
6 дах удаа	2015/9/11	Төсөл боловсруулалт/Төслийн бүтэцжүүлэлт/Тендерт оролцогчдын сонголтод зориулсан тоглоомын дүрмийг тогтоох/Зах зээлийг сайжруулах /
7 дах удаа	2015/9/18	Тендерийн бичиг баримтуудыг бэлтгэх / Ханган нийлүүлэх үйл явц
8 дах удаа	2015/10/1	Зах зээлийг сайжруулах / Ханган нийлүүлэх үйл явц
9 дэх удаа	2015/11/20	Төслийн үнэлгээ
10 дах удаа	2015/11/26	Төслийн үнэлгээ
11 дэх удаа	2015/12/4	Төслийн үнэлгээ / Гэрээний тохиролцоо
12 дах удаа	2015/12/10	Гэрээний менежмент
13 дах удаа	2016/1/22	Гэрээний менежмент
14 дэх удаа	2016/1/29	Эрсдэлийн шинжилгээ
15 дах удаа	2016/2/4	Дамжуулж байгаа боломж олгож байгаа орчин

Мини-Семинар : 2 удаа

№	Огноо	Сэдвүүд
Яамд	2015/12/11	ТХХТ-ийн ерөнхий зарчим

Орон нутгийн албан оффисууд	2016/3/4	ТХХТ-ийн ерөнхий зарчим
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ЭХЯ: Мини-цувралууд: 19 удаа

	Огноо	Семинарын нэр
1	2014/09/23	Цахилгааны Хангамжийн ТХХТ (ТХХТ-ийн танилцуулга)
2	2014/09/23	Цахилгааны Хангамжийн ТХХТ (Нийт товч танилцуулга)
3	2015/02/05	Эрчим хүч худалдан авах гэрээ (ТХХА дах гол асуудлууд)
4	2015/02/05	Дамжуулалтын БҮАШ Судалгаа
5	2015/05/28 2015/05/29 2015/06/08	Санхүүгийн загварын судалгаа (Бэлэн мөнгөний урсгалын тайлан, тайлан тэнцэл, орлогын тайлангийн excel-ийн файл дээр санхүүгийн төсөвлөлт, шинжилгээ хийх дадлага семинар)
6	2015/08/28	Пакистан дах амжилттай IPP төсөл (HUBCO)
7	2015/09/02	Санхүүгийн төсөвлөлтийн судалгаа (Ойлголт ба загвар)
8	2015/09/02	Олон Улсын Сүлжээний Холболт
9	2015/10/23	Санхүүгийн загвар
10	2015/10/30	Эрчим хүч худалдан авах тариф
11	2015/11/06	Санхүүгийн суурь үзүүлэлтүүд - Зээлдүүлэгчдэд зориулсан Өрийн Үйлчилгээг Хамрах Харьцаа - Хөрөнгийн хөрөнгө оруулагчид зориулсан Хөрөнгийн ӨДХХ (Өгөөж) - Эрчим хүч худалдан авагч ба хэрэглэгчдэд зориулсан үнэ
12	2015/11/11	Эрчим хүчний салбарын хөгжилд зориулсан ТХХТ-ийн цаашдын ирээдүйн хэтийн төлөв - Ирээдүйн хөгжилд зориулан бид юу хийж чадах вэ? (Оролцогчдын хэлэлцүүлэг)
13	2016/01/11	ТХХТ-ийн Төсөл ба Уламжлалт Төслийн Хоорондын Ялгаа (Хянах ба Шалгах)
14	2016/01/14	Концессын гэрээ
15	2016/01/18	Усны төсөлд ТХХТ-ийг хэрэглээ
16	2016/01/21	Өлгийн усны төслийг ТХХТ хэлбэрээр боловсруулах судалгаа
17	2016/01/25	Сэргээгдэх эрчим хүч ба ТХХТ
18	2016/01/28	Хосолсон халаалт ба эрчим хүч
19	2016/02/01	Эрчим хүчний салбарын төслийн боловсруулалт Цаашдын хөгжил ТХХТ

Төслийн баг нь тодорхой төсөлд зориулсан зөвлөх үйлчилгээг үзүүлж чадна гэсэн байр суурьтай байсан ба энэхүү өөрчлөлтийн дараа үүнийгээ өөрчлөөгүй юм. Сүүлд, ИМА-ийн Ерөнхий Захирал нэр дэвшигчийн хувьд Өлгийн цахилгаан станцын хувьд адилхан хүсэлт тавьсан байна. Баг нь туслахад бэлэн байсан боловч удаан хугацааны туршид төслийн нөхцөл байдлын талаар ямар ч тодруулга өгөгдөөгүй юм. 2015 оны 10-р сард багаас төслийн шинжилгээний талаар хоёр санамж гаргаж ИМА-гаар дамжуулан ЭХЯ-нд илгээсэн байна. Үүнд нь ЭХЯ-аас ямар нэгэн хариу өгөөгүй юм. Бид өөр ямар нэгэн ахиц гараагүй учраас үүнийг энэ үйлчилгээний эцэс гэж үзсэн болно.

Гарц 2-9 Зааварчилгаа буюу лавлагаа баримт бичгийг боловсруулах

(Төлөвлөгөөт)

Дээр тайлбарласанчлан, Монгол дахь ТХХТ-ийн үйл явцад зориулсан удирдамж, үйл ажиллагааны гарын авлага болон лавлагаа бичгүүдийг бүрэн хангаж чадаагүй байна. Тийм учраас, ТХХТ төслийн шалгалтын удирдамж (төсөл) болон төслийн удирдлага, хяналтын удирдамж (төсөл)-ийг бэлтгэх болно. Хэдий тийм боловч АХБ-наас гаргасан удирдамжтай давхардуулахаас зайлсхийх болно.

(Хэрэгжүүлсэн)

Эдгээр лекцүүдэд үндэслэн удирдамж/хөтөлбөрүүдийг бэлтгэсэн бөгөөд дараах нэрээр илгээх болно. Үүнд:

1. ТХХТ-ийн Төслийн Шалгалтын Маягтууд (Хөх ном) ТХХТ-ийн дадлагажигч мэргэжилтнүүдэд зориулсан Анхан Шатны зааварчилгаа (Улаан ном)
2. ТХХТ-ийн дадлагажигч мэргэжилтнүүдэд зориулсан Анхан Шатны зааварчилгаа (Улаан ном)
3. Эрчим хүчний салбарт зориулсан ТХХТ-ийн шалгах жагсаалт (Ногоон ном)

ЖАЙКА-гийн мэргэжилтнүүд эдгээр гурван номыг ИМА (ЕЗ Ноён. Жавхланбаатар), ЭХЯ, СЯ (Хөрөнгө оруулалтын газрын ерөнхий захирал), ЭМСЯ болон ЖАЙКА-гийн албан оффист танилцуулж хэлэлцэхээр 2016 оны 6-р сард Улаанбаатар хотод нэг долоо хоногийн хугацаатай айлчилсан. Бүх яамд ихээхэн сонирхож байгаагаар болон Англи, Монгол хэл дээрх номуудыг удахгүй хүлээн авна гэж итгэж байгаа болохоо илэрхийлсэн. Энэ аяллыг тус төслийн терминалын үнэлгээний тайлангаас санал болгосон, төслийн эцсээс өмнө дуусгах ажил болгож зохион байгуулсан.

Бусад зүйл

Тоног төхөөрөмжийн хэсэг: Төслийн үйл ажиллагаанд шаардлагатай (мэргэжилтнүүдийн хэрэглэсэн тоног төхөөрөмжийг оруулаад)

Төслийн жигд, үр дүнтэй хэрэгжилтийг хангах үүднээс төслийн эхэнд буюу 2014 оны 6-р сард сервер компьютер болон нөүтбүүк компьютерүүд зэрэг тоног төхөөрөмжийг хамтрагч талд олгосон.

(Нийт дүн нь 40,995,000 төгрөг : 2.2 сая иентэй тэнцүү. Дэлгэрэнгүйг хавсралтад үзүүлсэн болно.) Эдгээр ком тоног төхөөрөмжийг ЭЗХЯ-нд хүлээлгэн өгсөн бөгөөд засгийн газрын өөрчлөн зохион байгуулагдсаны дараа ИМА тэдгээрийг хэрэглэж, удирдаж байгаа болно.

4. Зорилтууддаа хүрэх нь

ЖАЙКА-гийн хийсэн терминалын үнэлгээг дараах байдлаар нэгтгэн дүгнэв. “ЖАЙКА-гийн Мэргэжилтнүүдийн Багаас гаргасан санал, зөвлөмжүүд” гэж нэрлэсэн хэсэг нь ЖАЙКА-гийн терминалын үнэлгээ биш болно.

Шалгуурын таван зүйлийн дагуух үнэлгээ

1. Нийцтэй байдал (Өндөр)

Энэ нь Монгол улс болон түүний зорилтот бүлгийн хөгжлийн хэрэгцээ, Монгол улсын хөгжлийн бодлого, Японы ТХХТ-ийн давуу чанарыг хангаж байгаа болно.

2. Үр нөлөөтэй байдал (Дундаж)

1) Төслийн зорилтуудад хүрэх.

Төслийн өгөгдлийн менежментэд (PDM) тодорхойлсон гарцуудын нэгэнд хүрсэн боловч нөгөө нь явцын дундаа байна. Цаашилбал, төслийн зорилтуудад хүрэх түвшинг харуулдаг гурван индексийн хоёр нь явцын дундаа байна.

2) Төслийн зорилтуудад хүрэхэд тус болж буй хүчин зүйлс.

- Үр дүнтэй ТХХТ-ийн талаар урьдчилан мэдэх ажиллагааг сонирхсон гол талуудад танилцуулсан бөгөөд ТХХТ-ийн агуулгыг хуваалцаж, илүү сайн ойлгосон болно. (Гарц 1)
- Үйл ажиллагааг бараг байнга хэрэгжүүлж, идэвхжүүлж байсан. Үйл Ажиллагааны Төлөвлөгөөнөөс гаргасан төслүүдийг ТХХТ-ийн шинэ Бичиг баримтыг баталснаар материалжсан буюу хэрэгжсэн (Гарц 2-1).

3) Төслийн зорилтуудад хүрэхэд саад болж байгаа хүчин зүйлс

Кэйс судалгааг түдгэлзүүлэх (Төслийн зорилт 1). ТХХТ-д гол үүрэг гүйцэтгэнэ гэж тооцоолж байгаа СЯ ХУХ-д оролцоогүйгээрээ ТХХТ-д нэг их чармайлт гаргахгүй байна. (Гарц 2-2).

Үр дүнтэй байдал (Дундаж)

Японы талаас оруулсан нэмэр хандив нь зүй зохистойгоор чанар, тоо хэмжээ ба цаг хугацааны ойлголтоор хийгдсэн болно. Гэвч Хяналтын Зөвлөлийн өөрчлөлт болон кэйс судалгаа зэрэг төлөвлөгөөний нэг хэсгийг түдгэлзүүлснээс шалтгаалсан хуваарийн саатлын улмаас энэ бүрэлдэхүүн зүйлийг дараах байдлаар үнэлсэн байна. Үүнд:

1) Орц.

Төслийн зорилтуудад хүрэх явдлууд нь: Гарц 1-ийн хувьд бараг хүрсэн, Гарц 2-ын хувьд хэрэгжих шатандаа байгаа. Урлагын чанар, мэдлэг, харилцаа холбооны боломж, айлчлалын давтамж, хугацаа, цаг зэрэг ойлголтоорх Японы талын орцууд нь зохистой бөгөөд түвшин нь хангалттай байсан. Нөгөө талаар Хяналтын Зөвлөлийн өөрчлөлт болон кэйс судалгааг түдгэлзүүлсэн зэрэг нь бүрэлдэхүүн зүйлсэд сөргөөр нөлөөлсөн.

2) Бусад доноруудтай хамтын ажиллагаа

ЖАЙКА-гийн мэргэжилтнүүд АХБ-тай хамтран ажиллахын үргэлж хичээж байсан бөгөөд мэдээлэл олж авах болон ярилцлага хийх байр суурьнаас маш өндөр үр дүнтэй байсан болно.

3. Нөлөө (Өндөр)

1) Урт хугацааны хөгжлийн бодлого ба үргэлжилсэн эдийн засгийн өсөлт

Өндөр түвшний зорилтуудын гурван индекс тус бүр нь зарим тохиолдлууд буюу кэйстэй байсан боловч эдгээр нь ТХХТ байгаагүй учраас одоогийн үнэлгээ нь явц дундаа байсаар байна. Хэдий

тийм боловч Монгол улс дахь ТХХТ нь төслийн шууд ба шууд бус оролцоог хамруулаад цааш хэрэгжих тооцоотой байгаа бөгөөд энэ төслийн нөлөө маш өндөр болно.

2) ТХХТ-ийн бус дэд бүтцийн төсөлд үзүүлэх нөлөө.

Нэгэнт ТХХТ-ийн орчинг шинэ ТХХТ-ийн Бичиг баримтыг батлахын тулд бүрдүүлсэн л бол ТХХТ-ийг оруулаад дэд бүтцэд зориулсан хөрөнгө оруулалтыг цаашид хэрэгжүүлсээр байх болно.

4. Тогтвортой байдал (Харьцангуй өндөр)

Бодлого, зохион байгуулалт, санхүүжилт ба технологийн талаас харьцангуй өндөр байхын тулд төслийн тогтвортой байдлыг үнэлсэн. Төслийн бүтээгдэхүүн ба ИМА-гаар батлагдсан Үйл Ажиллагааны Төлөвлөгөөтэй олон нийтлэг агуулгатай ТХХТ-ийн шинэ бичиг баримтыг батлах замаар төслийн хэрэгжүүлсэн үр дүн нь байнга амжилттай байна гэж тооцоолж байсан.

5-1 Бодлогын талаас.

Үр дүн нь үндэсний бодлогыг оруулаад бодлогын чиглэлийг шийдэж чадах, энэ 6-р сард болох ерөнхий сонгуулиас өмнө ИМА нь урт хугацааны бодлогын талуудыг урьдчилан харж чадахгүй. Нөгөө талаар, нэгэнт хуулийг баталсан л бол ТХХТ-ийн үндэсний зөвлөлийг төслийн хэрэгжүүлэх эрх бүхий байгууллагууд, стратеги, төсөв, удирдлага хяналтын хамт байгуулсан бөгөөд шууд гэрээнүүдээс зайлсхийнэ гэж тооцоолсон. Тийм учраас засгийн газрын ямар ч гол өөрчлөлт хийгдэхгүй бол бодлогын тогтвортой байдал өндөр байна гэж үзсэн.

5-2 Зохион байгуулалтын талаас.

Нэгэнт шинэ ТХХТ-ийн Хуулийн дагуу ТХХТ-ийн Нөхөрлөлийн Корпорацыг үүсгэн байгуулж ТХХТ-ийн төслийн багийг бүрдүүлсэн бол тогтвортой байдал хангагдана. Үүнд Хяналтын Зөвлөлийн өөрчлөлтөд хүргэж болзошгүй засгийн газрын ямар ч өөрчлөн зохион байгуулалт хийгдэхгүй гэсэн үг. Мөн Үйл Ажиллагааны Төлөвлөгөөнд тогтвортой байгууллагуудын хэрэгцээ шаардлагыг төлөвлөсөн болно.

5-3 Санхүүгийн талаас.

СЯ сүүлд энэ төсөлд хичээл зүтгэлээ зориулахаас шалтгаалан одооноос эхлээд энгийн төсвийг олж авах өндөр боломжтой болж байгаа юм. Шинэ ТХХТ-ийн Хуулийн дагуу төсвийг хангах үүрэг нь ТХХТ-ийн Нөхөрлөлийн Корпорацийн төлөө болно. Засгийн газрыг өөрчлөх эрсдэлээр үүсэх хөрвөх чадвартай хүчин зүйлсээс гадна тогтвортой байдлыг харьцангуй өндөр байна гэж үзсэн болно.

5-4. Технологийн талаас.

Төслийн багийн ИМА-д өгөх ТХХТ-ийн Удирдамжууд нь прагматик бөгөөд гарын авлага хэлбэрээр ихээхэн үүрэг гүйцэтгэнэ гэж тооцоолж байна. Мөн ТХХТ-ийн Нөхөрлөлийн Корпораци нь ТХХТ-ийн чуулга уулзалтуудыг зохион байгуулах болон сургалтуудыг явуулах ёстой. Тийм учраас суралцсан ажилтнууд алга болохгүй л бол тогтвортой байдал харьцангуй өндөр байна.

Дүгнэлт

Энэ төслийг “Үр нөлөөтэй” болон “Үр ашигтай” байдлын хувьд дундаж гэж үнэлэгдсэн боловч “Зохистой байдал”, “Нөлөө”, “Тогтвортой байдлын” хувьд өндөр буюу харьцангуй өндөр гэж үнэлэгдсэн. Эцэст нь, ЖАЙКА-гийн зэрэглэлийн шалгуурын дагуу нийт үнэлгээ өндөр байна. Хяналтын Зөвлөлийн өөрчлөлтөөс шалтгаалсан саатлаас болж зүйл тус бүрийн зэрэглэл доошилсон болно.

Нөгөө талаар, төслийн багийн эерэг хүчин чармайлтын үр дүнд төсөлд зохих гол яамдуудыг хамруулж болох бөгөөд ТХХТ-ийн талаархи үндсэн ба практик сургалтуудаар дамжуулан ТХХТ-ийн чадавхыг бэхжүүлэлтийг сайжруулахад тус нэмэр болж болно. Энэ нь нөлөө үзүүлж байгаа бүрэлдэхүүн зүйлсэд өндөр үнэлгээ хийхэд хүргэсэн. Мөн төслийн эцэст СЯ-ны хичээл зүтгэл гаргаж эхэлсэн бөгөөд санхүүгийн тогтвортой байдалд хүргэхээр тооцоолж байна. Энэхүү хичээл зүтгэл болон шинэ ТХХТ-ийн бичиг баримтыг батална гэсэн хүлээлттэйгээр ТХХТ-ийн орчинг сайжруулах явдлыг хурдасгахын тулд урьдчилан тооцсон болно.

Үүнтэй нэгэн зэрэг, Үйл Ажиллагааны Төлөвлөгөөний бүрэлдэхүүн агуулга, энэ төслийн гарц, Монгол улс дахь ТХХТ-ийн орчинг идэвхжүүлэх явдлууд сайжирна гэдгийг засгийн газар аажмаар ойлгоно гэж хүлээж байна. Дэд бүтцийн хөгжлийг сайжруулах явдал ахих бөгөөд төслийн зорилтуудад бараг бүрэн хүрнэ гэж тооцоолж байна.

Үүнээс гадна, Үйл ажиллагааны төлөвлөгөөг хэрэгжүүлснээр зарим асуудлуудад ахиц гарна. Тийм учраас энэ төсөл төлөвлөсний дагуу эх буюу анхны хөтөлбөрийн дагуу хэрэгжих болно гэж дүгнэж байна.

(ЖАЙКА-гийн мэргэжилтнүүдийн багийн санал, зөвлөмж)

Багаас дээрх үнэлгээнд зарим нэмэлт санал, зөвлөмж өгч байна. Үүнд:

- Боловсон хүчний байнгын өөрчлөлт ба ажлаас халахаас шалтгаалан туршлагын зохион байгуулалтын хуримтлалыг авч үзэхэд бэрхшээлтэй.
- ЭЗХЯ-ыг татан буулгаснаар назгайрсан үе үүсэх.

Терминалын тайлангаар дээр дурдсан хоёр асуудал дээр нэмж хэлэхэд бидний гарцад хүрэхэд илүү их цаг шаардахад хүргэдэг дараах асуудлуудыг бүрэн материалжуулж чадна. Үүнд:

- Гол үйл ажиллагаа нь ТХХТ-ээс ихээхэн өөр ЭЗХЯ-нд үүсдэг ИМА-гийн ТХХТ-ийн туршлага дутмаг байх явдал.
- Холбогдох яамдуудын нэгнийх нь удирдлага болох Аж Үйлдвэрийн Яам нь өөр яаманд харьяалагддаг салбарын төслийг шууд гэрээний төрөл гэж ангилах эсэхийг шийддэг зохисгүй шийдвэр гаргах бүтэц.
- Ажилтнуудын тоо цөөхөн (зөвхөн найм) байгаагаас үүдсэн саадууд.

Урьдчилан мэдэх явдлыг сайжруулах болон хариуцсан яаманд хэрэгжүүлэх цар хүрээг бэхжүүлэх явдлууд нь чанар ба тоо хэмжээний ойлголтоор бодит орцоор хангасан бөгөөд холбогдох үр дүн нь гарсан. Гэвч, дээр дурдсан саадуудаас болоод үр дүнгүүд нь тийм ч сайн байгаагүй. Юу хэрэгтэй вэ гэвэл төслийг хэрэгжүүлж дууссаны дараа Үйл Ажиллагааны Төлөвлөгөөг хэрэгжүүлэхээр зорьж байгаа талаас нь ТХХТ-ийн цаашдын хөгжлийн хүлээлттэйгээр 2016 оны 6-р сарын сонгуулийн дараа өөрчлөн зохион байгуулалттай холбоотой ТХХТ-ийн боломж ба ТХХТ-ийн шинэ тооцоон гарцыг ажиглах явдал болно.

5. Хэрэгжүүлж дууссаны дараах асуудлууд.

ЖАЙКА-гийн хийсэн терминалын үнэлгээний (1) төсөл болон (2) хичээлийн нэг хэсгийг дараах байдлаар нэгтгэсэн болно. “ЖАЙКА-гийн Мэргэжилтнүүдийн Багийн Санал, Зөвлөмж” гэсэн хэсэг нь үнэндээ ЖАЙКА-гийн терминалын үнэлгээ биш юм.

(1) Төсөл.

(1)-1 Төслийн эцсээс өмнө гүйцэтгэж дуусгах төлөвлөсөн ажлууд.

а) ТХХТ-ийн чадавхыг бэхжүүлэх

[Төслийн багийн үйл ажиллагаа]

- ТХХТ-ийн шалгалт ба хэрэгжүүлэлтийн талаархи удирдамжийг хэвлэх [МУЗГ-ын, ялангуяа, ИМА-гийн үйл ажиллагаа.]
- Эдгээр удирдамжуудыг ТХХТ-тэй холбоотой байгууллагуудад тараах

Туршлага, чадавхи дутагдах явдлууд зөвхөн ИМА-д бус, бусад ТХХТ-тэй холбоотой яамдуудад илэрсэн. Ялангуяа, ТЭЗҮ, санхүү, эдийн засгийн шинжилгээний чадавхи дутмаг байна. Эдгээр удирдамжуудыг ТХХТ-ийн чадавхыг сайжруулахад үнэтэй тус болно гэж үзэж байна.

(ЖАЙКА-гийн Мэргэжилтнүүдийн Багийн Санал, Зөвлөмж)

Гарц 2-9-д дурдсанчлан, тус баг нь удирдамжийн төслийн Англи хэл дээрхи хувилбарыг хийсэн бөгөөд Улаанбаатар хотод айлчлах хугацаандаа ИМА болон зохих яамдуудад агуулга, бүрэлдэхүүнийг тодруулж өгсөн байна. Монголын тал Монгол хэл дээрхи хувилбарыг оруулаад удирдамжийг хүлээн авна гэж хүлээж байгаа. Эдгээр хувиудыг 2015 оны 6-р сараас хойш тараах болно.

(1)-2 Төслийг хэрэгжүүлж дууссаны дараах төлөвлөсөн ажлууд.

а) ТХХТ-ийн орчныг сайжруулах

- ТХХТ-ийн шинэ Хуулийн болон түүний хэрэгжүүлэлтийн бичиг баримтын баталгааг үйлдэх.
- Үйл Ажиллагааны Төлөвлөгөөний хэрэгжүүлэлтийн идэвхижүүлэлт.
- Хангалттай шалгалт хийх замаар зохих концессийн жагсаалт гаргах.

б) ТХХТ-ийн практик чадавхыг бэхжүүлэх

- ТХХТ-ийн төслийн хэрэгжилтээр дамжуулан практик туршлага хуримтлуулах замаар ИМА-ийн чадавхыг бэхжүүлэх.
- Удирдамж, туслалцаагаар хангах замаар гол яамдуудын чадавхыг бэхжүүлэх.

в) Хэвийн байдал оруулах

- Хариуцсан яаман дахь өөрчлөлт болон боловсон хүчний тоог цөөлөх явдал байхгүй.
- Нэг яам ТХХТ-ийг хариуцах ёстой бөгөөд шуурхай шийдвэр гаргалт хийгдэх ёстой.

Энэ жилийн эцсээр ТХХТ-ийн шинэ хуулийн бичиг баримтыг УИХ-д оруулах тооцоотой байна. Төслийн үр дүнг бодлого, зохион байгуулалт, санхүүжилт, технологи зэрэг талаас нь тогтвортой байлгах шаардлагатай. ТХХТ-ийн шинэ хуулийг зааснаар ТХХТ-ийн улсын зөвлөлийг байгуулах тооцоотой бөгөөд төслөөс санал болгосон ТХХТ-ийн Түншлэлийн Корпораци болон Үйл Ажиллагааны Төлөвлөгөөний ихэнхи бүрэлдэхүүн зүйлсийг тусгана.

Мөн ИМА болон зохих яамдууд дахь ТХХТ-ийг ойлгох явдлыг сайжруулах ёстой. Тухайлбал, ИМА болон холбогдох байгууллагууд нь чадавхи болон хариуцсан яамдуудаас санал болгосон төслүүдийг үнэлж сонгох чадвартай ажилчид дутмаг байна. Энэ нь бизнесийн ашигт ажиллагааг автоматаар шууд орхигдуулан жагсаалт гаргахад хүргэдэг.

(ЖАЙКА-гийн Мэргэжилтнүүдийн Багийн Санал, Зөвлөмж)

Энэ төслийг терминалын тайлангаар санал болгосон төсөлтэй хамт дуусгах үед дагалдах үйлчилгээний зарим төрлийг хэрэгжүүлбэл зүйтэй байна. ТХХТ-ийн улсын зөвлөлийг болон ТХХТ-ийн Түншлэлийн Корпорацыг байгуулах тухайд, нэг иж бүрэн төсвийн талаасаа, СЯ-ны зөв оролцоо шаардлагатай гэж үзсэн.

(2) Хичээлүүд.

(2)-1 Төслийн бүтцийг гаргасны дараа гадаад хүчин зүйлүүдийг судлах, шинжлэхийн ач холбогдол.

Төслийн хамгийн том асуудал бол хэрэгжүүлэлт дэх ХЗ-ийн өөрчлөлт байсан. Өөрчлөн зохион байгуулсны дараа ХЗ-ийг өөрчлөх хүртэл ихээхэн хугацаа өнгөрсөн. Мөн энэ өөрчлөлт нь ахиж байсан чадавхыг бэхжүүлэх хүчин чармайлтыг тасалдуулснаар ихээхэн цалгардуулалт үүсгэсэн байна. Хичээл нь дэлгэрэнгүй төлөвлөгөө хийх болон эдгээр хүчин зүйлсийг багасгах арга хэмжээг боловсруулахын тулд судлагдаж байгаа, төслийн үр дүнтэй хэрэгжүүлэлтэд саад болдог эрсдэлүүд ба гадаад хүчин зүйлсийг тодорхойлох явдал болно.

(2)-2 Хувилбарын үр нөлөөтэй байдал

Төслийн өөр нэг асуудал бол Монголын талын шалтгаанаар кэйс судалгааг түр зогсоосон явдал байлаа. Дараа нь төслийн баг бодитой нэмэр тус болсон илүү их практик сургалтыг хэрэгжүүлэх замаар ХЗ-ийн чадавхыг бэхжүүлэх асуудлыг авч үзсэн сэдэвт чиглэсэн хөтөлбөрт зориулсан кэйс судалгааг өөрчилсөн болно.

Үр дүнг хоёр шалтгаан тодруулсан байна.

Нэг нь төслийн багийн уян хатан хариу үйлдэл болон үргэлжилсэн ярилцлага байлаа. ХЗ болон зохих яамдуудтай холбоо харилцаатай байх нь тэдгээрийн хэрэгцээг тодорхойлсон бөгөөд илүү үр дүнтэй сургалт хийхэд хүргэсэн.

Нөгөө нь сэдэвт чиглэсэн хөтөлбөрт хувилбар хэлбэрээр дурдсан Төслийн өгөгдлийн менежмент /ТӨМ/ байлаа. Төслийн жинхэнэ хэрэгжүүлэлтэд маш их практик туслалцаа үзүүлэх энэхүү кэйс судалгаа нь төсөл хэрхэн ахихаас хамааран материалжуулахгүй боломжтой байна. Тийм учраас кэйс судалгааг хэрэгжүүлээгүй үед сэдэвт чиглэсэн хөтөлбөр нөгөө хувилбар нь байна гэж ТӨМ тэмдэглэсэн. (ТӨМ-ийг өөрчлөөгүй.)

(ЖАЙКА-гийн Мэргэжилтнүүдийн Багийн Санал, Зөвлөмж)

Баг нэг асуудлыг гарган тавьж байна.

Монгол улсын шинж байдалтай тулж ажиллах хэрэгцээ.

Энэ төслийг оруулаад Монгол улсын АЕХТ-ны үйл ажиллагаанд зарим шинж байдлуудтай тулж ажиллах шаардлагатай гэж үзэж байна.

- Засгийн газар зэрэг Монгол улсын ХЗ-ийн төсөв ба боловсон хүчний ихээхэн дутагдалтай байдал.
 - Чадавхыг бэхжүүлэх шинж төслүүдийн хувьд, ХЗ-ийн ажилчдын тоо ба төсөв, засгийн

газрын ашиг тус хүртэгсдэд илүү их хүчин чармайлт тавих. Үүнтэй зэрэгцээд, Японы зөвлөх багийнхан (АХБ-ны төслүүд ингэж байнга хийдэгчлэн) орон нутгийн ажилтнуудыг ашиглах явдлыг нэмэгдүүлэх шаардлагатай байна.

- Улс төрийн оролцоо хүчтэй байгаа бөгөөд энэ нь ХЗ-ийн боловсон хүчинд байнга өөрчлөлт хийхэд хүргэх болно.
- Хууль болон бодлогын удирдамжуудыг хэрэгжүүлэх явдлыг зөв хийгээгүй.
 - Улс төрийн оролцооноос зайлсхийж, Хэлэлцүүлгийн бүртгэл ба ТӨМ-ийг хийх шатанд хуулийг дагаж мөрдөхийн тулд хуваарийг гаргах шаардлагатай. Мөн илүү хүчтэй удирдлага хэрэгтэй байна. улс төрийн оролцоог болсон явдлын цаана ерөнхийд нь хийгдсэн гэж үзэхдээ АХБ ба хэвэл мэдээллийн хэрэгсэл зэрэг олон улсын байгууллагуудыг оруулаад бүтцийг бий болгож байгаа “хүчирхэг ТХХТ”-ийг хэрэгжүүлэх хөгжингүй аргатай байх хэрэгтэй байна.

Annex

Annex 1. Results of the Project

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

List of Equipment

Annex 2. PDM and Monitoring Sheet

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

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

- Record of Discussion, 29th January, 2014
- Minutes of Meetings, 6th December, 2013
- Minutes of the 1st JCC, 25th September, 2014
- Minutes of the 2nd JCC, 29th June, 2015
- Minutes of the 3rd JCC, 21st 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. 16th(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 walfare 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 planing department Ts.Tsolmongerel

Ministry of Economic Development Officers and Directors

Agenda of PPP Type II Seminar on June 6th 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

№	Name	Organization	Position
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.Bekhbat 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.Bekhbat 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
Private Sector Participants			
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	Javkhlantugs	
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 Ecomaic	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"> • The procurement process for PPP projects is one of important issues for the development of PPP project. • The presentation addresses the key points in procurement process, including <ul style="list-style-type: none"> * Tender process (tender documents, tender announcement and Pre-qualification) * Bids evaluation criteria * Process for contract award • Presentation is prepared based on reference systems for PPP in other countries, including Japan, Philippine and UK
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 30th 2015

Place: At MOJC 2nd 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
Line ministries				
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	ХОТЗА	manager
14	M.Uyanga	Ministry of labour and social welfare	ХАХБХЗГ	officer
15	D. Chinmandakh	Ministry of labour and social welfare	НХБХЗГ	officer
16	A. Lkhamserjid	Ministry of Construction and Urban Development	Division of foreign cooperation	senior officer
DBM & MCCI				
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
Private companies/Organizations				
24	D. Odkhuu	Rich Golden bulls education	Financial Department	Head
25	Enkhtuya	Rich Golden bulls education	Foreign affairs	Manager
26	S.Enkhbaatar	MIH LLC		advisor
Other				
27	U. Batzorig	MonEF	Officer for training and development	
28	Ts. Erdenebaatar		deputy	

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

5th Type II Seminar:

FINANCING FOR PPP PROJECT

(8th 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
JICA				
1	Sawada	JICA office		
2	Saikhantuya	JICA office		
3	Tuvshin-Od	JICA office		
Ministries				
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	Ulzijjargal	Ministry of Road and transportation		
17	Dechin	Ministry of environment ⁸ green development and tourism		
18	Gantulga	Ministry of environment ⁸ 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	
October 2014, JPN training participants				
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		
May, 2015, Malaysia training participants				
36	S.Undrakh	IMA		
Development Bank of Mongolia				
37	S.Tsevegmid	DBM	Investment management division of Investment department	Head
38	Bayarkhuu	DBM	Investment Department	
Commercial banks				
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		
Private companies/Organizations				
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		
Other organizations				
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**

6th Type II Seminar on

Project Management in PPP Projects

(10th of November, 2015, 2nd 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	Nadmidtседен	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	
Commercial banks				
25	J.Boldmaa	SMBC	Assistant Representative	
26	Hajime Uchida	SMBC	Chief Representative	
27	Enkbold	Golomt bank		
28	B.Tengis	Golomt bank		
29	Enkhat			
30	Myagmardorj			
31	Nyamdelger			
32	Battulga Ganzorig			
Other organizations				
33	Khulangoo	The business council of Mongolia		
34	Enkhtsogt	Sojitz Corporation Liaison office	Deputy representative	
35	Sereedari	Sojitz Corporation Liaison office	Marketing manager	
Private companies/Organizations				

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	
Concessionaires			
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
Panelists: some more panelists from donor agencies and/or embassies might join.
- Mr. Batbayar, Head of the PPP and Concession Division, IMA
 - Mr. Tsunoda, Senior Adviser, JICA HQs,
 - MOF representative,
- 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
IMA			
1	Ts.Batbayar	IMA	PPP Concession
2	M.Mandakh	IMA	PPP Concession
Ministries and others			
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
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. 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
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. 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
Outputs					
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. 1-1-2. Questionnaire survey to the participants in the awareness raising activities, such as seminars, workshops, etc.	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
	The Japanese Side	The Mongolian Side	
0 Refine the capacity matrix of the key stakeholders.	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)	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.).	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	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).	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.)	<Issues and countermeasures> Sufficient staffing has not been secured for the Project by IPPP Department, MED. Measures to address the issue are yet to be taken.
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	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 1
Dated June 19, 2014

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

Inputs	Year												Remarks	Monitoring					
	2014			2015				2016						Issue	Solution				
	II	III	IV	I	II	III	IV	I	II	III	IV								
Expert																			
PPP Policy / Institutional Framework	Plan	Actual													None	None			
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																	
Equipment																			
Server computer and others as described in R/D	Plan	Actual															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
Training in Japan																			
Training for Counterpart Personnel / Relevant Parties	Plan	Actual													Waiting for confirmation of JICA training center's availability (to be informed in Jun end)	None	None		
In-country/Third country Training																			
Third country training for Counterpart Personnel / relevant Parties	Plan	Actual													Its schedule will be discussed after training in Japan is fixed.	None	None		
Activities													Responsible Organization		Achievements	Issue & Countermeasures			
Sub-Activities													Japan	GOM					
Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the																			
1.1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).	Plan	Actual													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	Actual													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).		
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program.	Plan	Actual													JICA	MED/IPPP 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.																			
2.1 Assess policy and institutional framework for further PPP promotion and produce a report	Plan	Actual													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.	
2.2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PIP).	Plan	Actual													JICA	MED/IPPP Dept.	None	None	
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.	Plan	Actual													JICA	MED/IPPP Dept.	None	None	
2.4 Develop an action plan for better coordination and collaboration in PPP.	Plan	Actual													JICA	MED/IPPP 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	Actual														MED/IPPP Dept.	None	None	
2.6 Select candidate projects based on the agreed criteria.	Plan	Actual													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.	
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.	Plan	Actual														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.	
2.8 Produce case study materials using the experiences of those projects.	Plan	Actual													JICA	MED/IPPP 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	Actual													JICA	MED/IPPP Dept.	None	None	
Duration / Phasing	Plan	Actual															None	None	
Monitoring Plan													Remarks	Issue	Solution				
Monitoring																			
Joint Coordination Committee	Plan	Actual													None	None	None		
Set-up the Detailed Plan of Operation (Work Plan)	Plan	Actual													None	None	None		
Submission of Monitoring Sheet	Plan	Actual													None	None	None		
Monitoring Mission from Japan	Plan	Actual													JICA consultant team is not aware of its timing.	None	None		
Terminal Monitoring	Plan	Actual													None	None	None		
Post Monitoring	Plan	Actual													None	None	None		
Reports/Documents																			
Work Plan	Plan	Actual													None	None	None		
Project Completion Report	Plan	Actual													None	None	None		

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

Version 2
Dated October 31, 2014

Model Site: None

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
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. 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
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. 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.
Outputs					
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
	The Japanese Side	The Mongolian Side	
0 Refine the capacity matrix of the key stakeholders.			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 3. Provision of machinery and equipment (1) Machinery and Equipment (if necessary)	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.	(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.)	<Issues and countermeasures> 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.
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	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.
2-2 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 2
Dated October 31, 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
Expert														
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													
Equipment														
Server computer and others as described in R/D	Plan													
	Actual													
Training in Japan														
Training for Counterpart Personnel / Relevant Parties	Plan													
	Actual													
In-country/Third country Training														
Third country training for Counterpart Personnel / relevant Parties	Plan													
	Actual													
Activities														
Sub-Activities														
Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders.														
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													
Output 2: Involvement of IPPP Department 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	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 benefited 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													
Duration / Phasing	Plan													
	Actual													
Monitoring Plan														
Monitoring														
Joint Coordination Committee	Plan													
	Actual													
Set-up the Detailed Plan of Operation (Work Plan)	Plan													
	Actual													
Submission of Monitoring Sheet	Plan													
	Actual													
Monitoring Mission from Japan	Plan													
	Actual													
Terminal Monitoring	Plan													
	Actual													
Post Monitoring	Plan													
	Actual													
Reports/Documents														
Work Plan	Plan													
	Actual													
Project Completion Report	Plan													
	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

Version 3
Dated February 27, 2015

Model Site: None

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
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. 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.
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. 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/PPPP 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.
Outputs					
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
	The Japanese Side	The Mongolian Side	
0 Refine the capacity matrix of the key stakeholders.	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)	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.).	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	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).	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.)	<Issues and countermeasures> 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.
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	4. Others as necessary	
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		
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										Monitoring				
Inputs	Year	2014				2015				2016	Remarks	Issue	Solution	
		II	III	IV	I	II	III	IV	I					II
Expert														
PPP Policy / Institutional Framework	Plan										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 IPPP 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 IPPP department in MED (which was dissolved) and new framework by the former DG of IPPP 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 IPPP Dept. staff.	
PPP financing 1	Actual													
PPP financing 2	Plan													
PPP infrastructure	Actual													
PPP procurement process	Plan													
Awareness raising	Actual													
Coordination	Plan										Domestic work only			
Equipment														
Server computer and others as described in R/D	Plan										None	None	None	
Training in Japan														
Training for Counterpart Personnel / Relevant Parties	Plan										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 IPPP 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.	
In-country/Third country Training														
Third country training for Counterpart Personnel / relevant Parties	Plan										The schedule of the third country training in Malaysia was postponed, until the positioning of IPPP department becomes clearer.	None	None	
Activities														
Sub-Activities														
Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private														
1.1 Design awareness raising programs (e.g., target groups, themes, implementation modalities, etc.).	Plan										JICA	MED/PPP 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/PPP 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/PPP Dept	None	None
	Actual													
Output 2: Involvement of IPPP Department 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	MED/PPP Dept.	The draft assessment report was submitted to the Concession division in October 2014.	Under the organizational restructuring around IPPP 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/PPP 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/PPP 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/PPP 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/PPP Dept.	None	None
	Actual													
2.6 Select candidate projects based on the agreed criteria	Plan										JICA	MED/PPP Dept.	JICA expert team recommended the Baganuur Power Project as the first candidate for the Case study. However, IPPP 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/PPP 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/PPP 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/PPP Dept.	None	None
	Actual													
Duration / Phasing	Plan												None	None
	Actual													
Monitoring Plan														
Monitoring														
Joint Coordination Committee	Plan										It is expected to be held, after new M/M is signed.	None	None	
	Actual													
Set-up the Detailed Plan of Operation (Work Plan)	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													
Reports/Documents														
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 2nd 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
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. 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.	
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. 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/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.	
Outputs					
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
	The Japanese Side	The Mongolian Side	
0 Refine the capacity matrix of the key stakeholders.	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)	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	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.	
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)	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.	
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	3. Administrative and operational expenses (e.g. electricity, water, communication, financial incentives for the Mongolian side official, etc.)	
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 4
Dated August 28, 2015

Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia	Year												Remarks	Monitoring																		
Inputs	2014			2015			2016			2017			2018			2019			2020			2021			2022			2023			Issue	Solution
	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III		
Expert																																
PPP Policy / Institutional Framework																												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.			
PPP financing 1																																
PPP financing 2																																
PPP infrastructure																																
PPP tender process (PPP procurement process)																																
Awareness raising																																
Coordination																																
Equipment																																
Server computer and others as described in RD																												None	None	None		
Training in Japan																																
Training for Counterpart Personnel / Relevant Parties																												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		
In-country/Third country Training																																
Third country training for Counterpart Personnel / relevant Parties																												The study trip to Malaysia was conducted from 6th to 14th June and 19 participants attended the program from IMA and the related Ministries. IMA and the participants highly evaluated the program.	None	None		
Activities																																
Sub-Activities																																
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.)																												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	
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)																												JICA	Concession and PPP Division of IMA	Type II Seminar (#4) 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.	
1.3 Monitor the implementation status of awareness raising programs and reflect the results to the next program																												JICA	Concession and PPP Division of IMA	None	None	
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.																												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.	
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.																												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	
2.3 Hold dialogues with private sector on PPP business environment and produce deliverable documents to include comments, requests and recommendations.																												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	
2.4 Develop an action plan for better coordination and collaboration in PPP																												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.	
2.5 Monitor the implementation status of the action plan and reflect the results to the subsequent activities under the Project.																														None	None	
2.6 Select candidate projects based on the agreed criteria.																												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 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.	
2.7 Facilitate preparation and implementation of those projects, referring to experiences of Japan and/or third countries.																														Concession and PPP Division of IMA		
2.8 Produce case study materials using the experiences of those projects																												JICA	Concession and PPP Division of IMA	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.																												JICA	Concession and PPP Division of IMA	JICA experts provided the lecture on "PPP project screening" as the Type II Seminar (#4), which was held on June 30, 2015.	None	
Duration / Phasing																															None	None
Monitoring Plan																																
Monitoring																																
Joint Coordination Committee																																
Set-up the Detailed Plan of Operation (Work Plan)																												The second JCC was held on 29th June.	None	None		
Submission of Monitoring Sheet																												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		
Monitoring Mission from Japan																												JICA expert team is not aware of its timing.	None	None		
Terminal Monitoring																												None	None	None		
Post Monitoring																												None	None	None		
Reports/Documents																																
Work Plan																												None	None	None		
Project Completion Report																												None	None	None		

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
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. 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 IPPPP Department, MED 2. Information provided by IPPPP Department, MED 3. Information provided by IPPPP 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.
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. 2. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPPP 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 IPPPP Department.	1. Self-diagnosis by IPPPP 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 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.	
Outputs					
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 IPPPP 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 Ujgi 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.	

Activities	Inputs		Pre-Conditions
	The Japanese Side	The Mongolian Side	
0 Refine the capacity matrix of the key stakeholders.	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 IPPPP 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.	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.).	2. Trainings of counterpart personnel in Japan and/or third countries	2. Provision of the project offices and facilities in IPPPP 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.	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).	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.)	
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.			

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	Monitoring		
		II			III			IV			I			II			III			IV			I			II			III			IV			Issue	Solution					
		Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...	Plan	Actual	...										
Expert																																							Issue	Solution	
PPP Policy / Institutional Framework	Plan																																					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	
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																																									
Equipment																																							Issue	Solution	
Server computer and others as described in R/D	Plan																																					None	None	None	
Actual																																									
Training in Japan																																							Issue	Solution	
Training for Counterpart Personnel / Relevant Parties	Plan																																					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.	
Actual																																									
In-country/Third country Training																																							Issue	Solution	
Third country training for Counterpart Personnel / relevant Parties	Plan																																					None	None	None	
Actual																																									
Activities		2014												2015												2016												Responsible Organization		Achievements	Issue & Countermeasures
Sub-Activities		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.																																									
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																																									
Output 2: Involvement of the Concession and PPP Department of IMA (IPPP Department of MED) for facilitating PPP is																																									
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 2016 by 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. 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. 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.	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		
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	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																																									
Duration / Phasing	Plan																																							None	None
Actual																																									

Monitoring Plan	Year	2014			2015				2016				Remarks	Issue	Solution
		II	III	IV	I	II	III	IV	I	II	III	IV			
Monitoring															
Joint Coordination Committee	Plan													None	None
	Actual													None	None
Set-up the Detailed Plan of Operation (Work Plan)	Plan													None	None
	Actual													None	None
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
	Actual														None
Monitoring Mission from Japan	Plan													None	None
	Actual													None	None
Terminal Monitoring	Plan													None	None
	Actual													None	None
Post Monitoring	Plan													None	None
	Actual													None	None
Reports/Documents															
Work Plan	Plan													None	None
	Actual													None	None
Project Completion Report	Plan													None	None
	Actual													None	None

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, 29th 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 Infrascoppe", 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



ANNEX I

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

Version No. 0

Date : December 6, 2013

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal PPP is further promoted in Mongolia.</p>	<ol style="list-style-type: none"> [Reference] The number of PPP candidate projects with revenue stream and potentiality for commercial viability is increased. [Reference] The number of PPP projects with the completion of concession agreements is increased. [Reference] The number of the PPP projects which have already started the implementation is increased. <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"> Information provided by IPPP Department, MED Information provided by IPPP Department, MED Information provided by IPPP Department, MED 	
<p>Project Purpose Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.</p>	<ol style="list-style-type: none"> The practical capacity (*) of IPPP Department is enhanced. The capacity (**) of key line ministries involved in the Project is improved through the instruction and consultation by the IPPP Department. The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI. <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"> Self-diagnosis by IPPP Department and interviews/ questionnaire based on the assessment matrix (*) Self-diagnosis by the selected line ministries and interviews/ questionnaire based on the assessment matrix (**) Interviews/questionnaire based on the assessment matrixes (*) (**) 	<ol style="list-style-type: none"> The international and regional trend of PPP investment remains stable and sustainable. Political and macro-economic stability is retained to attract private sector to PPP. A package of policy measures is established by GoM to attract private sector to PPP.
<p>Outputs</p> <ol style="list-style-type: none"> Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector. Involvement of IPPP Department for facilitating PPP is improved. 	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> The planning framework of public investment program (e.g., criteria and standardized procedures) is properly formulated. The existing/in-service PPP projects, including the status of before/after concession agreements, are appropriately managed.

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Activities	Inputs		
<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 I¹) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II²).</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>	Japanese side	Mongolian side	
	<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>Pre-condition</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>

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

² "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.		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.
		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.	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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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.

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Tentative Plan on Operations (PO)

Annex II

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.).						1st Cycle										2nd Cycle									
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.																									

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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.

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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.

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Annex V

List of Required Equipment

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



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.

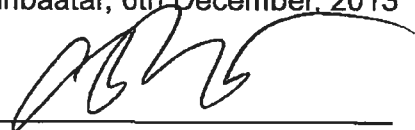
The Team had a series of meetings with the Department of Innovation and Public-Private Partnership, the Ministry of Economic Development (hereinafter referred to as "IPPP Dept.") and authorities concerned of the Government of Mongolia for the purpose of working out the details of the Project including 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 Infrascoppe", 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**



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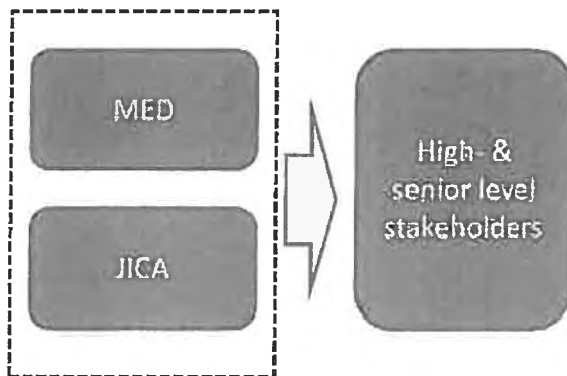
What to be achieved through the Project

	Expected achievements	Detail
Output 1: Effective ways of awareness raising activities on PPP is introduced and implemented for key stakeholders, including the private sector.	Output 1-1: 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
	Output 1-2: Awareness raising on PPP (technical aspects)	
Output 2: Involvement of IPPP Department for facilitating PPP is improved.	Output 2-1: Making the Action Plan - coordination with key ministries - dialogue with private sector	JICA consultant team
	Output 2-2: Practical approaches Option 1: case study on individual projects Option 2: topic oriented	

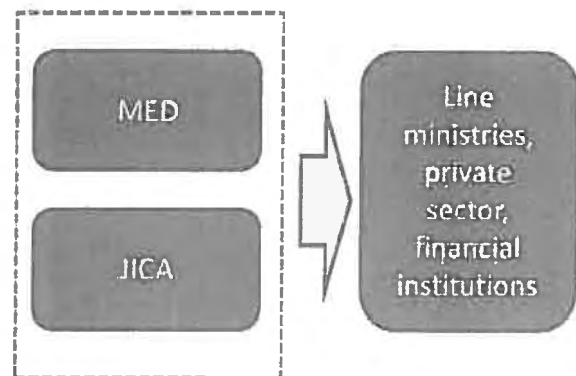
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Output 1: Awareness raising program

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

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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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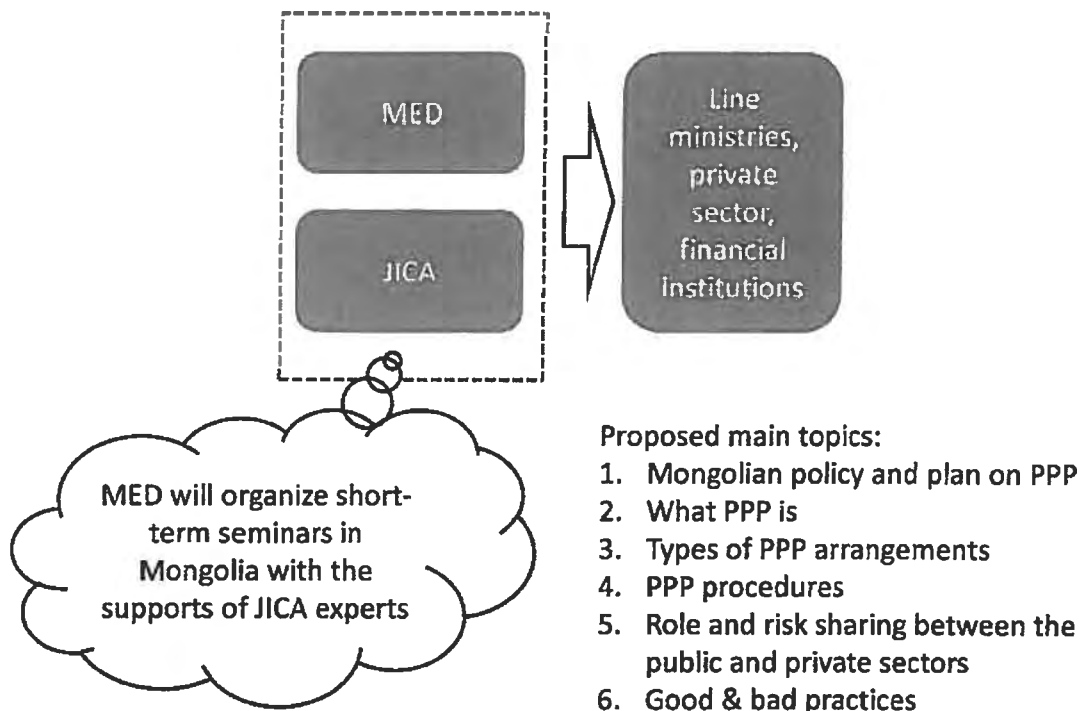
Tentative schedule of this program is as follows

	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



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Output 2-1: Making the Action Plan



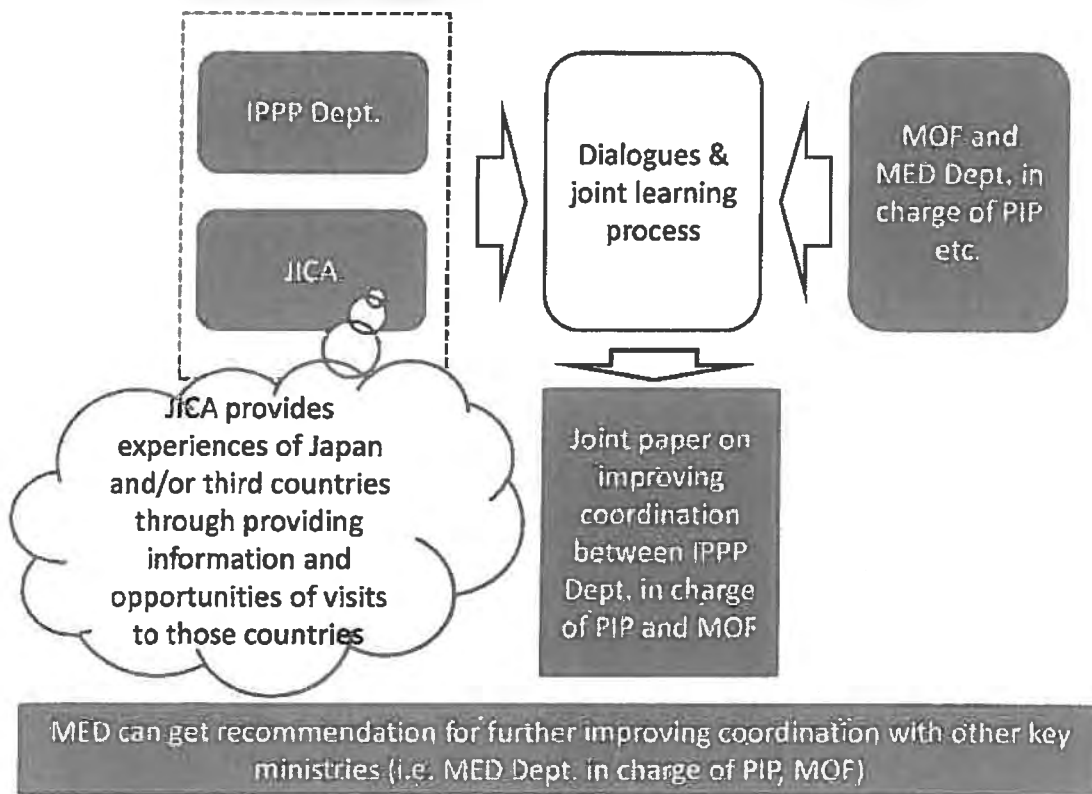
(*) The expected role of public sector will be further explored through the dialogues (i) among key ministries and (ii) with private sector, and finally input into action plan, referring to experiences of Japan and/or third countries. JICA will provide information and learning opportunities, e.g. visits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

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Output 2-1: Making the Action Plan

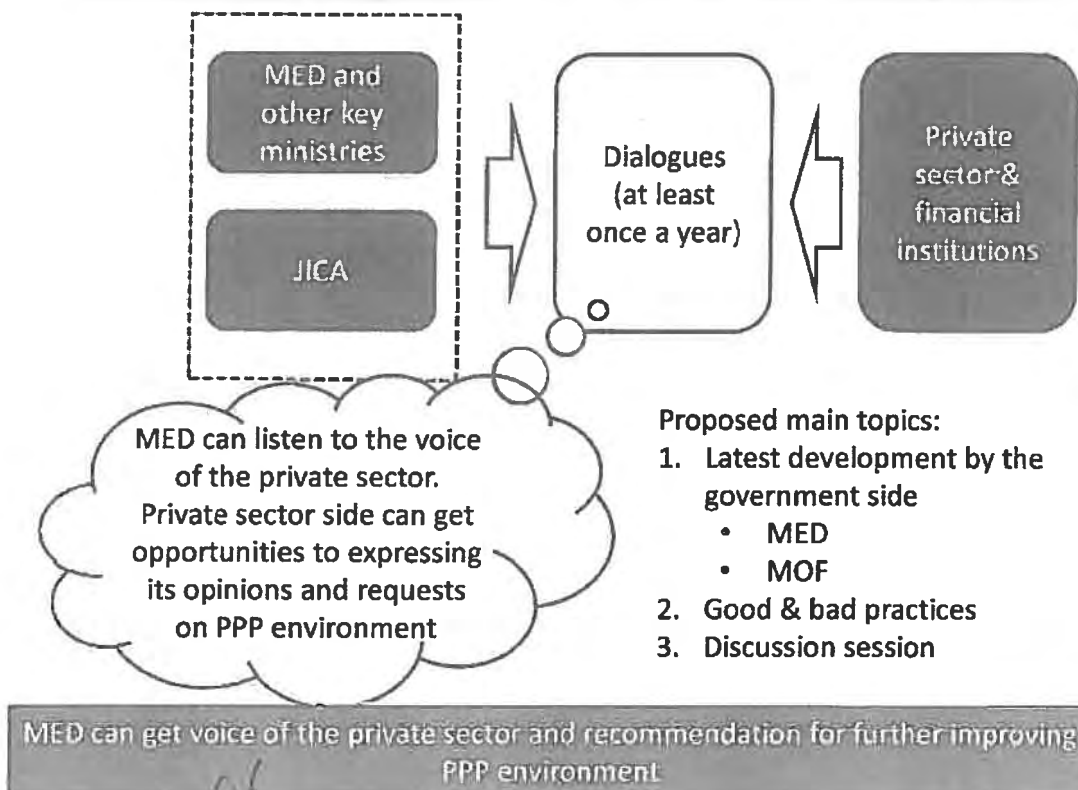
- Coordination with key ministries in particular MOF



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Output 2-1: Making the Action Plan

- Dialogue with private sector on PPP business environment



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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
<p>Overall Goal PPP is further promoted in Mongolia.</p>	<p>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.</p>	<p>1. Information provided by IPPP Department, MED 2. Information provided by IPPP Department, MED 3. Information provided by IPPP Department, MED</p>	
<p>Project Purpose Practical capacity of IPPP Department for the effective PPP planning and management is enhanced.</p>	<p>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.</p>	<p>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 (*)(**)</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

Activities	Inputs		
<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 I¹) and (ii) practical stakeholders from line ministries, private sector, financial institutions, and media etc. (Type II²).</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>	Japanese side	Mongolian side	Sufficient staffing and budget allocation are secured for the Project by IPPP Department, MED.
	<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>Pre-condition</p> <p>MED continuously makes efforts to finalize the concession list and elaborate the quality of PPP candidate projects.</p>

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

² "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 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 Tolman 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.

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.

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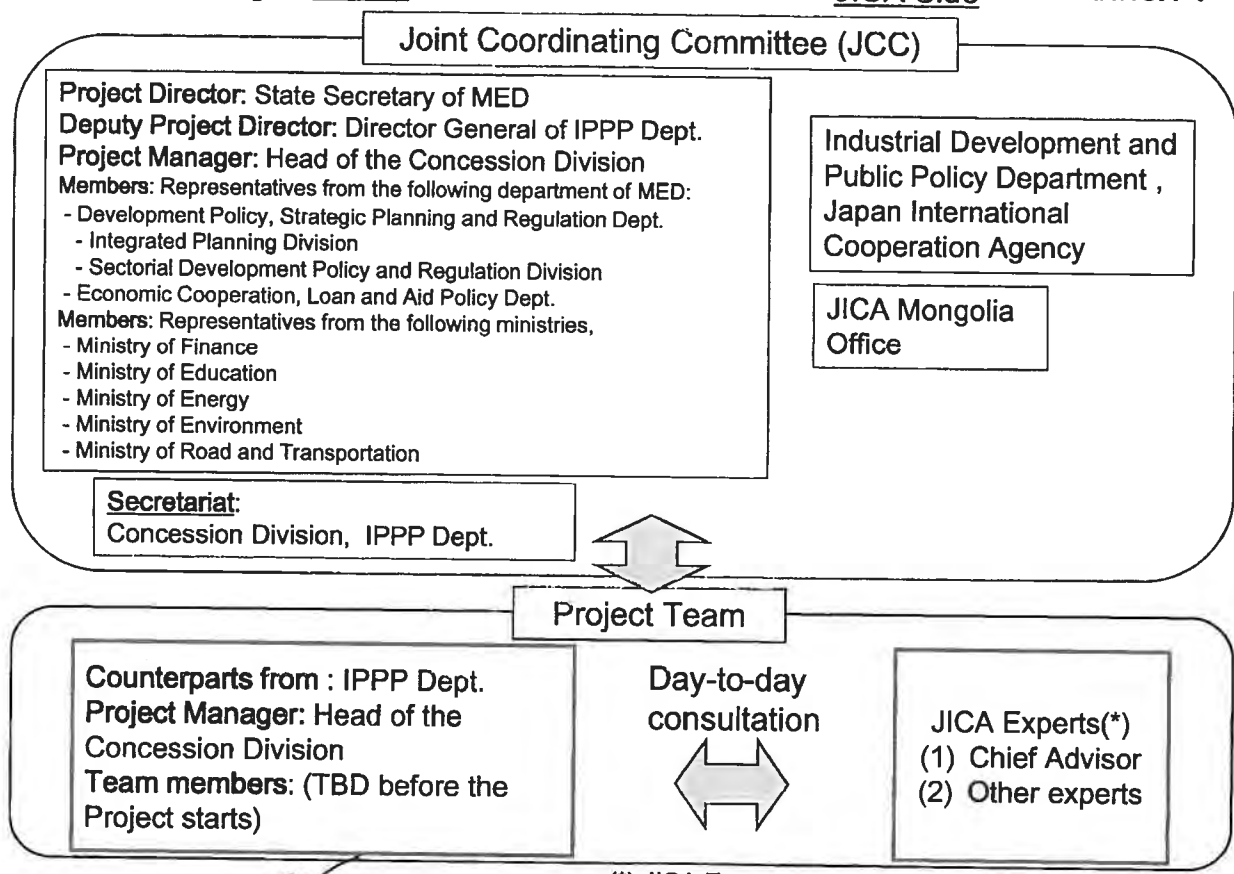
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Project Implementation Structure

Mongolian Side

JICA Side

Annex V



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(*) JICA Experts consists of academics and consultants.

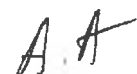
RECORD OF DISCUSSIONS
ON
THE PROJECT FOR CAPACITY BUILDING OF PUBLIC-PRIVATE
PARTNERSHIP
IN
MONGOLIA
AGREED UPON BETWEEN
MINISTRY OF ECONOMIC DEVELOPMENT OF MONGOLIA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Ulaanbaatar, [date]

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

Mr. Begzsuren SHINEBAATAR
State Secretary
Ministry of Economic Development
Mongolia

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

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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.

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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.

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(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



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.

 A.A



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

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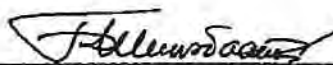


MINUTES OF JOINT COORDINATION COMMITTEE
ON
THE PROJECT FOR CAPACITY BUILDING OF
PUBLIC-PRIVATE PARTNERSHIP
IN
MONGOLIA
AGREED UPON BETWEEN
MINISTRY OF ECONOMIC DEVELOPMENT OF
MONGOLIA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Ulaanbaatar, 25th 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 16th 2014
- Type 2 seminars 1st held on June 6th 2014
- Handover of the equipment as described in the R/D, including computers on July 4th 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 2nd Type 2 seminar held on September 16th 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 23rd 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 26th 2014.

3. Other items of discussion

- ③ 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	Monitoring			
	2014				2015				2016					Issue	Solution		
Expert	J	F	M	A	J	F	M	A	J	F	M	A					
PPP Policy / Institutional Framework	Plan													None	None		
PPP financing 1	Plan													None	None		
PPP financing 2	Plan													None	None		
PPP infrastructure	Plan													None	None		
PPP procurement process	Plan													None	None		
Awareness raising	Plan													None	None		
Coordination	Plan													None	None		
Equipment	Plan													Confirmed supplies 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 finalized.	None		
Server computer and others as described in RFD	Plan													Waiting for confirmation of JICA training center's availability (to be informed in June and)	None		
Training in Japan	Plan													Waiting for confirmation of JICA training center's availability (to be informed in June and)	None		
Training for counterpart personnel / relevant parties	Plan													Waiting for confirmation of JICA training center's availability (to be informed in June and)	None		
So-called third country training	Plan													Waiting for confirmation of JICA training center's availability (to be informed in June and)	None		
Third country training for counterpart personnel / relevant parties	Plan													Waiting for confirmation of JICA training center's availability (to be informed in June and)	None		
Activities	Year												Responsible Organization		Achievements	Issue & Countermeasures	
Sub-Activities	2014				2015				2016				Japan	MOF			
Output 1: Effective ways of awareness raising activities on PPP to be introduced and implemented for key stakeholders, including the																	
1.1 Design awareness raising programs (e.g. target groups, venues, implementation modalities, etc.)	Plan													JICA	MED/PPP Dept.	Type I Seminar (PI), covering: (i) local policy framework, (ii) government's role in PPP and (iii) introduction of PPP in the infrastructure finance, was held on May 18, 2014, attended by MED, private sector and media.	Currently 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-level government officials from MOF, MOP, and law ministries (Type I) and (ii) practical stakeholders from the private sector, the social institutions, and media etc. (Type II).	Plan													JICA	MED/PPP Dept.	Type II Seminar (PI), covering: (i) project overview and (ii) risk sharing in PPP (based on the case of the power project in Indonesia), was held on June 5, 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 to be improved.																	
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. MOF 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 submit the results to the subsequent activities under the Project	Plan													JICA	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 initial number 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.
2.7 Facilitate promotion and implementation of those projects, referring to experiences of Japan and/or third countries.	Plan													JICA	MED/PPP Dept.	The internal consultation meeting (PI) 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 (or reference paper) e.g., project screening for PPP and project monitoring during the concession period.	Plan													JICA	MED/PPP Dept.	None	None
Duration / Phasing	Plan															None	None
Monitoring Plan	Year												Remarks	Issue	Solution		
Monitoring	2014				2015				2016								
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													JICA counterpart team is not aware of its timing.	None	None	
Terminal Monitoring	Plan													None	None	None	
Post Monitoring	Plan													None	None	None	
Reports/Documents	Plan													None	None	None	
Work Plan	Plan													None	None	None	
Project Completion Report	Plan													None	None	None	

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Tentative Plan of Operation

Version 1

MEMO, PR33+13, Line18, JICAR, mode7, others3

Revised September 20, 2014

Project Title: Project for Capacity Building of Public-Private Partnership in Mongolia		Year												Remarks	Issue	Solution									
		2014				2015				2016															
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Inputs																									
Expert																									
PPP Policy / Institutional Framework		None																							
PPP financing 1		None																							
PPP financing 2		None																							
PPP infrastructure		None																							
PPP procurement process		None																							
Assessment rating		Disseminate work only																							
Coordination		Disseminate work only																							
Equipment																									
Server computer and others to download in WU		Disseminate work only																							
Thinking in Japan		None																							
Training for Consultant Personnel / Resident Parties		None																							
In-country Training Capacity Training		None																							
Third country training for Consultant Personnel / Resident Parties		None																							
Activities		Responsible Organization												Achievements	Issue & Countermeasure										
Sub-Activities		Japan GOM																							
Output 1: Effective ways of government raising activities on PPP is introduced and implemented for key infrastructure facilities, etc.		Japan GOM												The Work plan is to be discussed at the first JCC. Type II Seminar (S2) was held on September 16, 2014, attended by 36 people from the private sector, 8 from MED, 18 from the ministries, 7 from media and 3 from others (plus 8 from JICA & JICA Expert Team). The agenda includes: 1) presentation on regulatory environment for PPP in Mongolia (by MED), 2) presentation on general status of PPP projects in Mongolia (by MED), and 3) presentation on global trend of PPP (JICA Expert Team), followed by Q&A session. Since MED requested action-value meeting, the additional Type II seminar for the Ministry of Energy will be held on 23rd of September 2014, with focusing on power sector. Based on the results described above, the first JCC will review and set the next stage work the Work plan will be finalized in a meeting.	In accordance with RCI, the Work plan describing all the expected activities was drafted. 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 issues on PPP for the general public.										
1.1 Develop assessment rating programs (e.g., target groups, themes, indicators, criteria, etc.)		JICA MED/PPP Dept.																							
1.2 Organize assessment rating activities on PPP for 10 high- and medium-level government officials from MED, MOF, and the ministries (Type II) and 10 private sector leaders from the education, private sector, financial institutions, and media via TVM ID.		JICA MED/PPP Dept.																							
1.3 Monitor the implementation status of government raising programs and reflect the results to the next program.		JICA MED/PPP Dept.												Not yet.											
Output 2: Involvement of IPPP Department for facilitating PPP is improved.		JICA MED/PPP Dept.												The preliminary information had been gathered from the external stakeholders and resources, including the related laws and regulations. The analysis on the current policy and institutional framework for PPP has progressed, including the analysis from the view point of country level management. Some acts, however, are yet to be finalized for performance contracts. MOF had invited but did not attend. Dialogue was held on September 16, 2014, jointly with the Type II Seminar (S2) mentioned in Output 1 above, with 36 people in attendance. Japan included 8, presentatives from the private sector companies (JICC, Newcost, etc.) on the progress of their projects and 1) panel discussion by those companies, MED, MRE, ADB consultant and JICA experts, and by Q&A session. 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. With the second session on the current situation of MED, the initial selection of the projects for the Case study shall be finalized in 1-2 projects and the remaining selection will be made by April 2015, if appropriate projects are identified. The seminar session to MED questionnaire on PPP experiences in Japan was made in the internal consultation meetings for the staffs in MED/PPP Dept. Each meeting's topics were as follows: 01 Overview of Japan PFI First System, 02 Unfinished PPP from under contract, 03 What is PPP and Value for Money, Attendance was about 3-4 staffs with Head of Committee IDB, each time.											
2.1 Amend policy and institutional framework for further PPP promotion and produce draft reports to be introduced at the first JCC and provide inputs to the Action plan.		JICA MED/PPP Dept.																							
2.2 Organize coordination meetings with the key government ministries and departments (e.g. MOF and MED Department in charge of PPP). The first one was held on Sep. 11 with participants from MED.		JICA MED/PPP Dept.																							
2.3 Hold dialogue with private sector on PPP business environment and produce deliverable documents to include economy, requests and recommendations.		JICA MED/PPP Dept.																							
2.4 Develop an action plan for further coordination and collaboration in PPP.		JICA MED/PPP Dept.																							
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.		MED/PPP Dept.																							
2.6 Select candidate projects based on the report criteria.		JICA MED/PPP Dept.																							
2.7 Produce preparation and implementation of these projects, relating to experiences of Japan under the same sector.		JICA MED/PPP Dept.																							
2.8 Produce case study materials taking the experiences of these projects.		JICA MED/PPP Dept.																							
2.9 Develop guidelines on PPP experience papers, e.g., project screening for PPP and project monitoring during the execution period.		JICA MED/PPP Dept.																							
Duration / Planning		None																							
Monitoring Plan		None																							
Monitoring		None																							
Joint Coordination Committee		The first meeting takes place on SEP 25 will depend on the results, the next stage activities will be arranged as needed if so.																							
Set-up the Detailed Plan of Operation (Work Plan)		The Work plan was drafted and is to be approved by JICAR.																							
Submission of Monitoring Sheet		The first sheet is to be submitted on or after June 2015. The second one according to the end of the year will be submitted in DEC 2014, then.																							
Monitoring Mission from Japan		JICA consultant team is not aware of the thing.																							
Terminal Monitoring		None																							
Post Monitoring		None																							
Reports/Outputs		None																							
Work Plan		None																							
Project Completion Report		None																							

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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**

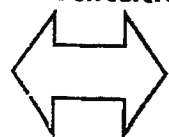
Secretariat:
Concession Division, IPPP Dept.



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

technicians and consultants.

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Handwritten signature or initials

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>орлоо</i> Kh. Khishigjargal Senior officer, Green Development Policy and Planning Department, Ministry of Environment and Green Development Policy	99022215 khishigjargal@mne.gov.mn
	D. Badruun	Officer, Debt Division Division, Debt Management Department, Ministry of Finance	badruun_d@mof.gov.mn 99064185
	B. Chimedkham	Officer, Legal division, Department of Public Administration	chimedkham@med.gov.mn 261575
	D. Suvdaa	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
	G. Sodbayar	Officer, Concession Division, IPPP Department, MED	g.sodbayar@gmail.com 264188
	D. Tsevelmaa	Officer, Concession Division, IPPP Department, MED	tsevelmaa@med.gov.mn 264726
Secretariat	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. Chimedkham and J. Delgerjargal have leave.

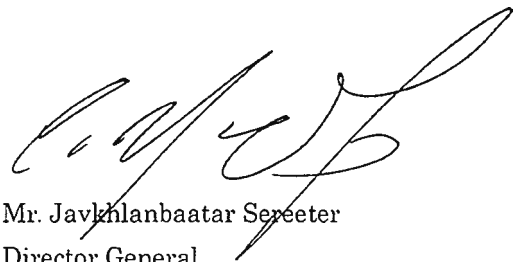
As for appendix 2, Work Plan is excluded since it was submitted already

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, 29th June, 2015



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



Mr. Javkhlanbaatar Sereteer
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.

- 1st training trip to Japan in October 2014
- 3rd type 2 seminar held on January 30th 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 25th 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 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.



CAPACITY BUILDING OF PUBLIC-PRIVATE PARTNERSHIP
IN MONGOLIA

**Action Plan
for better coordination
&
collaboration in PPP implementation
in Mongolia**

March 2016



株式会社 日本経済研究所
Japan Economic Research Institute Inc.

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



1

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 km²/ 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) , MTFP (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 MTFP'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 MTFP.
- ✓ 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

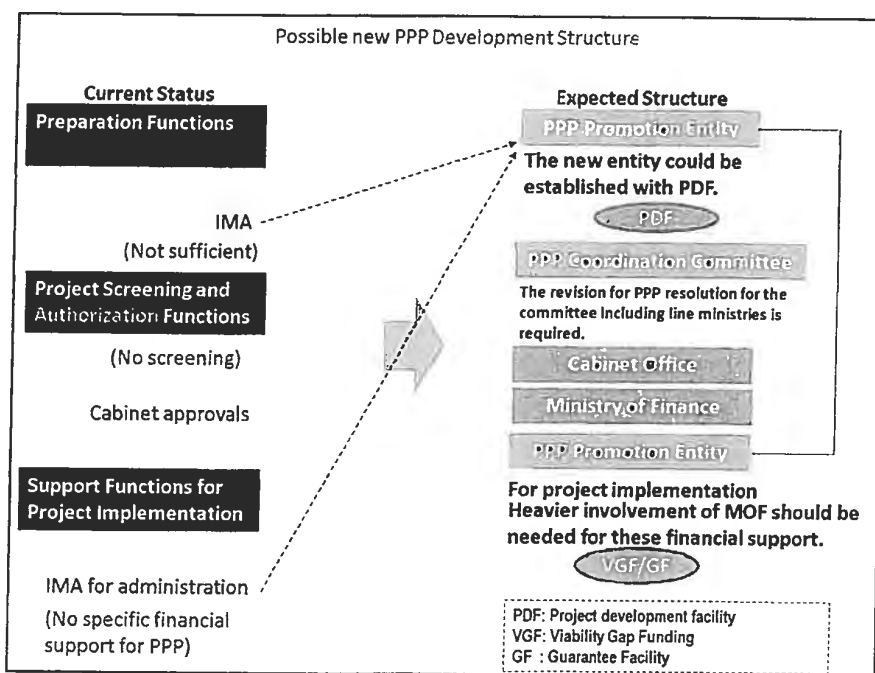
Project preparation and implementation

- 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)



Sum.

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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)

S.M.

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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.

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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



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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

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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

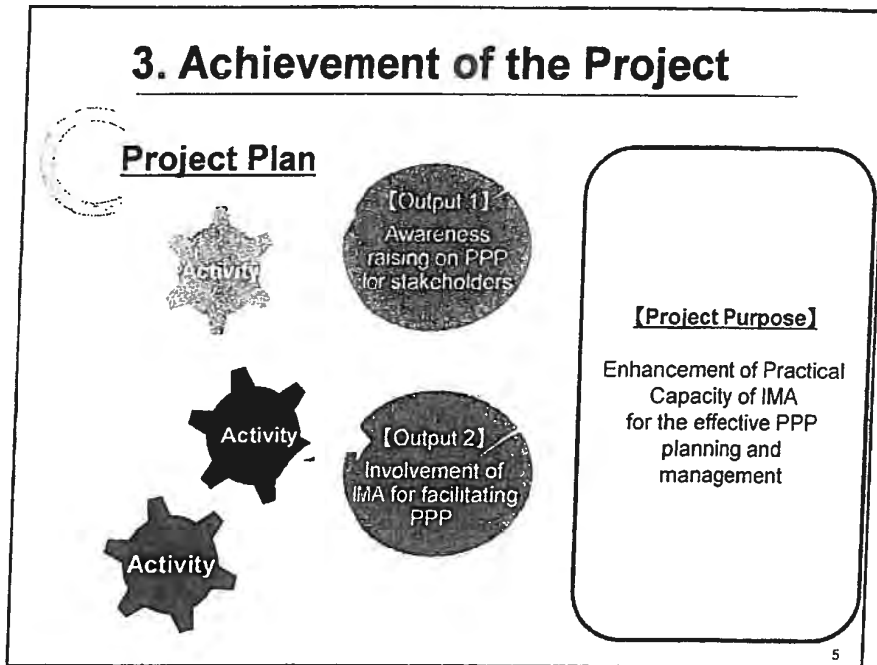
2. Evaluation Criteria

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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Output 1 Effective ways of awareness raising activities on PPP were introduced and implemented for key stakeholders, including the private sector.

➔ **4. Achieved**

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"> • Conducted A Type 1 Seminar and 20 officers participated • Conducted Type 2 Seminar 7times and 310 officers participated in total • Conducted training in Japan twice for 8 days and training in Malaysia once for 5 days. 10 officers participated in both trainings. • By the interview to participants, 70% of participants from Type 2 seminar replied it with 5 (or helpful) by five phases of evaluations.

*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"> Assessment report was approved among the parties concerned In JCC of March 2016, Action Plan was approved with an objective to use the content for the new PPP law The concrete enforcement of the proposal in Action Plan is expected to be promoted once new PPP law passed.
(2-2) Communication and coordination among the key government stakeholders are properly promoted	2	<ul style="list-style-type: none"> Communications among IMA and MOE/MOHS were facilitated 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.
(2-3) Communication between IMA and the private sector are improved.	2	<ul style="list-style-type: none"> Information sharing has been conducted through seminars and private sector appreciated it Communications with the private sector has not become interactive enough
(2-4) Practical experiences of PPP preparation and implementation are accumulated among the key government stakeholders	3	<ul style="list-style-type: none"> Since Baganuur plant project and Urugi hydro plant project for case study were canceled by reasons of Mongolian side, practical experience was not accumulated. Topic Oriented Program was conducted instead of case study, (Approved in Second JCC) 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.


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

7

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"> Practical knowledge was strengthened by trainings for new officers from IMA 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.
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"> The capacity of key line ministries was improved by Topic Oriented Programs. 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.
The reputation for Mongolian PPP environment is improved among the private sector and donors/DFI.	3	<ul style="list-style-type: none"> The interest in PPP of the private sector increased by the seminars. PPP environment has been improving through movements such as establishment of Law of Development Policy Planning and the proposal of the new PPP Law. The seminars were held in cooperation with the ADB.

*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	Evaluation	Project Evaluation
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.

Sum

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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.
- 12

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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	<ul style="list-style-type: none"> • Make guidebooks on Screening and Implimentation of PPP 	<ul style="list-style-type: none"> • 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

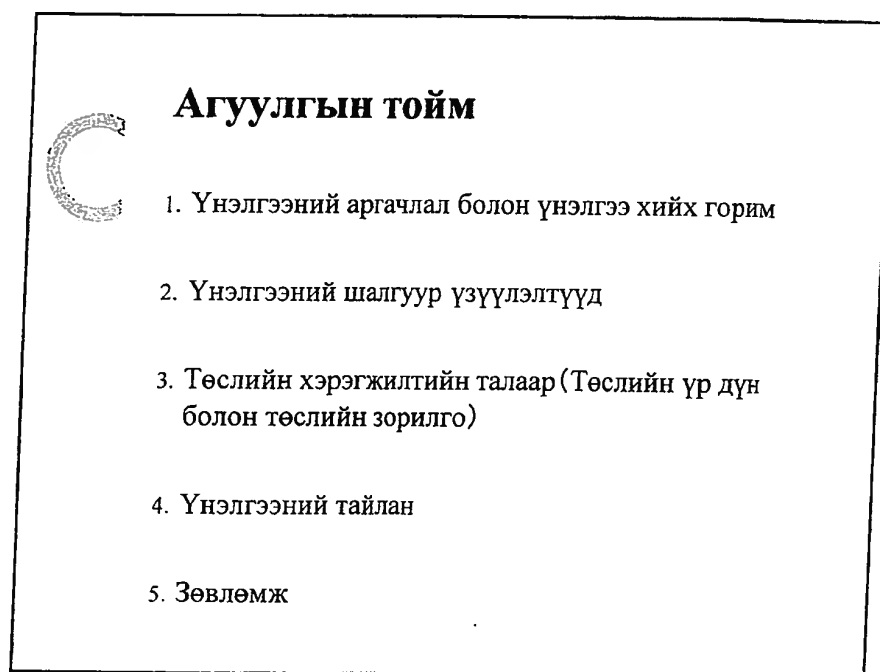
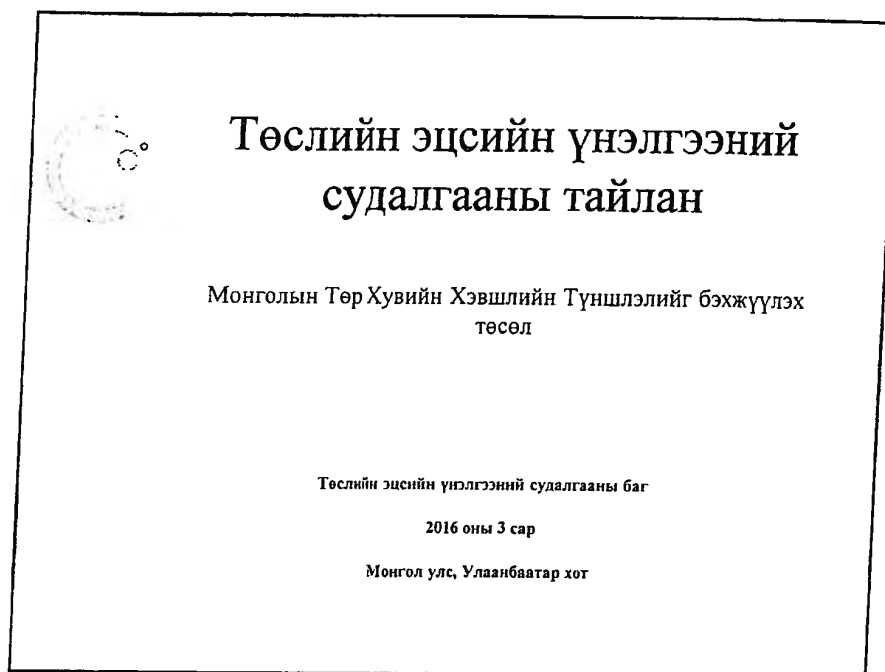
Actions to be taken	GOM : Mainly IMA
Improvement of PPP environment	<ul style="list-style-type: none"> • To promote the establishment and enforcement of the new PPP Law • To promote the implementation of Action Plan • Perform Screening amply and make the Consession List an appropriate one
Enhancement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



Thank you for your attention.

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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)

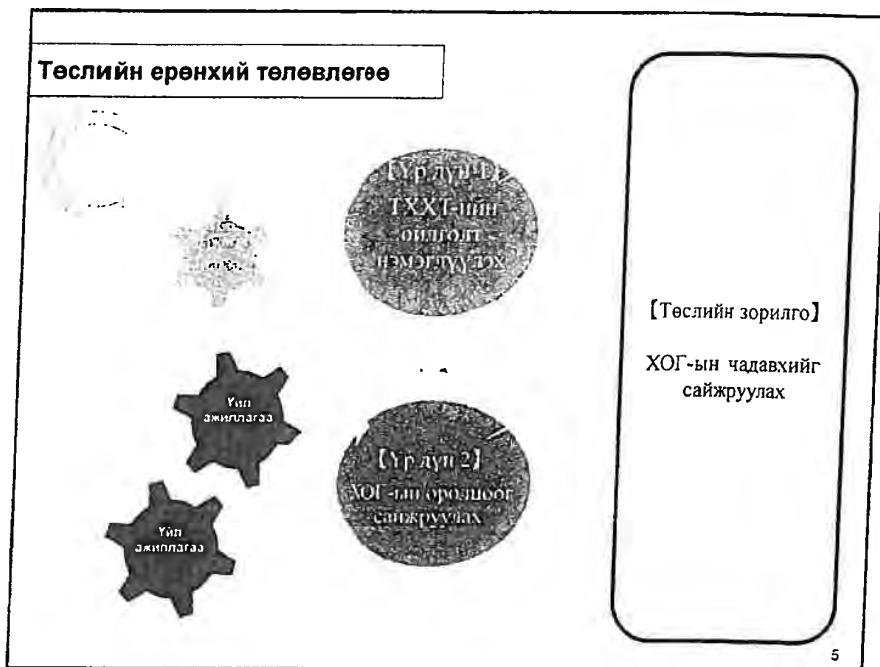
Шалгуур үзүүлэлтүүд	Үнэлгээ хийх агуулга
Оновчтой байдал	Төслийн төлөвлөгөө (төслийн үр дүн, зорилго, эрхэм зорилго) нь төсөл хэрэгжиж буй улсын бодлого болон тухайн салбарын эрэлт хэрэгцээ, мөн, Япон улсын ЗГ-ын бодлоготой нийцэж буй эсэх талаас нь дүгнэх үнэлгээ юм
Үр өгөөжтэй байдал	Төслийн зорилго 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.

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

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

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Үр дүн 2 ТХХТ-ийг хэрэгжүүлэх ИТХХТ Газрын (одоогийн ХОГ-ын) оролцоог сайжруулах ⇒ 2 Хэрэгжиж буй (In progress)		
Шалгуур үзүүлэлтүүд	Биеэлт	Үр дүн
(2-1) Төслийн явцад боловсруулсан үйл ажиллагааны төлөвлөгөө цаашид тасралтгүй хэрэгжиж, эрчимжинэ	3	<ul style="list-style-type: none"> Assessment report-ийг холбогдох талууд баталсан 2016 оны 3 сарын Төслийн УЗ-ийн хуртаар Action Plan-ийг агуулж ТХХТ-ийн тухай хуулийн шинэчилсэн найруулгад тусгах талаар санал нэгдсэн. Цаашид ТХХТ-ийн хууль батлагдсанаар Action Plan-д дахь зөвлөмжүүд бодитоор хэрэгжих нөхцөл бүрэх боломжтой болно
(2-2) Голлох төрийн байгууллагын хоорондох харилцаа, зохицуулалт саадгүй явагдах	2	<ul style="list-style-type: none"> ЭХЯ, ЭМСЯ-тай харилцаа саадгүй явагдаж байсан. Сангийн яам нь зарим үзвэр зөвлөлийн хуралд оролцож байгаагүй зэргээр төслийн үйл ажиллагаанд төвийлгөн идэвхтэй оролцоогүй. Гэсэн хэдий ч Action Plan хэрэгжүүлэхэд дэмжлэг үзүүлэхэд нэрхнийлж байгаа зэргээс харахад цаашид ХОГ, СЯ хоорондын харилцаа идэвхтэй болох төлөвтэй.
(2-3) ИТХХТ-ийн хэлтэс (одоогийн ХОГ) хувийн хэвшил хоорондын харилцаа, хэлтэйн ажиллагаа сайжрах	2	<ul style="list-style-type: none"> Олон удаа зохион байгуулагдсан семинаруудаар ТХХТ-ийн талаарх мэдээллийг түүгээс нь өндөр үнэлгээ авсан. Хувийн хэвшил рүү чиглэсэн харилцаа нь 2 талт харилцаа болж чаддаггүй.
(2-4) Төрийн байгууллагын холбогдох ажиглалтад ТХХТ-ийн төслийн бэлтгэл, хэрэгжилтэнд халааралтай практик туршлага хүргигдүүлэх	3	<ul style="list-style-type: none"> Монгол талын зарим нөхцөл байдлын улмаас case study-аар олж авах практик туршлага хүргигдэх боломж бүрдээгүй. Багшдын ЦС төсөлд төлсөр зэрэгдсэн учир case study хийж болохгүй болсон Өдгийн УЦС төсөл төлөрхий шалтгаануудын улмаас үндэслэгдсэн Case study-ын оронд ЭХЯ, ЭМСЯ-нд зохион байгуулсан практик мэдлэгийг сайжруулах 40 удаагийн workshop-д давхардсан тоогоор 344 хүн оролцсон. Оролцогчдын 80 хувь нь мэдээгээ дэлгэцүлсэн хэлсэн 5 шаталт үндэслэлийг 5 гэсэн оноогоор өндөрөөр үнэлсэн.

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

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

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4. ҮНЭЛГЭЭНИЙ ДҮН

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Шалгуур үзүүлэлтүүд		Үнэмлэх	
Оновчтой байдал	Өндөр	Энэхүү төсөл нь, Монгол улсын бодлого, ТХХТ-ийн хэрэгцээ шаардлага болон Японы эзэл гүйцэтгэлийн 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 байх ч, case study-г оромд хэрэгжүүлсэн 40 удаагийн workshop-д давлалдан тоогоор 344 хүн оролцсон бөгөөд оролцогчдын 80% орчим нь мэдлэгээ дээшлүүлж чадсан гэж өндөрөөр үнэлсэн.	
Үр ашгитэй байдал	Дунд зэрэг	Чанар, хэмжээ, цаг хугацааны хувьд оновчтой байсан хэдий ч СР өөрчлөгдөн төслийн хэрэгжилтүү дааширч case study-г эргэйн талаарх төлөвлөгөөг өөрчилсөн.	
Үр нөлөө	Харьцангуй өндөр	Төслийн эрсэн зорилгыг биелүүлэхэд чиглэсэн хэд хэдэн үйл ажиллагаа хэрэгжиж эхэлсэн.	
Ургамалч чадна	Бэлдэгч	Харьцангуй өндөр	ТХХТ-ийн тухай хуулийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Хууль хэрэгжиж эхэлбэл Үндэсний зөвлөл байгуулагдан бодлого зохицуулах төв байгууллага болох төлөвтэй.
	Бүтэц, тогтолцоо	Харьцангуй өндөр	ТХХТ-ийн тухай хуулийн 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 хуулийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Хууль хэрэгжиж эхэлбэл ТХХТ-ийг эрчимжүүлэх байгууллага (partner corporation) байгуулагдан ТХХТ-ийг дэмжих мэргэжилтний баг ажиглуулах төлөвлөгөөтэй.
	Санхүү	Харьцангуй өндөр	ТХХТ-ийн тухай хуулийн шинэчилсэн найруулгыг энэ хаврын чуулганд өргөн барих төлөвлөгөөтэй байна. Шинэ хуулиа 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 хариуцан ажиллах болж төслийн СР өөрчлөгдсөн. Энэ шийдвэр нь явц удаахрахад нөлөөлсөн.
- Ерөнхий сайдын 2015 оны 1 сарын 20-ны өдрийн тушаалаар Шууд гэрээний улирдад зохион байгуулалтыг Аж Үйлдвэрийн Сайд хариуцах болсон
- Бүтэц зохион байгуулалтын өөрчлөлтөөс шалтгаалан хариуцсан ажилтан солигдох, орон тооны цомхотгол зэрэг явагдан төслийн хэрэгжилт удааширч, хангалттай үр дүнд хүрч чадаагүй
- Бүтэц зохион байгуулалтын өөрчлөлтөөс шалтгаалан Assessment Report-д өгөх Монгол талын хариу удааширан Action Plan боловсруулалт сагтсан.
- Concession List нь зүй зохистой шүүлтүүр Screening хийгдэн боловсруулагдаагүй байсан.
- Монгол талын нөхцөл байдлаас үүдэн case study хэрэгжүүлж чадаагүйн улмаас энэ талын чалаахи бэхжээгүй.
- 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"> Screening, implementation guidebook (зөвлөмж) боловсруулах 	<ul style="list-style-type: none"> Монголын Засгийн газар үүнд, ХОГ-аас голчлон ТХХТ-тэй хамааралтай байгууллагуудад guidebook (зөвлөмж) тараах, түгээх

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

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