

モンゴル国
建設都市開発省
ウランバートル市

ウランバートル市マスタープラン計画実施能力改善プロジェクト
サブプロジェクト2

モンゴル国都市開発実施能力向上 プロジェクト フェーズ2 (MUGCUP2)

業務完了報告書（第2年次）

平成31年1月
(2019年)

独立行政法人
国際協力機構 (JICA)

株式会社アルメックVPI

玉野総合コンサルタント株式会社

株式会社オリエンタルコンサルタンツグローバル

基盤
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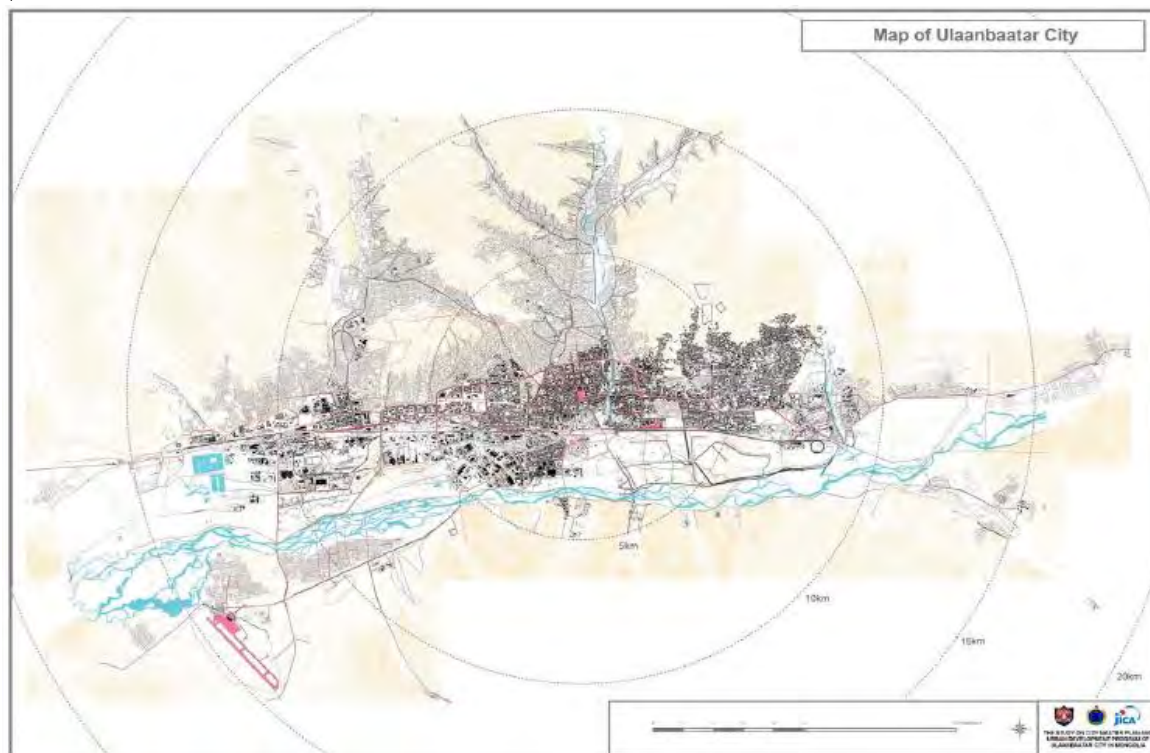
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外貨換算レート

通貨	レート
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モンゴル トウグリグ (MNT1=¥)	0.04377

(2018年12月 JICA 外貨換算レート)



プロジェクト対象地

写 真 (第 2 年次)

		
第 15 回 WG ミーティング (2017 年 10 月 10 日)	日本・モンゴル外交関係樹立 45 周年 ワークショップ (2017 年 11 月 20 日)	第 5 回国内研修 (2017 年 11 月 21-24 日)
		
第 16 回 WG ミーティング (2018 年 1 月 31 日)	住宅セミナー (2018 年 3 月 22 日)	規則作成 WG (2018 年 3 月 24 日)
		
ゲル地区インフラ局職員向け研修 (2018 年 3 月 26 日)	都市再開発研修 WG 合宿 (2018 年 4 月 20 日)	サービスセンター建設工事の現場視察 (2018 年 8 月 31 日)
		
PR ツール作成に関する WG (2018 年 9 月 6 日)	実践研修 1 (2018 年 10 月 17-19 日)	実践研修 2 (2018 年 11 月 28-30 日)
		
最終 WG (2018 年 12 月 4 日)	最終セミナー (2018 年 12 月 6 日)	最終 JCC (2018 年 12 月 7 日)

モンゴル国都市開発実施能力向上プロジェクト フェーズ2 (MUGCUP2)

業務完了報告書

平成 31 年 1 月 (2019 年)

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写真

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略語一覧

	英語	日本語
ALAMGaC	Agency for Land Administration and Management, Geodesy and Cartography	土地行政管理・測地・地図庁
Ch7	Chingiltei 7 Khoroo	チンギルテイ7 ホロ
C/P	Counterpart	カウンターパート
GAID	Ger Area Infrastructure Department	ゲル地区インフラ局
JCC	Joint Coordinating Committee	合同調整委員会
JICA	Japan International Cooperation Agency	国際協力機構
LIH	Low-income Households	低所得世帯
LR	Land Readjustment	土地区画整理
MCUD	Ministry of Construction and Urban Development	建設・都市開発省
MP2020	Ulaanbaatar Master Plan 2020 and Development Trend 2030	UB 市マスタープラン 2020 及び開発トレンド 2030
MS	Monitoring Sheet	モニタリングシート
MUGCUP1	Project on Capacity Development in Urban Development Sector in Mongolia	都市開発実施能力向上プロジェクト
MUGCUP2	The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia	都市開発実施能力向上プロジェクト フェーズ 2
NOSK	Ulaanbaatar City Housing Corporation	ウランバートル市住宅公社
PR	Public Relation	住民向け理解促進
R/D	Record of Discussion	討議議事録
PDM	Project Design Matrix	プロジェクトデザインマトリックス
SB18	Sukhbaatar 18 Khoroo	スフバートル 18 ホロ
UB	Ulaanbaatar	ウランバートル
UPDI	Urban Planning Design Institute	都市計画デザイン研究所
URD	Urban Redevelopment	都市再開発
WG	Working Group	ワーキンググループ

1. プロジェクト概要

1.1. 背景・経緯

モンゴルは1997年に人口移動が自由化されており、1999年及び2003年に起きた深刻な雪害を契機として、放牧を営むことが困難となった遊牧民が都心部に急速に流入している。特に首都であるウランバートル（以下、UB）市では、1998年に65万人であった人口が2012年には130万人を突破し、急速な人口増加及び都市化が進展している。人口増加の原因は地方からの流入によるところが大きく、遊牧民が移動式住居（ゲル）を無秩序に建てるためスプロールが進展しており、同市の人口の約6割は都市基盤施設が整備されていないゲル地区に居住していると推定されている。

以上の状況を鑑み、計画的な都市開発を図るため、独立行政法人 国際協力機構（以下、JICA）は、2007年から2010年に「モンゴル国ウランバートル市都市計画マスタープラン・都市開発プログラム策定調査」を実施した。UB市は、その成果を活用し、UB市マスタープラン2020及び開発トレンド2030（以下、MP2020）を作成し、2013年5月に国会承認を得た。更に、UB市は同マスタープランの実施促進を図るための実施計画の策定義務が課せられているが、同計画は未制定の状況であった。また、ゲル地区の再開発を促すため、JICAは2010-2013年にかけて「都市開発実施能力向上プロジェクト（以下、MUGCUP1）」を実施した。その成果として、都市再開発（以下、URD）法案が上程され、今回のプロジェクト開始後の2015年6月に国会承認を得た。UB市は同法をベースに独自にURD事業実施のための規則を制定し、2013年以降民間事業者によるURD事業を実施中であった。しかし、制度整備が不十分であるため、各種の課題を抱えている状況であった。

係る背景のもと、モンゴル政府から我が国に対して、マスタープランの実実施計画の作成及びURD（特にゲル地区開発プロジェクト）の実施促進に係る技術協力プロジェクトの支援要請が上げられた。JICAは同要請を受け、2014年6月に詳細計画策定調査団を派遣し、7月に討議議事録（R/D）の署名を行い「UB市マスタープラン計画・実施能力改善プロジェクト（以下、本プロジェクト）」を実施することについてモンゴル政府と合意した。

本プロジェクトは、UB市MP実施計画2016-2020の作成及びモニタリングを行うサブプロジェクト1「UB市マスタープラン実施計画策定能力向上プロジェクト」（以下、サブプロジェクト1）と、URDの実施促進を行うサブプロジェクト2「都市開発実施能力向上プロジェクト フェーズ2」（以下、本業務もしくはMUGCUP2）の2つのサブプロジェクトで構成されている。本件業務は、2014年7月にJICAとUB市、建設・都市開発省、経済開発省との間で署名されたR/D及び2014年10月に合意したMinutes of Meetingsに基づき実施された。

1.2. 業務の目的並びに業務の範囲

本業務はサブプロジェクト2を主対象としつつ、サブプロジェクト1についても支援することを目的とし、具体的にはURD¹の実施促進及びUB市MP実施計画2016-2020策定に係る支援を通じ、

¹ URD法には、1）都市再開発事業として都市における市街地の再開発、2）使用基準を満たさない建築物・施設（以下、老朽化建築物という）の撤去・建替え、3）ゲル地区土地再整理（以下、ゲル地区土地区画整理、LRという）、4）ゲル地区土地再計画および建築化（以下、ゲル地区アパート化という）、5）公有地の再開発の5つの事業手法がある。本業務では、これら都市再開発法第12条において規定される5つの事業手法のうち、「LR事業」と「ゲル地区アパート化事業」、「老朽化アパート建替え事業」の3つにつき支援を行うことになっていた。

LR事業は、ゲル地区住民の衛生的かつ安全快適な住環境の保全および土地利用の改善などを目的として、土工事、インフラ施設、社会サービス施設および公共施設整備のための用地を確保するため、個人および法人の所有または占有する土地を再整理する事業である。住民の各画地から「減歩」手法により提供された土地を集約し、道路、公園等の公共施設用地や、事業費の捻出等のための「保留地」を確保することができる。権利変換により、地権者は従前の土地権利に代えて、整備後の土地の権利を取得する。事業を通して、権利変換の際に減歩による面積変更、土地の整形化、配置換えを行うと共に、土地権利の再確定を行う。

ゲル地区アパート化事業は、ゲル地区にアパート建設する目的で、土地からアパート床への権利変換を用いたアパート建設およびインフラ整備事業である。事業対象地区内の地権者は従前の土地権利に代えて、整備後のアパート床の権利を取得する。また、施行者は、建設後のアパート床の一部を「保留床」として確保し、その売却益を事業費に充てることができる。

UB 市及び建設・都市開発省の居住環境改善に資する都市開発の計画策定能力の向上を図るものである。

1.3. プロジェクトの概要

1.3.1. プロジェクトの目的(サブプロジェクト 1 及び MUGCUP2 を包括した目的)

居住環境改善に資する都市開発の計画策定能力及び事業実施能力が向上する。

1.3.2. 期待される成果

本業務の主対象となる MUGCUP2 に期待された成果は以下の通りである。添付 1 にプロジェクトデザインマトリックス（以下、PDM）を示す。

- 1) URD 事業に関する現状及び課題が整理される。
- 2) UB の低所得世帯（以下、LIH）のための住宅政策が作成される。
- 3) URD 方針及び URD に係る中期実施計画が明確になる。
- 4) モデルプロジェクトを通じて区画整理（以下、LR）事業が促進される。
- 5) URD 事業の事業化促進方策が確立される。
- 6) 市民参画機会及び情報提供が促進される。（サブプロジェクト 1 及び MUGCUP2 共通）
- 7) UB 市 MP2020 実施計画 2016-2020 に関する策定・促進能力及び URD 事業実施促進に係る能力が強化される。（サブプロジェクト 1 及び MUGCUP2 共通）

下図に上記成果を再整理した概要図を示す。MUGCUP2 では、上記成果を「A: URD 法関連規則・基準及び URD 事業関連政策の整備支援」と「B: URD 事業の実施促進支援」、「C: URD 事業の理解促進ツール作成と普及支援」の 3 つの柱に再整理した。これら 3 つの支援は、OJT 及び研修実施を通して行われた。

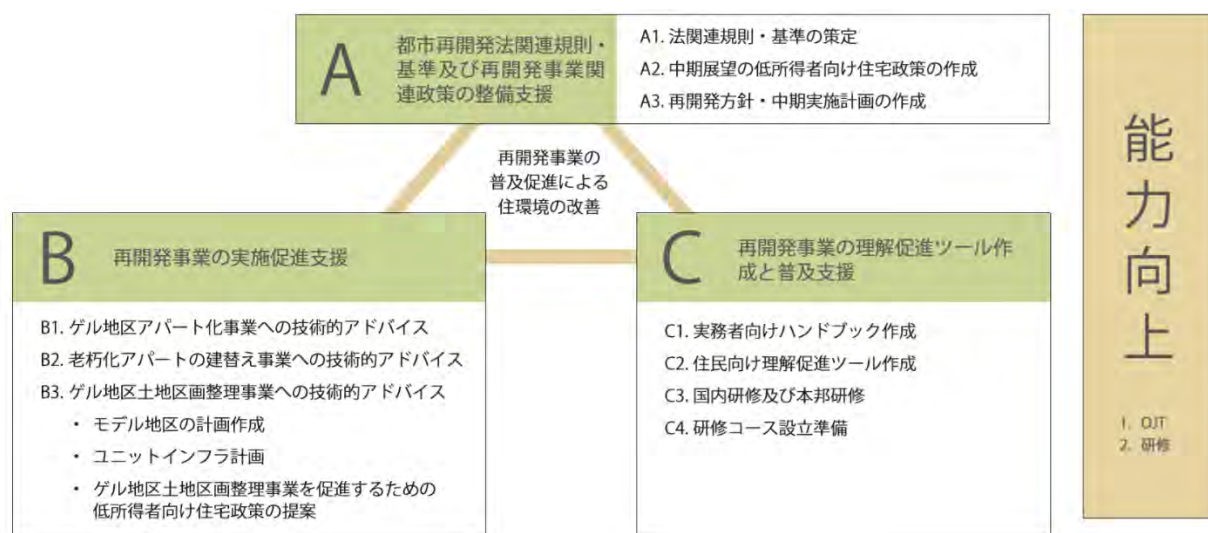


図 1.1: MUGCUP2 の概要

また、サブプロジェクト 1 の成果は以下の通りである。

老朽アパート撤去・建替え事業は、耐震性能を満たさず、居住及び営業用に使用できない老朽アパートの建替えを目的とした、アパート床からアパート床への権利変換を用いたアパート建設事業である。老朽アパートの所有者は従前のアパート床の権利に代えて、整備後のアパート床の権利を取得する。施行者は、ゲル地区アパート化事業と同様、建設後のアパート床の一部を「保留床」として確保し、その売却益を事業費に充てることことができる。

- 1) UB 市 MP2020 実施計画 2016-2020 に関する現状及び課題が明確になる。
- 2) UB 市 MP2020 実施計画 2016-2020 に関する政策目標及び計画方針が明確になる。
- 3) UB 市 MP2020 実施計画 2016-2020 が策定される。
- 4) UB 市 MP2020 実施計画 2016-2020 のモニタリング方法が確立される。

1.3.3. 対象地域

UB 市

1.3.4. 関係官庁・機関

プロジェクトのカウンターパート（以下、C/P）機関、およびプロジェクト実施における最高意思決定機関である合同調整委員会（Joint Coordination Committee、以下 JCC）メンバー機関、実質 C/P である実務者が意見交換をするプラットフォームとなるワーキンググループ（Working Group、以下 WG）メンバー機関を以下に示す。

表 1.1: 関連官庁・機関

1) MUGCUP2	
C/P 機関	建設・都市開発省(MCUD) UB 市役所
JCC メンバー機関	議長:MCUD 副大臣、副議長:UB 副市長 メンバー: MCUD(戦略政策・計画局、都市開発・土地政策実施・調整局、建設・建築資材政策実施・調整局、住宅・公益事業政策実施・調整局、土地行政管理・測地・地図庁(ALAMGaC)) UB 市役所(首都知事室戦略政策企画課、首都マスタープラン局、ゲル地区インフラ局(GAID)、土地局、道路局、都市計画デザイン研究所(UPDI)、UB 市住宅公社(NOSK))
WG メンバー機関	議長:建設・MCUD 土地政策実施・調整局長 (メンバーについては JCC と同様)
2) サブプロジェクト 1	
C/P	UB 市役所(首都知事室戦略政策企画課(中心 C/P)、首都マスタープラン局、及び UPDI(計画策定実務)) MCUD

2. モニタリングシートの概要

モニタリングシート（以下、MS）の概要として、1年次の業務実施報告書以降の第2年次の各活動の進捗と達成度について以下にまとめる。作業計画（Plan of Operation、PO）と実績は、添付2に示すとおりである。MUGCUP2のかかる成果は、PDMの成果5から11である。

2.1. 成果5: 都市再開発事業に関する現状及び課題が整理される

活動5-1から5-3については、第1年次に全て達成した。

表 2.1: 成果 5

Activity	Progress of Activity		
	Monitoring Sheet (MS) 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
5-1: Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (for ger-to-apartment projects)	- Completed.	- Completed.	- Completed.
5-2: Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues (for land readjustment projects in ger areas and old apartment reconstruction projects)	- Completed.	- Completed.	- Completed.
5-3 Review current status and achievements and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level	- Completed.	- Completed.	- Completed.

2.2. 成果6: UBの低所得世帯(LIH)のための住宅政策が作成される

活動6-1と6-2については、第1年次に達成した。活動6-3は、2018年2月27日に「首都住宅・インフラ整備サブプログラム」として市議会で承認されたことをもって達成した。

表 2.2: 成果 6

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
6-1: Review current status of housing market and analyze issues	- Completed.	- Completed.	- Completed.
6-2: Analyze housing demand and supply for the medium term	- Completed.	- Completed.	- Completed.
6-3: Formulate Ulaanbaatar's housing	- NOSK (Ulaanbaatar City Housing	- NOSK (Ulaanbaatar City Housing	- Completed.

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
policy for low-income households	Corporation), together with Ger Area Infrastructure Department (GAID), prepared Ulaanbaatar's housing program and submitted to the City Council to get approval. However, due to the political reasons, the works of the City Council stagnates.	Corporation), together with Ger Area Infrastructure Department (GAID), prepared Ulaanbaatar's housing program. - Approved by the City Council (No. 14/01) on February 27, 2018.	

2.3. 成果 7: 都市再開発方針及び都市再開発にかかる中期実施計画が明確になる

活動 7-1 と 7-2 は、2018 年 2 月 27 日に「首都住宅・インフラ整備サブプログラム」の一部として市議会で承認されたことをもって達成した。

表 2.3: 成果 7

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
7-1: Review urban redevelopment policy from the viewpoint of the realization of the Ulaanbaatar MP2020 and revise the policy (if necessary)	- GAID and NOSK prepared the draft of the urban redevelopment (URD) policy and medium-term implementation plan together. The draft was submitted to the City Council to get approval. However, due to the political reasons, the works of the City Council stagnates.	- GAID and NOSK prepared the draft of the urban redevelopment (URD) policy and medium-term implementation plan together. - Approved by the City Council (No. 14/01) on February 27, 2018.	- Completed.
7-2: Clarify costs for the implementation of urban redevelopment projects for 5 years including infrastructure cost.			- Completed.

2.4. 成果 8: モデルプロジェクトを通じて区画整理事業が促進される

活動 8-1 については、第 1 年次に達成した。活動 8-2 については、第 2 年次にはインフラサービスセンター²の調査や設計を市役所が発注し監理をする際にアドバイスを行ってきたが、設計がなされたことをもって達成した。活動 8-3 については一部達成と判断できる。住民の計画への基本合意を確認するためのプロジェクトの概要を示すプロジェクト計画素案と、住民の土地から一定の減歩を取りながら画地の位置などを再配置する換地計画（案）を作成する支援を MUGCUP2 チームが行ってきた。しかし、市は、チンギルテイ 7 ホロ³ (Ch7) とスーパータル 18 ホロ (SB18) の事業対象地の境界を市議会で承認するための提案や、事業対象地の住民に LR 手法の導入するための説明をしなかった。そのため、活動は停止した。一方で、MUGCUP2 が提案した LR 事業を促進するための LIH のための住宅政策を実現するために、MCUD が議論を開始した。

² 暖房供給・汚水処理などの機能を持つ地域分散型インフラ供給・処理施設。集会場やシャワー室など、モンゴル特有の公共施設の機能も併せ持つ。

³ ホロは、都市部における区の下の行政単位。

表 2.4: 成果 8

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
8-1: Select a model project(s)	- Completed.	- Completed.	- Completed.
8-2: Formulate the local unit utility plan	<ul style="list-style-type: none"> - The City placed an order of feasibility study (F/S) of infrastructure service centers for eight sites, and Urban Planning and Design Institute (UPDI) started to conduct the study. JICA project team (JPT) started to give pieces of advice to UPDI. - The City placed an order of designs of infrastructure service centers for five sites among the above eight sites. 	<ul style="list-style-type: none"> - The JICA project team (JPT) provided advice to the Urban Planning and Design Institute (UPDI) regarding the feasibility study (F/S) of the infrastructure service centers (SCs). - UPDI conducted the F/S and submitted the report to the city for checking. - Designed the SCs in five sites. 	- Completed.
8-3: Support preparation of the model project(s)	<ul style="list-style-type: none"> - Hold land redevelopment model project sub-working group (LR SWG) meetings to conduct the F/S of the two model project sites through the formulation of draft LR plans. - Prepared base maps of the model project sites. 	<ul style="list-style-type: none"> - Prepared base maps of the model project sites. - Hold land readjustment (LR) model project sub-working group (LR SWG) meeting to conduct the F/S of the two model project sites through the formulation of draft LR plans. - Prepared draft project plans and replot plans together with GAID. 	<ul style="list-style-type: none"> - MUGCUP2 team supported to prepare the draft project plan and replotting plan. However, the activity has stopped. The reason is that the city has not proposed the project sites of Ch7 and SB18 to the city council for their approval and not explain about the LR project to the residents of the model project sites. - On the other hand, MUGCUP2 proposed the housing policy for LIH to promote LR projects. MCUD started to discuss it to realize.

2.5. 成果 9: 都市再開発事業の実施促進方策が確立される

活動 9-1 については、URD 法に記載され、本業務の対象としていた 7 つの規則・基準の内、6 つについては承認された。承認された規則・基準は、事業地区選定規則および三者契約様式、老朽化アパート建替え事業プロセス規則、ゲルアパート化事業プロセス規則、補償金規則、減歩規則である。残る LR 事業プロセスに係る規則・基準については、本業務終了時点でドラフトが作成され、大臣会への提出準備をしている段階にある（詳細は 3.1 節参照）。活動 9-2 は、MCUD が作成した都市開発法改定案のドラフトについてコメントをしているが、C/P の都合により改定活動が止まっている。活動 9-3 は、達成した。活動 9-4 は、URD 法関係規則・基準やハンドブックの作成活動、ゲル

アパート化事業のモニタリングへのアドバイスなどを通して達成した。活動 9-5 もハンドブックが MUGCUP2 完了前に作成されたことから達成した。

表 2.5: 成果 9

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
9-1: Draft relating norms, standards, rules and regulations for the operation of the urban redevelopment law	<ul style="list-style-type: none"> - The working group members' list was revised and added some new members to manage the comments. - The working group meeting was held on September 12, 2017, November 29-30, and December 5. 	<ul style="list-style-type: none"> - Revised the working group members' list by adding some new members to manage the comments. - Approved the ger-to-apartment project process rules and regulations on March 29, 2018. In total, 4 out of 7 rules and regulations were completed. - Held working group meetings to discuss compensation and land contribution rules and regulations. 	<ul style="list-style-type: none"> - Six out of seven rules and regulations are in force. These rules and regulations are as follows: <ol style="list-style-type: none"> 1) selection of project area (Minister's decree No.84 on May 11 2016); 2) tripartite contract agreement (Minister's decree No.125 on July 5 2016); 3) process of ger-to-apartment project (Minister's decree No. 126 on June 30 2016); 4) process of OA (Minister's decree on July 5 2016); 5) compensation (Cabinet Order No. 222 on July 9 2018); and 6) land contribution (approved by the Cabinet and waiting for finalization). The first draft of the last one for process of LR project was prepared.
9-2: Provide advice for amending the draft Urban Development Law	<ul style="list-style-type: none"> - Several meetings were held to collect opinions from officials and professionals on amendment of the law. 	<ul style="list-style-type: none"> - A consultant prepared the first draft amendment. - Ongoing review of the draft amendment.. 	<ul style="list-style-type: none"> - MCUD has prepared the draft Urban Development (UD) Law and comments were provided by MUGCUP2 team. However, the further discussion has not been held.
9-3: Provide advice on Urban Redevelopment Law to be approved by the Parliament	<ul style="list-style-type: none"> - Completed. 	<ul style="list-style-type: none"> - Completed. 	<ul style="list-style-type: none"> - Completed.
9-4: Provide advice for implementation of urban redevelopment projects	<ul style="list-style-type: none"> - Checking the coming year budget for urban redevelopment projects. - Provided advice to the city government to stop some of the ger-to-apartment projects that stopped the works 	<ul style="list-style-type: none"> - Checked the 2018 budget for urban redevelopment projects. - Advised the city government to cancel some ger-to-apartment projects which stopped construction before relocation of the 	<ul style="list-style-type: none"> Provided advice for implementation of URD projects based on needs from C/Ps of MCUD and the city government, such as monitoring, and for preparation of rules and regulations on the process of monitoring of ger-to-

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
	before relocation of the residents.	residents.	apartment and OA projects (Scheme A, C)
9-5: Develop implementation handbooks for urban redevelopment projects	- Activity has not yet started.	- MCUD appointed trainers. - Started preparing the first draft of the implementation handbooks and PR tools for URD projects.	- Developing implementation handbooks of URD projects for practitioners through training working group (WG).

2.6. 成果 10: 市民参画機会及び情報提供が促進される

活動 10-1 と 10-2 はサブプロジェクト 1 に属している。活動 10-3 である URD 事業における市民参画方法の確立は、ハンドブックに包含することで達成されたが、活動の指標である「モデルプロジェクト対象住民の理解度」については、モデルプロジェクトの実施がなくなったため測ることができていない。活動 10-4 は、1 年次に作成した URD 法についての説明をした「導入編」の住民向け理解促進 (PR) ツールに加え、事業ごとの 3 つの PR ツール (ゲル地区アパート化事業、老朽化アパート建替え事業、LR 事業) が作成され、研修などで活用や配布されたことから達成した (3.7 節参照)。活動 10-5 は、「首都住宅・インフラ整備サブプログラム」をウェブサイトに掲載し、住民が見られるようになったことで達成した。

表 2.6: 成果 10

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
10-3: Establish a method of citizen participation in urban redevelopment projects	- Activities have not yet started, although GAID has started explaining to the residents about initial ideas on the infrastructure service center and LR project.	- Supported GAID in communicating with residents.	- Indicated a method of citizen participation into the handbook of URD project. However, it was not applied in implementation of the model project, so Indicator 3 was not applicable.
10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding	- Prepared PR tools (general version).	- Assigned tasks to trainers and started preparing the PR tools for each URD scheme.	- Four PR tools of movie and pamphlet were prepared for: 1) introduction of URD law; 2) OA project; 3) ger-to-apartment project; and 4) LR project. The PR tool of introduction was uploaded on the websites of city government, MP agency and GAID for public. The movie of old apartment reconstruction project was uploaded on the website of MP agency. As for pamphlet, approximately 900

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
			introduction versions were distributed various training for professionals, aimag officials, and residents, and for old apartment reconstruction project version, approximately 250 were distributed to residents. As for ger-to-apartment and LR projects' pamphlets and movies were newly prepared so no distribution was done.
10-5: Disseminate the urban redevelopment policy to public	- Activities have not yet started.	- GAID updated put the URD policy to their website.	- The formulated URD policy was put in the city's website.

2.7. 成果 11: UB 市 MP2020 実施計画 2016-2020 に関する策定・促進能力及び URD 事業実施促進に係る能力が強化される

活動 11-1 と 11-2、11-6 はサブプロジェクト 1 に属している。活動 11-3 と 11-4、11-8 は第 1 年次に達成した。活動 11-5 は、GAID にプロジェクトマネジメントユニット⁴のメカニズムの導入を提案したことで達成した。活動 11-7 は、LR プロジェクトを中心に URD プロジェクトに関する 5 回の研修を UB 市で実施し、各アイマゲ（県）の専門家を含む延 304 名の職員が研修修了証を受け取ったことで達成した。また、モデルプロジェクトを担当していたゲル地区住宅プロジェクト公社と GAID の職員向けには、OJT の一環として合計 12 回の研修を行った。しかし、ゲル地区住宅プロジェクト公社で研修受講していた多くの職員は、2016 年の選挙後に交代した。活動 11-9 と 11-10 については、国の専門家研修を受託している建築家協会が実施している都市開発に関する資格研修の一部として、3 日間の URD に関する研修コースを実施することができた。また、実務者向けハンドブック作成や 3 つの事業ごとの PR ツール作成作業、実践研修などを通して研修講師が育成されたことをもって達成された。

表 2.7: 成果 11

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects	- Completed.	- Completed.	- Completed.

⁴ 現在市 GAID は、事業進捗に合わせて 3 つの課（政策計画課、モニタリング評価課、住民対応をする情報・促進・協力課）が設置され、事業の段階に合わせてそれぞれの課が作業を担当している。そのため、事業の進捗確認をする際など、誰が対象事業の全体像を把握しているのかわからない。そこで、MUGCUP2 は、事業準備段階から計画、実施、完了まですべての段階において、住民との窓口、事業進捗管理などを担当するプログラムマネジメントユニット方式の導入を提案した。これは、異なる専門家による担当者グループがそれぞれの事業を一貫して担当する体制である。詳細は、組織開発に関する技術成果品「Discussion Paper on Institutional Development」を参照されたい。

Activity	Progress of Activity		
	MS 6 between July – December 2017	MS 7 between January – June 2018	After MS7 between July – December 2018
11-4: Conduct a survey of citizen satisfaction level as to UB city administrative	- Completed.	- Completed.	- Completed.
11-5: Propose the improvement of the organizational structure of Ulaanbaatar City and government organizations concerned (including the implementation structure of urban redevelopment projects)	- Prepared roles and tasks of concerned departments in charge by the process of the URD law and its rules and regulations of old-apartment reconstruction and ger-to-apartment projects.	- Started preparing the proposal to enhance the organizational structure of the city government for better implementation of URD projects based on the situation analysis carried out through information collection.	- Proposed the improvement of the organization structure of GAID of UB city for implementation of ger-to-apartment and LR projects.
11-7: Implement training programs in Ulaanbaatar City about urban redevelopment projects	- Conducted the fifth training in Mongolia on November 20-24 2017.	- Completed.	- Completed.
11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)	- Completed.	- Completed.	- Completed.
11-9: Prepare training course content on urban redevelopment	- Idea of the training course was shared in WG in October 10 2017.	- Prepared training course contents and became a part of state's specialist certificate courses, conducted by the Union of Mongolian Architects.	- Completed.
11-10: Provide training for trainers on urban redevelopment	- Activities have not yet started.	- MCUD appointed trainers. - Discussions on the training course contents are ongoing.	- Provided training of trainers on URD through the training working group through preparation of the handbook for practitioners and PR tools and conduct of practice training. 17 people received the certificate for completion of the practice training.

3. 活動内容

業務フローチャートを次図に示す。また、A から C の活動について、次節以降に概要をまとめる。

Year Month	2015		2016		2017		2018	
	Feb. - June	July - Dec.	Jan. - June	July - Dec.	Jan. - June	July - Dec.	Jan. - June	July - Dec.
A1 Support for the formulation of the legal system related to the Urban Redevelopment Law	Review of Existing Legal System	Proposal on the improvement of the organizational structure of Ulaanbaatar City and government organizations						
			Formulation of rules and regulations of Urban Redevelopment Law					
A2 Support for the preparation of Ulaanbaatar's medium-term housing policy	Review of Land and Housing Markets and analyze issues		Support for preparation of Ulaanbaatar's housing policy for low-income households					
A3 Support for development of Ulaanbaatar's policy and medium-term implementation plan on urban redevelopment								
			Development Ulaanbaatar's medium-term implementation plan of urban redevelopment policy					
B1 Ger-to-apartment project			Review of current conditions and issues					
				Advice for implementation of the projects based on the Urban Redevelopment Law				
B2 Old apartment reconstruction project			Review of current conditions and issues					
				Advice for implementation of the projects based on the Urban Redevelopment Law				
B3 Ger area land readjustment project			Review of current conditions and issues					
			Selection of Model Project Site(s)					
Model projects								
			Formulation of Unit Utility Plan(s)					
C1 Preparation of handbook for practitioners			Development of a Handbook for Practitioners on Implementation of Urban Redevelopment Projects					
C2 Support for development of promotion tools								
C3 Training		△ 1st	△ 2nd	3rd△	▲ Japan 4th△	5th△		
C4 Establishment of training course on urban redevelopment						Preparation training course		
	Work Plan MS1	△ MS2	△ MS3	△ MS4	△ MS5	△ MS6	△ MS7	△ CR2
Project monitoring and evaluation								
Joint Coordinating Committee (JCC)	△ 2nd	3rd△	4th△	5th△	6th△		7th△	8th△

図 3.1: 業務フローチャート

3.1. A1 URD 法関連規則・基準の策定

本項目は、プロジェクトデザインマトリックス（PDM）の活動 9-1 に対応する。再開発法の詳細規定を定める関連規則・基準のうち、下表に示す 7 つの基準・規則の策定をすることが期待されていた。

プロジェクトで予定していた 7 つの URD 法関連規則・基準の内、6 つが承認され、残りの LR 事業プロセス規則はドラフトが作成され、C/P によれば 2018 年内の大臣会に提出予定とのことである。7 つの URD 法関連規則・基準については、技術成果品を参照されたい。

表 3.1: URD 法関連規則進捗一覧

	規則	進捗	概要
1	事業施行地区選定規則	施行開始。大臣令第 84 号 (2016 年 5 月 11 日)。登録番号:3644(2016 年 6 月 16 日)	URD 法の第 12 条に規定した 5 つの事業手法の施行地区選定の手続きに関する詳細事項。
2	三者契約様式	施行開始。大臣令第 125 号 (2016 年 7 月 5 日)。登録番号:3658(2016 年 7 月 22 日)	LR 事業、ゲル地区アパート化事業、老朽化アパート建替え事業に参加する権利者と事業施行者、行政が締結する三者契約のための様式集。URD 法第 24 条と本三者契約様式では、必須の事項を規定しているが、各者の意見を反映した事項を追加してもよい。
3	老朽化アパート建替え事業プロセス規則	施行開始。大臣令第 126 号 (2018 年 7 月 5 日)。登録番号:3656(2016 年 7 月 20 日)	URD 法第 16 条に規定した老朽化建築物の建て替え事業による集合住宅の撤去・建て替えに関する詳細事項。
4	ゲルアパート化事業プロセス規則	施行開始。大臣令 46 号 (2018 年 3 月 29 日)。登録番号: 3880(2018 年 4 月 16 日)	URD 法第 18 条に規定したゲル地区アパート化事業に関する詳細事項。
5	補償金規則	内閣承認済み(第 222 号令 2018 年 7 月 9 日)。登録番号取得中。	施行地区内の土地および不動産の所有者、占有者を対象とする補助金の種類や金額の確定に関わる事項を処理している。
6	減歩規則	内閣承認済み。内閣官房で最終化中。	URD 法第 17 条に規定した、LR 事業に際し、土地所有者・占有者に土地を提供してもらう行為(減歩)に関する詳細事項。
7	LR 事業プロセス規則 (大臣承認)	大臣承認が必要。第 1ドラフト作成。年内に大臣会に提出予定。	ゲル地区住民の衛生的かつ安全で快適な住環境の保全および土地利用の改善、地価向上を目的として、土工事、インフラ施設、社会サービス施設および公共施設の整備のために、個人および法人の所有または占有する土地を再整理する LR 事業に関する詳細事項。

出典：MUGCUP2

3.2. A2: 中期展望の低所得者向け住宅政策の作成

本項目は、PDM の成果 6 に対応する。日本の、特にバブル崩壊の LR 事業や都市再開発事業の経験から、URD 事業はその成否が住宅供給に左右されることが教訓として挙げられる。本業務で 2015 年に実施した住宅マーケット調査において、建設中もしくは計画中で止まっているアパート建設事業の多さから、モンゴルにおいても、住宅需給バランスを把握し、計画的に事業を実施することが重要となる。そのため、2016 年 4 月の第 4 回 JCC で成果 6 として追加された。

また、ゲル地区住民の多くが、収入レベルが下から数えて 30 パーセント目 (30 パーセンタイル) に位置する収入レベルにある LIH に属しているため、URD 事業後の住宅改良や建替えを通して各戸がインフラに接続することが困難である。UB 市の LIH を念頭に置いた住宅政策である「首都住宅・イ

「インフラ整備サブプログラム」を市役所の関係局である NOSK、GAID、首都マスタープラン局などが作成し、2018年2月27日に市議会で承認された。

このサブプログラムは、1章で住宅とインフラの現状と UB 市の住宅プログラムの進捗、2章で住宅プログラムの目的、3章で実施方策、4章で実施監理という4章構成となっている。住宅プログラムで網羅されている内容は、1) 中低所得世帯のための住宅、2) 賃貸と仮住宅、3) ニュータウン開発、4) 老朽化アパート建替え、5) ゲル地区アパート化事業、6) LR によるインフラサービスセンター開発、7) アパートの暖房システムの向上、8) インフラ開発である。当該文書については、MS7 添付8を参照されたい。

3.3. A3:URD 方針・中期実施計画の作成

本項目は、PDM の成果7に対応する。モンゴルには、マスタープランを実行するためのセクタープランがないため、各年度の事業予算付けに当たり各局のその時々々の意向が反映されてきた。しかし、UBMP2020 を実施するに当たり、中期的視野に立った事業整備方針と予算計画が必要であるため、URD 事業に関する中期実施方針と計画の作成を支援した。

URD 方針・中期実施計画は、前述 A2 の活動を通して作成された「首都住宅・インフラ整備サブプログラム」に包含されており、GAID (担当しているゲル地区アパート化事業と LR によるインフラサービスセンター開発について) と、首都マスタープラン局 (担当している老朽化アパート建替え事業について) が作成した。中期実施計画となる予算案については、本編の説明資料もしくはワーキングペーパーとして作成はしているが、市議会承認からは外れており、市役所知事室戦略政策企画課によると今後再協議をし、市議会にかけるとの予定とのことである。

3.4. B1&B2:ゲル地区アパート化事業・老朽化アパート建替え事業への技術的アドバイス

本項目は、PDM の活動 9-4 に対応する。本業務開始当時、ゲル地区アパート化事業は事業実施が始まり、老朽化アパート建替え事業は事業実施の目途が立っていた。そのため、基本的な活動は、活動 9-1 の URD 法関連規則・基準作成や活動 9-5 の実務者向けハンドブック作成を通して実施してきた。

2016 年の選挙後、前政権への批判として、特にゲルアパート化事業の停滞が大きな課題として取り上げられ、対応が迫られた。しかし、市の高官や市議会の求めにも関わらず、GAID は意思決定をするに当たり基礎となる現状を把握するためのモニタリング情報を提出することができなかった。そこで、MUGCUP2 では、事業のモニタリングデータを収集するためのデータシートを作成し、担当者に必要なデータを集めるよう説明をした。しかし、事業主体である民間企業からデータを出してもらえないこと⁵や、他の部局が担当しているため GAID には情報がないことなどを理由に、必要となるデータがそろわず、さらにデータの祖語が多いなど課題が多かった。また、担当者レベルでは、業務が忙しいなどの理由で連絡が取れなくなったなど、データ整理が長期間進まなかったが、2018年11月30日に、GAID モニタリング評価課の課長以下5名の職員に対して、モニタリングの重要性や、把握が必要なデータ項目と、祖語のあるデータの見分け方の基本的な考え方について説明する研修をした。

3.5. B3:ゲル地区 LR 事業への技術的アドバイス

本項目は、PDM の成果8のモデル事業実施や活動 9-1 の URD 法関連規則・基準作成に対応する。本業務開始当時、LR 事業は動いていなかったため、MUGCUP2 のアドバイスに従い事業化することが想定されていた。

2016 年の選挙前までの政権では、モデル事業候補地が 9 地区選定されていた。適地選定のための判断基準のためのクライテリアを提示して、最適な事業を 1~3 か所絞るよう協議をしてきたが、予算不足などの理由で、JCC において最終的な候補地の絞り込みには至らなかった。それまでの期間においては、市役所ゲル地区住宅プロジェクト公社の対象 9 地区の地区担当者に対し、土地利用計画の作り

⁵ モンゴルではデータや情報の所有権に関する考え方が日本とは異なっている。公共が委託した事業であっても、データの権利がクライアントに属するという記述が契約書に記載されていないようである。

方や減歩率の算出方法など事業計画の立て方について、6回の研修や日常業務でのOJTを通して技術移転を行ってきた。研修リストを次表に示す。この時期には、民間事業者が利益を得られると判断し、事業施行者としてLR事業に参画できるよう、アパート建設なども視野に入れた計画作成を行っていた。

選挙による政権交代後の新政権下では、高官の交代のみならず、ゲル地区URD事業の担当局が新組織(GAID)に再編され職員がほとんど交代となった。新職員は、URD事業のみならず都市計画についても知識がない職員が多かった。MUGCUP2では、新職員を対象にURDに関して6回の研修を行ってきた(次表参照)。この時期には、「LR手法は低層住宅地で活用する事業である」とのC/Pの意向に合わせ、アパート建設は導入せず、さらに補償費の対象となる建物の取り壊しやハシャ(土地を囲む塀)の移動をできるだけしないような計画を作成し、行政が事業費を負担し、施行者となる事業として計画を作成した。

表 3.2: ゲル開発担当局対象研修リスト

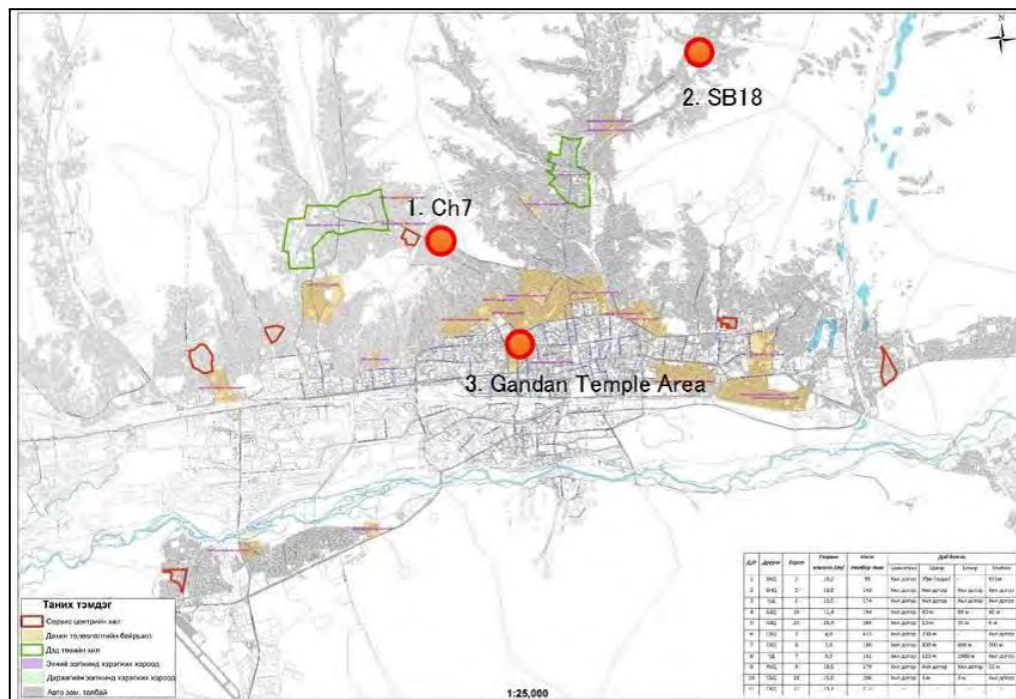
Sr	Date	Number of participants	Agenda
1	June 12, 2015	10	<ul style="list-style-type: none"> • Kick-off for F/S of Ger Area LR model projects (8 projects) • Review of current draft plans of model project
2	July 24, 2015	10	<ul style="list-style-type: none"> • Training for case study of project frame for Ger Area LR project • Process and methodologies of case study
3	August 4 and 5, 2015	10	<ul style="list-style-type: none"> • Discussion of result of case study of 8 model projects • Finding issues and revision point of project frame
4	October 20, 2015	10	<ul style="list-style-type: none"> • Case Study of estimation of re-plotting lands
5	December 2, 2015	10	<ul style="list-style-type: none"> • Discussion of revised project frame of 8 model project
6	March 15 and 18, 2016	20	<ul style="list-style-type: none"> • Outline of URD • Mechanism of Ger Area LR project
7	October 13, 2016	18	<ul style="list-style-type: none"> • Background of the URD Law, including issues on URD and outline of MUGCUP2 • Outline of URD • Outline of the URD Law
8	November 15, 2016	17	<ul style="list-style-type: none"> • Rule and regulation on project site selection • Rule and regulation on ger-to-apartment project
9	March 29-31, 2017	8	<ul style="list-style-type: none"> • Project framework and planning
10	April 7, 2017	8	<ul style="list-style-type: none"> • Possible indicators to compare unit infrastructure systems
11	June 15, 2017	13	<ul style="list-style-type: none"> • Comparison of unit infrastructure design
12	March 12, 14, 16, 2018	17/22/24	<ul style="list-style-type: none"> • Preparation of project framework and land replotting • Consensus building
13	April 18, 2018	9	<ul style="list-style-type: none"> • Purpose and contents of draft implementation plan for LR • Practice to present the draft implementation plan in residential meetings
14	August 31, 2018	11	<ul style="list-style-type: none"> • Replotting planning
15	November 30, 2018	6	<ul style="list-style-type: none"> • Monitoring of ger-to-apartment projects

2017年6月8日のJCCでは、次表と図に示すモデル事業対象地区3か所が、住民合意ができているとの理由で市により選定された。Ch7とSB18では、市の進めるインフラサービスセンター事業が行われることとなり、併せてLR手法の導入が検討された。その後、MUGCUP2は、3か所に対する事業計画素案の作成や、Ch7とSB18における建物調査の実施、換地計画作成などの支援を行ってきた。

た。しかし、インフラサービスセンター事業の成果を早急に出さなければならないという理由で、インフラサービスセンター建屋の敷地は用地買収で対応することとして、2018年春から Ch7 において工事が始まった。2018年の夏以降、事業計画作成を担当していた課長も交代となり、予算がないことや地権者が減歩に反対すると事業がうまく動かなくなるという心配を理由に、GAIDの方針としてインフラサービスセンターにおける LR 手法の導入は見送られた。3か所目の事業対象地であったガンダン寺周辺地区でも、市役所が成果を急いだことにより、地権者による建物建設工事が行われ、LR 計画(案)と現実とが合わなくなり事業として進めることができなくなった。そのため、2018年5月の第7回 JCC 会議で対象から外した。

表 3.3: 選定された LR モデル事業対象地

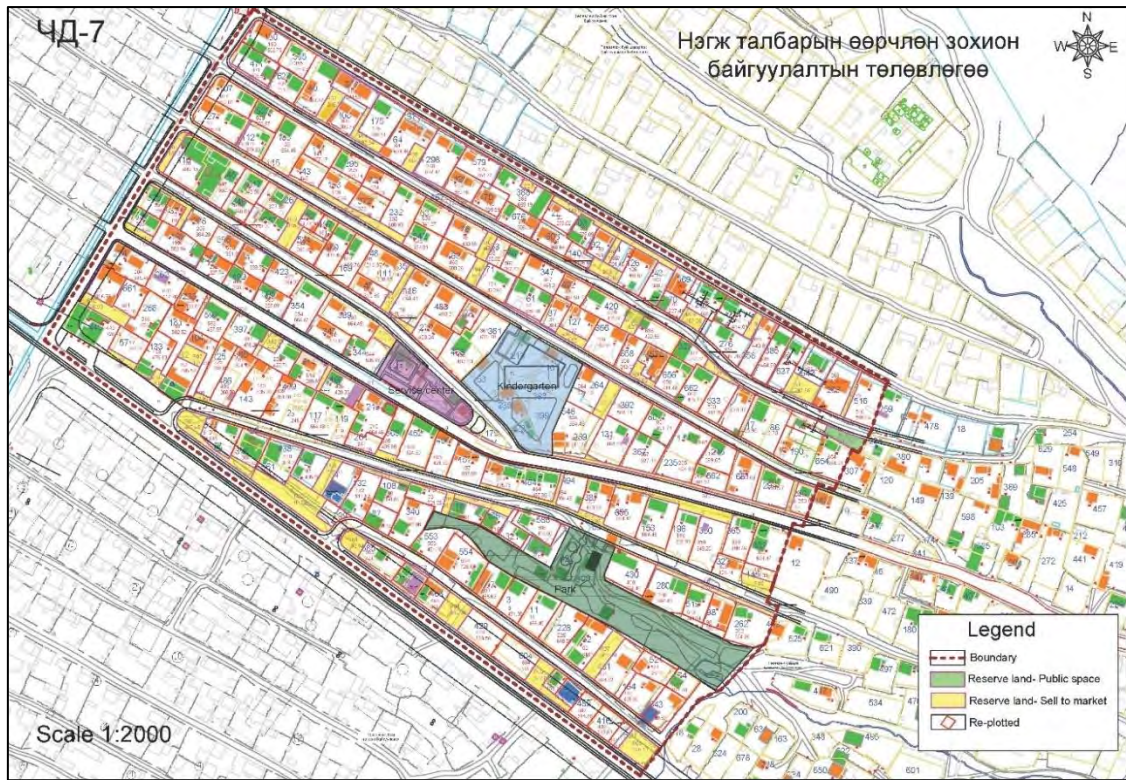
No.	Location	Area (ha)	Number of land rights holders
Infrastructure Service Center			
1	Chingirtei 7 (Ch7)	9.9	162
2	Sukhbaatar 18 (SB18)	15.9	206
Gandan Temple Area			
3	Bayangol 16	1.9	74



出典 : MUGCUP2

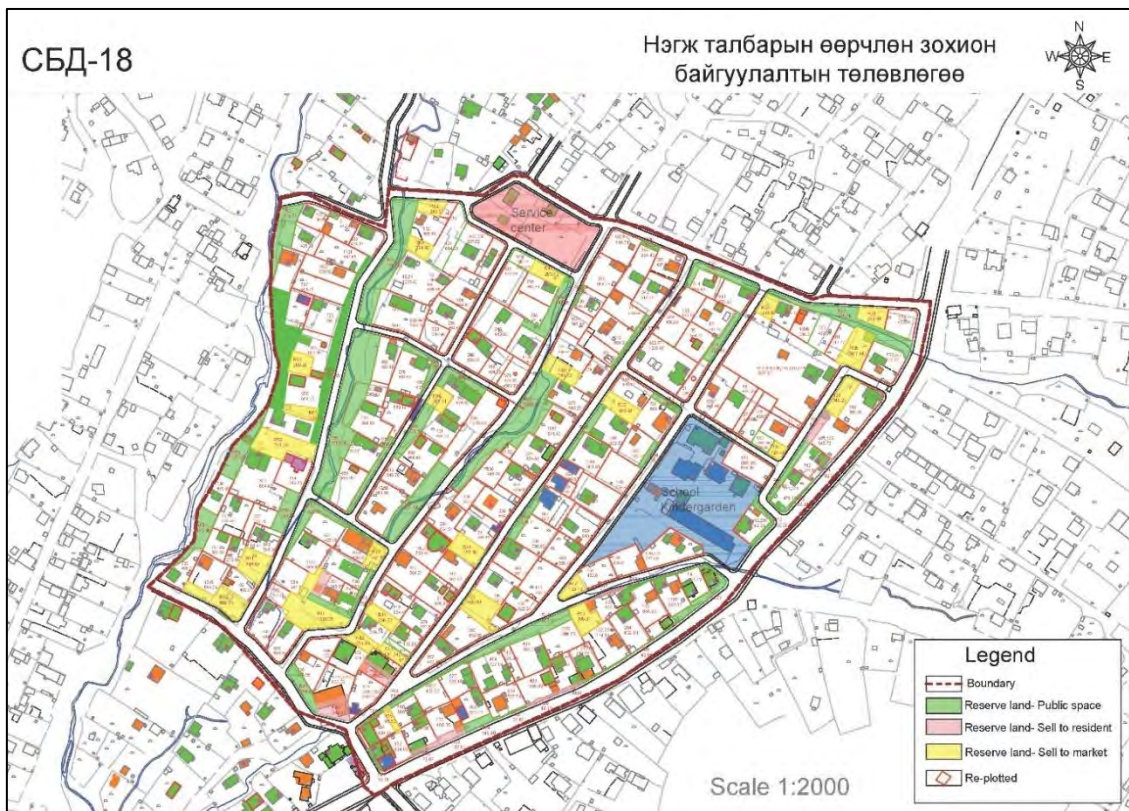
図 3.2: 選定された LR モデル事業対象地

Ch7 と SB18 での換地計画案作成を通して得られた具体的な技術的な教訓として、短冊地割での LR 導入は難しく、特に Ch7 のような敷地面積が狭い場所では減歩で得られる土地が集約できないため、まとまった土地にならず LR 手法の有効性は低いことが分かった。一方、SB18 は、敷地面積が比較的大きいこともあり、まとまった土地を生み出すことが可能なことから、LR 手法導入の可能性があったことが分かった。次図の黄色のハイライト部分の土地が減歩でとれる土地である。



出典：MUGCUP2

图 3.3: Ch7 換地計画図(第 1 案)



出典：MUGCUP2

图 3.4: SB18 換地計画図(第 1 案)

3.6. C1:実務者向けハンドブック作成

本項目は、PDM の活動 9-5 に対応する。実務者が URD 事業実施の際に使用するマニュアルの作成を目的としていた。

URD 事業に携わる実務者向けハンドブックは、再開発に関する研修コース設立準備のための研修 WG の活動を通して作成された。事業実施監理をする行政職員、実施を担当する民間事業者などを対象としており、再開発に関する研修のテキストとして、さらに専門家の日常業務の手引きとして利用されることを目的としている。URD 法及び関連規則・基準を解説した Vol.1 と LR 事業の計画作成方法についての詳細を説明した Vol.2 からなっている。Vol.1 は 4 章構成で、1 章は総論、2 章 LR 事業実施プロセス、3 章 ゲルアパート化事業実施プロセス、4 章 老朽化アパート建替え事業実施プロセスとなっている。Vol.2 は、9 章構成となっており、1 章は序論、2 章 URD 手法の設定、3 章 住民参加、4 章 各事業プロセスにおける活動内容、5 章 事業提案、6 章 事業対象地の基礎調査、7 章 事業計画作成、8 章 3 者契約締結、9 章 事業モニタリングとなっている。詳細は、技術成果品「URD 実施のための実務者向けハンドブック」（モンゴル語版と英語版）を参照されたい。

3.7. C2:住民向け理解促進ツール作成

本項目は、PDM の活動 10-4 に対応する。URD 事業を一般に広報する際に利用する動画とパンフレットの作成を目的としていた。

住民向け理解促進ツールとして、URD に関する以下 4 種類の動画とパンフレット（モンゴル語版と英語版）を作成した。導入編は第 1 年次に WG の活動を通して、3 つの事業手法編は第 2 年次に研修 WG と、MUGCUP2 の WG の活動を通して作成した。それぞれの動画は、10 分のフルバージョンと 2 分のサマリーバージョンがある。概要は以下の通りであり、詳細は、成果品「PR ツール（動画とパンフレット）」を参照されたい。

- 導入編：URD 法の紹介
- LR 編：事業プロセスや減歩と換地の考え方についての説明など
- ゲルアパート化事業編：関係者の役割や事業プロセスの説明など
- 老朽化アパート建替え事業編：事業プロセスの説明や事業進捗や実施済み事業の紹介など

3.8. C3:国内研修及び本邦研修

本項目は、PDM の活動 11-7 と 11-8 に対応する。行政職員の URD に係る能力向上を目的としていた。

アイマグ（県）職員を含む URD 事業に携わる行政職員を対象として、計 5 回の国内研修を行い、延 304 名が URD 法や LR 事業の計画方法について理解を深めた。2016 年の政権交代があったため、URD 法の紹介や LR 事業計画フレーム作成、換地計画作成の大きく 3 つの内容についての研修を繰り返すことになった。この研修を通して、専門家のすそ野を広げることに貢献してきた。

表 3.4: 国内研修リスト

Training	Date	Number of Participants	Agenda
First Training	September 22-24, 2015	65	<ul style="list-style-type: none">・ Mechanisms for URD・ Current situation and issues of URD implementing in Ulaanbaatar・ Site visits of URD projects・ Situation of housing market and importance of housing policy for low- and middle-income households
Second Training	March 7, 9, 10, 2016	63	<ul style="list-style-type: none">・ Project framework and planning

Training	Date	Number of Participants	Agenda
Third Training	December 6-7, 2016	64	<ul style="list-style-type: none"> • Mechanisms for URD • Current situations and issues on URD being implemented in Ulaanbaatar • Introduction of the Urban Redevelopment Law and its rules and regulations
Fourth Training	May 22-24, 2017	67	<ul style="list-style-type: none"> • Mechanism on URD • Rules and regulations on the URD Law • Current situations and issues on URD implementation in Ulaanbaatar • Project framework and planning
Fifth Training	November 20-24, 2018	61	<ul style="list-style-type: none"> • Outline of URD • Outline of project framework and planning • Methodology of replanning

Note: The number of participants refers to those who participated more than half of the training sessions.

また、2016年選挙後の2017年2月に、MCUD副大臣やUB市副市長を含む新政権の高官を中心に計16名が東京と愛知を訪問し、日本のURD事業やその制度、LIHのための住宅政策などについて学んだ。本邦研修の研修生のリストは、添付5を参照されたい。

3.9. C4: 研修コース設立準備

本項目は、PDMの活動11-9と11-10に対応する。これらの活動である研修コースの設立と講師育成は、2017年6月8日の第6回JCCにおいて、モデル事業の実施に関する活動が動かないことからその活動の代わりにURD事業を促進するための知識と技術を専門家に普及するための準備として追加された。

MCUD、ALAMGaC、UB市役所、UPDI、モンゴル国住宅公社（TOSK）などの職員からなるURDの専門家研修に関するWGが2018年4月に設立され、研修の教科書となる実務者向けハンドブックの作成（C1）とPRツール（C2）の作成を通し、URD事業実施に関する理解を深めた。

3日間のURDコースを、国が所管し建築家協会が受託する都市計画専門家資格研修に組み込み、2018年10月17日から19日に第1回目の研修を開催した。講師は、研修WGから基本的に一級資格保有者5名が担当した。講義に際しては、プロジェクトの研修で利用された資料を基に各講師が担当する内容について研修資料を作成し、それに対してプロジェクトがアドバイスを行った。また、プロジェクトは研修についてもアドバイスを行い、それをもとにメンバーが第2回目の実践研修の講義資料づくりなどの準備を行った。

表 3.5: 研修コース

	内容	講師
1日目	1. 総論 2. ゲルアパート化 & 老朽化アパート建替え事業概論 3. 事業管理	ALAMGaC オドバヤル都市計画局長 ALAMGaC ボロルマー氏 MCUD 法律家アマルトゥブシン氏
2日目	事業計画とその演習	UPADI レグズマ所長
3日目	換地計画とその演習	MUGCUP2 バヤルトゥブシン氏

また、第2回目の実践研修は、その他のWGメンバーを対象として、2018年11月28日から30日の3日間に17名が参加して模擬研修を実施した。参加者は、今まで研修講師の経験のない若手が多かったが、これまでMUGCUP2で使用してきた資料などを参考にしながら自分たちのプレゼン資料を

作成し、実際に講師として他のメンバーに説明をした。講義中に説明ができなかった部分については、MUGCUP2 専門家やスタッフが詳しく説明をしながら、補足するということでさらに理解を深める機会となった。

これらの活動を通して育成された研修講師が、国の専門家資格研修の講師のみならず、UB 市やアイマクの行政職員、民間事業者、住民向け研修の講師として、URD の普及をしていくことが期待される。

4. プロジェクト目標の達成度

4.1. プロジェクト目標の達成度

PDM のプロジェクト目標である「居住環境改善に資する都市開発の計画策定能力及び事業実施能力が向上する。」は、MUGCUP2 に適用する 3 つの評価指標に基づく達成されたと言える。詳細を次表にまとめる。

表 4.1: プロジェクト目標と指標、その達成度

上位目標	指標	達成度
居住環境改善に資する都市開発の計画策定能力及び事業実施能力が向上する。	(1) URD 事業計画の策定と促進のための知識と能力の向上 (3) URD 事業に関する研修のためのハンドブックの活用 (5) URD 事業計画を効果的に実施する UB 市政府の組織再編に関する提案	指標 1: 達成された。 モンゴルと日本の研修プログラム、モデルプロジェクトの計画準備のための OJT、サブ WG や規則・基準 WG などの WG 活動、講師育成などを通じて、URD 事業に関する知識と能力を強化した。 指標 3: 部分的に達成された。 URD 事業実施のための実務者向けハンドブックは、2018 年に作成された。研修 WG のメンバーは、実践研修のための研修資料の準備過程で活用した。しかし、URD の研修プログラムの教科書としては活用されていない。 指標 5: 達成された。 UB 市政府に URD プロジェクトを効果的に実施するための再編について提案した。

4.2. OECD DAC5 段階評価の概要

妥当性は、事業開始当初から政策に変更がないことや、市議会がプロジェクトで作成した「首都住宅・インフラ整備サブプログラム」を承認したことから、高いと判断した。有効性は、活動 8-3: モデル事業の実施準備が未完であったが、活動 9-1: URD 法関連規則・基準の策定で予定していた 7 つの規則・基準の内、6 つが承認され、最後の 1 つもドラフトは作成できたことや、その他の多くの活動は達成しているため、高いと判断した。効率性に関しては、活動が事業開始当初の想定より遅れていたが、適宜活動の見直しをし、プロジェクト期間の延長は生じていない。一方で、想定予算より約 6.1 千万円大きくなっていることから中程度と判断した。MUGCUP2 終了から 3 年後における上位目標の達成を想定するインパクトの視点も高いと判断された。理由としては、URD 法の承認、URD 法関連規則・基準の承認、URD に関する研修コースの設立、研修講師育成、住民向けの URD 事業広報資料や実務者向けハンドブックの作成などの成果を通して、今後 URD 事業が促進されると考えられたためである。さらに、URD 事業を促進するための LIH のための住宅政策について、省が国の政策として協議し始めた。持続性においては、政策・組織の視点では URD 事業の政策や法制度が整備されたことや、実施組織の視点では担当部署が存在し、財政面ではインフラサービスセンターへの予算がついている一方、実施組織の組織体制の改善の必要性や、実施組織の技術面からは人材や能力不足があるなど不安要素もあることから、中程度と判断された。OECD DAC の 5 段階評価結果を次表にまとめる。

表 4.2: DAC5 段階評価のまとめ

妥当性	有効性・インパクト	効率性	持続性	総合評価
高い	高い	中程度	中程度	高い

5. 上位目標達成に向けての提言

5.1. 上位目標の達成状況

プロジェクトの上位目標とその指標は次表に示すとおりである。

表 5.1: 上位目標と指標

上位目標	指標
MP2020 に基づいた計画的な都市開発が行われる。	ユーティリティ施設（上下水、ヒーティング）が整備された住宅供給戸数

上位目標は一定程度の達成が見込まれる。

2018 年 2 月、UB 市の URD 中期計画を包含する「首都住宅・インフラ整備サブプログラム」が市議会で承認された。当該サブプログラムは 2018 年から 2022 年の 5 か年における①中低所得者向け住宅供給、②賃貸住宅供給、③住宅地開発、④本プロジェクトで扱った URD 事業、⑤熱・電気・水供給・下水道等のネットワークの拡大等の計画及び目標数値が定めており、プロジェクトの上位目標そのものであることから、プログラムが実現されれば上位目標は達成されることになる。また、市では現在の UB MP2020 を改訂し、UB MP2030 の策定作業に着手しようとしており、そのためにはまず、現マスタープラン 2020 の実施状況のモニタリング作業がなされるはずである。

本プロジェクトでは、首相令で設置されたマスタープラン実施計画モニタリングのための国・市合同作業部会の開催及び LR モデルプロジェクトの着手には至らなかったが、その検討過程において多くの計画及び手法の提案、URD 法関連規則・基準の整備、法制度に基づく URD 事業実施マニュアルの策定、そしてこれらの活動に基づく能力向上のための教材の開発及び研修を実施するとともに、URD 事業の計画・実施のための研修コースの設立等を行ってきた。また、これら URD 事業が低所得者向け住宅供給の促進につながるための政策提案も行ってきた。これらをベースに今後 URD 事業の実施が促進されることが見込まれる。

上記市のサブプログラムの実施やマスタープランの改定等により、モンゴル側はプロジェクトの上位目標に掲げている姿に進もうとしていることは確かであり、その達成に向けて本プロジェクトで整備された制度的基盤、能力向上はその促進に大いに寄与するものと考えられる。

5.2. 上位目標達成のための提言

上記のとおり、上位目標達成のための指標は達成されつつあるが、MUGCUP2 に関して以下の 6 点についてさらなる活動が必要となる。

- (1) UB における LR 計画とその適用性について、さらに詳細な検討を行う。MUGCUP2 実施中、LR 手法についての C/P の理解は残念ながら十分ではなかった。本業務では、モデルプロジェクトの実施を通じて LR 事業手法を見直し、変更することまでが開始当初期待されていた。しかし、選択されたモデルプロジェクトが実施されなかったため、そこまで到達することはできなかった。したがって、モンゴル側は、状況に合わせて検証をし、必要な場合には事業手法を改善する必要がある。また、LR 事業手法を SC 事業に統合する方法を検討する必要がある。そして、その計画が適用可能であると考えられるならば、住民の意欲を尊重しながら、公共用地創出が可能なモデルプロジェクト対象地を選択しなおす必要がある。

- (2) 上記 (1) に基づいて選択される LR モデルプロジェクトを予算化して実施する。
- (3) URD 事業、特に事業実施に不可欠な計画段階への理解を深めるため、モンゴル建築家協会が開催する URD の研修モジュールの受講を実務者および専門家に奨励する。上記 1 を達成するためには、URD 事業についてよりよく理解している実務者および専門家の数を増やすことが重要である。
- (4) MUGCUP2 チームが URD 事業を適切に管理・運営するために提案した市役所 GAID の組織再編に関する提案を適用する。
- (5) URD 事業の進捗状況を適切に監視し、情報を一般市民に共有する。
- (6) MUGCUP2 チームは、LIH を対象とした住宅支援スキームを提案した。MCUD は、この URD の促進となる、特に住民がインフラサービスに接続するための政策を国の政策とする。

6. プロジェクト実施運営上の課題・工夫・教訓

6.1. プロジェクト実施運営上の工夫

6.1.1. 本邦研修への高官の参加を促す

2016 年の選挙により、C/P の意思決定者である JCC メンバーが交代した。意思決定者の多くは、政治任用であり必ずしも都市開発・計画に関わる分野の専門家ではない上、多忙である。本邦研修は、MUGCUP2 や URD 事業について集中的に長時間まとまって学ぶことができるだけでなく、日本の経験を講義で学び、視察を通して実際に事業を目にすることで、イメージを膨らませることができる良い機会である。本業務では、2 週間の研修を実施したが、意思決定者である高官に参加してもらうため、研修員の 3 分の 1 を高官とし、最初の 1 週間だけ参加してもらった。高官が研修に参加したことにより、2 週間の研修に参加した実務者が MUGCUP2 の活動をする際に動きやすくなったと共に、MUGCUP2 チームと高官とのネットワークを構築することができた。

6.1.2. カウンターパートによる新職員への研修実施

2016 年の選挙によりゲル地区開発を担当する市の担当局の職員がほとんど入れ替わった。MUGCUP2 では、業務開始当初からの C/P と新たな C/P 間の理解のギャップを埋めるため、MUGCUP2 について説明すると共に URD に関する研修を行った。その際、講師を開始当初からの C/P をお願いした。研修生にとっては、モンゴル語の専門用語について理解を深めると共に、URD 事業の今までの経緯や経験などを聞くことができる機会になった。また、誰がリソースパーソンとして相談できるのかを知ることができる機会となった。一方、開始当初からの C/P にとっては、URD に関する知識の少ない職員に教えることで自分たちの理解をさらに深めると共に、講師として研修を実施する機会にもなった。

6.1.3. 関係者との、そして関係者間のコミュニケーションへの配慮

本業務における主な C/P 機関は、MCUD、ALAMGaC、市役所、UPDI、NOSK など複数にわたっているが、特に国と市の関係は密でないため、国と市の様々な関係機関の職員と一緒に活動する場を提供するなど、国と市の関係性づくりに配慮して事業を実施してきた。C/P は常に自身の業務で多忙であるが、各種 WG 会議などを通して頻繁に顔を合わせる機会を作ることによって、相互の関係性がよくなってきた。また、C/P への情報共有に配慮し、会議の通知のみならず、会議の議事録や報告書などの成果品について、C/P 全員にメールでも情報共有をした。併せて、C/P、特に市 GAID に対しては、彼らの事務所にあったプロジェクトチームの席が職員が増えたためになくなってから、MUGCUP2 の活動や進捗への理解を深めてもらうため、頻繁に関係者と面談をする機会を設けるよう心掛けた。

6.1.4. カウンターパートの主体性の重視

C/P が主体となって事業を進められるように配慮した。特に、URD 法関連規則・基準作成、国内研修の講師、PR ツール（動画とパンフ）の作成、首都住宅・インフラ整備サブプログラムの作成、実務者向けハンドブックの作成、実践研修講義資料の作成などにおいて、導入は MUGCUP2 チームで導くが、密に意見交換をし、方向性を理解したところで作業は C/P が主体で行うようにした結果、C/P が積極的に活動に取り組んだ。

6.1.5. 書面によるカウンターパートの意向確認

本業務で達成することが想定されていたモデルプロジェクトの計画作成に関する活動（活動 8-3）が、2017年6月の第6回 JCC 会議以降も停滞していた。そこで、プロジェクトチームは、2018年2月と3月に副市長と関係局とに、URD 事業実施の際に市がとるべき行動について説明し意見交換をする場を設け、覚書並びに市の方針について文書で残すために回答を促すレターを発出した。MUGCUP2 チームは、市との約束に基づき、2つのモデルプロジェクト地区の事業計画素案（案）と換地計画（案）を作成支援し、市 GAID に説明を重ねてきた。しかし、秋になっても約束した行動が市によって取られなかったため、JCC 議長である MCUD 副大臣と副議長である市役所副市長宛にレターを送付し、市の意向を確認した。JCC が開催されない中で JCC メンバーにプロジェクトの抱える課題を共有すると共に、文書として残すことで市役所が行動をとることが期待されたが、残念ながら試みは上手くいかなかった。

6.1.6. 事業の進捗に合わせた活動内容の見直し

2017年6月の第6回 JCC 会議でモデルプロジェクト地区が選定されたが、プロジェクト終了までの残りの期間で工事实施ができないことは明白であった。本業務は、モデルプロジェクト実施を通して C/P の URD に係る知識や技術を向上することが想定されていたため、プロジェクトではその目標達成が難しいのではいかと考えた。そこで、新たな活動として、研修コース設立と研修講師育成（活動 11-9 と 11-10）を加え、研修講師育成の活動を通して C/P の能力向上をすると共に、研修コースを設立することで URD に携わる専門家人材を育成することができるよう制度づくりを提案した。モデルプロジェクト実施に関する活動が停滞してしまったこともあり、特に新たな活動により新しい人材のすそ野を広げることができたことの意義は非常に大きかったと考える。

6.2. プロジェクト実施運営上の課題と教訓

6.2.1. プロジェクトの策定時にモデルプロジェクトに必要な予算を確保すること

PDM のプロジェクト目標の外部条件のひとつとして、「都市開発事業に必要な予算を提供する」とが書かれているが、討議議事録（R/D）の本文では明確ではなかった。LR モデルプロジェクトの予算は、2018年であっても確保されなかった。モンゴル側にとって、モデルプロジェクトが進められなかった最大の理由は、予算の準備であったと考えられる。

モデルプロジェクトをスムーズに実施するためには、本業務の策定段階で予算を確保し、R/D に明記することが必要だったと考える。また、予算を確保できない場合には、プロジェクトの中止もあり得るという条件を明確にした方が良かったと考える。また、モンゴル政府は常に予算の不足を理由にしているため、本業務が始まる前に、市の予算のほかに、モデルプロジェクト実施のための可能な財政手段をモンゴル側と日本側の両方で議論考慮する必要があったと考える。

6.2.2. 効果的なプロジェクト実施のための適切なカウンターパートの指名要求

UB 市で、老朽化アパート建替え事業の実施を担当する組織は首都マスタープラン局再開発課であり、ゲルアパート化と LR 事業は GAID である。GAID が担当している2つのプロジェクトは事業実施に課題がある。GAID には、都市開発に必要な建築家、土地管理、都市計画/開発、エンジニアの経歴を持つ専門家の数が少ない。意思決定者レベルにおいても、これらの専門家であることは事業実施の上

で重要である。これらの専門家が不在であることが、LR 手法の概念やその重要性、有用性を理解することが難しかったことにつながっていたのではないかと考える。建築家、土地管理、都市計画/開発、エンジニアなどの専門職員を GAID 職員として任命することが重要である。

また、モデルプロジェクト実施のためのコアメンバーを任命することが重要である。MUGCUP2 では、様々な組織の職員からなるモデルプロジェクトのサブ WG を設立した。しかし、GAID 職員以外の多くのメンバーはモデルプロジェクトを直接実施する立場にないため、実際の仕事への関与は限られていた。2016 年の選挙の前にゲル地区住宅プロジェクト公社と協力していた時点では、公社の中に地区担当という形で事業担当となる職員がいた。しかし、選挙後の GAID では、MUGCUP2 の実務者としての C/P は課長 2 名であり、MUGCUP2 と密に連携する職員は指名されなかった。モデルプロジェクトの実施のためには、中核となる担当職員を任命する必要があった。

これらが満たされなければ、「プロジェクト担当者が適切に配置される」という PDM の前提条件は満たしていないということになる。そのような状況を回避するための 1 つの解決策としては、上記 6.2.1 同様に、プロジェクトの中止条件をプロジェクトの策定段階において明確にするということである。

6.2.3. モデルプロジェクトの成果を示す重要性

モンゴルの人々は、良い事例を見て模倣する価値があると考え、新しい事柄を導入する傾向が強い。そのため、JICA 専門家による質の管理のもと、URD 法に基づく LR 手法の推進のデモンストレーションとしてモデルプロジェクトを実施することは非常に重要であった。

政府の意思決定者の主な関心は、選出された任期の 4 年間に見えるような成果を出すことであるが、LR 事業は、一般に事業実施前と実施中に住民の関与と合意形成に時間を要する。したがって、モデルプロジェクトは可能な限りコンパクトにする必要がある。初めての経験でも、管理しやすく、比較的短い時間で実現可能となる可能性が高まる。

添 付

1. PDM（変遷経緯、最終版）
2. JCC 議事録
3. 詳細活動計画（作業計画（PO）と実績）
4. 専門家派遣実績（要員計画最新版）
5. 研修員受け入れ実績
6. 供与機材実績

1. PDM (変遷経緯、最終版)

(1) Ver. 1 (at Minutes of Meeting on October 7 2014)

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

Whole project term: 2014 – 2018 (4 years and 3 months)

Sub-project 1 title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan

Sub-project 1 term: 2014 – 2016 (2 years)

Sub-project 2 title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia

Sub-project 2 term: 2014 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2) Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament Resolution in 2013</p> <p>Project Purpose (Sub-project 1 and 2) Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)</p> <p>1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects 2) Approval of the UB MP2020 implementation plan 3) Utilization of handbooks for the implementation of urban redevelopment projects for daily work 4) The re-organization of UB City government functioning effectively to conduct the UB MP2020 Implementation Plan and Urban Redevelopment Projects</p>	<p>-Interview - Questionnaire - The approved UB MP2020 Implementation Plan - organization chart</p>	<p>- Policy of implementation plan and urban redevelopment will be continued - The budget will be provided for urban development in UB City - Urban redevelopment law is approved</p>
<p>Outputs 1: The current status and issues regarding UB MP2020</p>	<p>1. Current status and issues regarding UB MP2020 implementation plan</p>	<p>- Reports - Record of meetings</p>	<p>- All the departments of UB City relating to the formulation of the UB</p>

implementation plan are clarified. (Sub-project 1)	and workshops - Questionnaires	MP2020 participate in the Project	Plan
2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)	2. Policy objectives and planning principles about UB MP2020 implementation plan		
3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)	3. UB MP2020 implementation plan		
4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)	4. Monitoring method of the UB MP2020 implementation plan		
5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)	5. Current status and issues regarding urban redevelopment projects		
6: Urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)	6. Reflection of urban redevelopment policy and implementation plan to UB MP2020 implementation plan		
7: Re-organization of ger area land project(s) is(are) promoted through model project(s). (Sub-project 2)	7. Implementation of a re-organization of ger area land project		
8: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)	8. Implementation of urban redevelopment projects specified in UB MP2020		
9: Citizen participation and provision of information to the public are promoted. (Sub-project 1 and 2)	9. Improvement of result of questionnaires about citizen participation and provision of information to the public conducted in 2015 and 2018		
10: Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced. (Sub-project 1 and 2)	10. Improvement of urban redevelopment project's implementation capacity based on self-evaluation		
Activities ⁶	Inputs		
1-1: Analyze the current status of the urban development trend	Japanese experts;		
1-2: Review existing plans in terms of urban development including the UB MP2020	Sub-project 1: 1) Urban Planning		
2-1: Organize the team framework in UB city to formulate the	2) Urban Development Management		

6 Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

<p>implementation plan</p> <p>2-2: Formulate policy objectives for the realization of the UB MP2020</p> <p>2-3: Formulate priority issues for the realization of the UB MP2020</p> <p>2-4: Formulate sectoral policies (Ministry level, City level)</p> <p>2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan</p> <p>3-1: Coordinate ministerial projects with ministries concerned</p> <p>3-2: Sort out individual projects and set each project's cost</p> <p>3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan</p> <p>3-4: Formulate the draft implementation plan and adjust it to finalize</p> <p>3-5: Make necessary modifications to the implementation plan</p> <p>4-1: Set up monitoring indicators</p> <p>4-2: Study issues and problems of monitoring the UB MP2020 implementation plan</p> <p>4-3: Establish a monitoring structure in UB city</p> <p>5-1: Conduct comparative study on on-going projects and analyze issues (scheme A)</p> <p>5-2: Review current status and achievements and analyze issues (Scheme B, C)</p> <p>6-1: Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary) (Scheme A, B, C)</p> <p>6-2: Clarify costs for the implementation of urban redevelopment projects for 5 years including infrastructure cost (Scheme A, B, C)</p> <p>7-1: Select a model project(s) (Scheme B)</p> <p>7-2: Formulate local unit utility plan (Scheme B)</p> <p>7-3: Support preparation of the model project(s) (Scheme B)</p>	<p>3) Administrative Management</p> <p>4) Cost Analysis</p> <p>Sub-project 2:</p> <p>1) Land Re-adjustment Planning / Urban Redevelopment Planning</p> <p>2) Utility Planning (Heating, Sewage, Water Supply)</p> <p>3) Real Estate Evaluation</p> <p>4) Urban Redevelopment Relating Laws / Housing Finance</p> <p>5) Training Planning / Public Relations Planning</p> <p>- Training of counterpart including training programs in Japan</p> <p>- Necessary equipment</p> <p>Mongolian side;</p> <p>- Provision of office and equipment</p> <p>- Telephone line and internet connection</p> <p>- Appointment of counterparts</p> <p>- Counterpart budget: administrative cost including transportation and utility</p>	<p>Preconditions</p> <p>- Mongolian counterpart personnel for the Project are properly assigned.</p> <p>- Mongolian side allocates necessary budget for the Project.</p>
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<p>7-4: Support implementation of the model project(s) (Scheme B)</p>	<p>8-1: Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law</p> <p>8-2: Formulate or revise UB city's rules and regulations necessary for the implementation of urban redevelopment projects (Scheme A, B, C)</p> <p>8-3: Develop implementation handbooks of urban redevelopment projects (Scheme A, B, C)</p> <p>8-4: Standardize project planning and project execution (Scheme A, B, C)</p> <p>8-5: Propose promotion measures for sales and purchase of properties developed by urban redevelopment projects (Scheme A, B, C)</p> <p>9-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan</p> <p>9-2: Provide information about the formulated implementation plan to citizens</p> <p>9-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)</p> <p>9-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)</p> <p>9-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)</p> <p>10-1: Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments</p> <p>10-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)</p> <p>10-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)</p>
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	<p>10-4: Conduct a survey of citizen satisfaction level as to UB city administrative services</p> <p>10-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)</p> <p>10-6: Organize seminars/workshops in UB city for improvement of UB city administrative management</p> <p>10-7: Implement training programs in UB city about Urban redevelopment projects (Scheme A, B, C)</p> <p>10-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)</p>
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(2) Ver. 2 (at 4th JCC meeting on April 27 2016)

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

Whole project term: 2014 – 2018 (4 years and 3 months)

Sub-project 1 title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan

Sub-project 1 term: 2014 – 2016 (2 years)

Sub-project 2 title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia

Sub-project 2 term: 2014 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2) Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament Resolution in 2013</p> <p>Project Purpose (Sub-project 1 and 2) Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)*</p> <p>1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment</p>	<p>-Reports / Statistics</p> <p>- Interview - Questionnaire - The approved UB MP2020</p>	<p>- Policy of implementation plan and urban redevelopment will be continued - The budget will be provided for</p>

<p>projects</p> <p>2) Approval of the UB MP2020 implementation plan</p> <p>3) Utilization of handbooks for the implementation of urban redevelopment projects for daily work</p> <p>4) The re-organization of UB City government functioning effectively to conduct the UB MP2020 Implementation Plan and Urban Redevelopment Projects</p>	<p>urban development in UB City</p> <ul style="list-style-type: none"> - Urban redevelopment law is approved 	<p>Implementation Plan</p> <ul style="list-style-type: none"> - organization chart
<p>Outputs</p> <p>1: The current status and issues regarding UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)</p> <p>4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)</p> <p>5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)</p> <p>6: <u>Ulaanbaatar's housing policy for low-income households is formulated. (Sub-project 2)</u></p> <p>7: <u>Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)</u></p> <p>8: Re-organization of ger area land project(s) is(are) promoted through model project(s). (Sub-project 2)</p> <p>9: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)</p> <p>10: Citizen participation and provision of information to the public are promoted. (Sub-project 1 and 2)</p>	<p>1. Current status and issues regarding UB MP2020 implementation plan</p> <p>2. Policy objectives and planning principles about UB MP2020 implementation plan</p> <p>3. UB MP2020 implementation plan</p> <p>4. Monitoring method of the UB MP2020 implementation plan</p> <p>5. Current status and issues regarding urban redevelopment projects</p> <p>6. <u>Ulaanbaatar's Housing policy for low-income households</u></p> <p>7. Reflection of urban redevelopment policy and <u>medium-term</u> implementation plan to UB MP2020 implementation plan</p> <p>8. Implementation of a re-organization of ger area land project</p> <p>9. Implementation of urban redevelopment projects specified in UB MP2020</p> <p>10. Improvement of result of questionnaires about citizen participation and provision of</p>	<p>- Reports</p> <ul style="list-style-type: none"> - Record of meetings and workshops - Questionnaires <p>- All the departments of UB City relating to the formulation of the UB MP2020 Implementation Plan participate in the Project</p>

<p>information to the public conducted in 2015 and 2018</p>	<p>11. Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced. (Sub-project 1 and 2)</p>	<p>11. Improvement of urban redevelopment project's implementation capacity based on self-evaluation</p>
<p>Activities⁷</p> <p>1-1: Analyze the current status of the urban development trend</p> <p>1-2: Review existing plans in terms of urban development including the UB MP2020</p> <p>2-1: Organize the team framework in UB city to formulate the implementation plan</p> <p>2-2: Formulate policy objectives for the realization of the UB MP2020</p> <p>2-3: Formulate priority issues for the realization of the UB MP2020</p> <p>2-4: Formulate sectoral policies (Ministry level, City level)</p> <p>2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan</p> <p>3-1: Coordinate ministerial projects with ministries concerned</p> <p>3-2: Sort out individual projects and set each project's cost</p> <p>3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan</p> <p>3-4: Formulate the draft implementation plan and adjust it to finalize</p> <p>3-5: Make necessary modifications to the implementation plan</p> <p>4-1: Set up monitoring indicators</p> <p>4-2: Study issues and problems of monitoring the UB MP2020 implementation plan</p> <p>4-3: Establish a monitoring structure in UB city</p> <p>5-1: Conduct comparative study on on-going projects held in</p>	<p>Inputs</p> <p>Japanese experts;</p> <p>Sub-project 1:</p> <p>1) Urban Planning</p> <p>2) Urban Development Management</p> <p>3) Administrative Management</p> <p>4) Cost Analysis</p> <p>Sub-project 2:</p> <p>1) Land Re-adjustment Planning / Urban Redevelopment Planning</p> <p>2) Utility Planning (Heating, Sewage, Water Supply)</p> <p>3) Real Estate Evaluation</p> <p>4) Urban Redevelopment Relating Laws / Housing Finance</p> <p>5) Training Planning / Public Relations Planning</p> <p>- Training of counterpart including training programs in Japan</p> <p>- Necessary equipment</p> <p>Mongolian side;</p> <p>- Provision of office and equipment</p> <p>- Telephone line and internet connection</p> <p>- Appointment of counterparts</p> <p>- Counterpart budget: administrative cost including transportation and utility</p>	<p>Preconditions</p> <p>- Mongolian counterpart personnel for the Project are properly assigned.</p> <p>- Mongolian side allocates necessary budget for the Project.</p>

⁷ Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

	<p><u>Ulaanbaatar and analyze issues (scheme A)</u></p> <p>5-2: <u>Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues (Scheme B, C)</u></p> <p>5-3: <u>Review current status and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level</u></p> <p>6-1: <u>Review current status of housing market and analyze issues</u></p> <p>6-2: <u>Analyze housing demand and supply for the medium term</u></p> <p>6-3: <u>Formulate Ulaanbaatar's housing policy for low-income households</u></p> <p>7-1: <u>Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary) (Scheme A, B, C)</u></p> <p>7-2: <u>Clarify costs for the implementation of urban redevelopment projects for 5 years including infrastructure cost (Scheme A, B, C)</u></p> <p>8-1: <u>Select a model project(s) (Scheme B)</u></p> <p>8-2: <u>Formulate local unit utility plan (Scheme B)</u></p> <p>8-3: <u>Support preparation of the model project(s) (Scheme B)</u></p> <p>8-4: <u>Support implementation of the model project(s) (Scheme B)</u></p> <p>9-1: <u>Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law</u></p> <p>9-2: <u>Provide advice for amending the draft Urban Development Law</u></p> <p>9-3: <u>Provide legal advice for implementation of urban redevelopment project</u></p> <p>9-4: <u>Revise UB city's rules and regulations necessary for the implementation of urban redevelopment projects (Scheme A, B, C)</u></p> <p>9-5: <u>Provide advice for implementation of urban redevelopment projects (Scheme A, C)</u></p> <p>9-6: <u>Develop implementation handbooks of urban redevelopment</u></p>
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	<p>projects (Scheme A, B, C)</p> <p>9-7: Standardize project planning and project execution (Scheme A, B, C)</p> <p>9-8: Propose promotion measures for sales and purchase of properties developed by urban redevelopment projects (Scheme A, B, C)</p> <p>10-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan</p> <p>10-2: Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)</p> <p>10-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)</p> <p>10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)</p> <p>10-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)</p> <p>11-1: Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments</p> <p>11-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)</p> <p>11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)</p> <p>11-4: Conduct a survey of citizen satisfaction level as to UB city administrative services</p> <p>11-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)</p> <p>11-6: Organize seminars/workshops in UB city for improvement of UB city administrative management</p> <p>11-7: Implement training programs in UB city about Urban</p>
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		<p>redevelopment projects (Scheme A, B, C)</p> <p>11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)</p>
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Note: * In Ex-ante Evaluation Paper, there are two objectively verifiable indicators for the overall goal; which are (1) the number of project implemented based on the UB MP2020 implementation plan and (2) the number of citizens living in houses with utility services (Heating, Sewerage, Water Supply). However, as the result of the discussion with the Mongolian side, the Project adopted only indicator (2) as mentioned above.

(3) Ver.3 (at 5th JCC meeting on October 7 2016)

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

Whole project term: 2014 – 2018 (4 years and 3 months)

Sub-project 1 title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan

Sub-project 1 term: 2014 – 2018 (4 years and 3 months)

Sub-project 2 title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia

Sub-project 2 term: 2014 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2)</p> <p>Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament Resolution in 2013</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)</p>	<p>-Reports / Statistics</p>	
<p>Project Purpose (Sub-project 1 and 2)</p> <p>Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<p>1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects 2) Approval of the UB MP2020 implementation plan</p>	<p>- Interview - Questionnaire - The approved UB MP2020 Implementation Plan - organization chart</p>	<p>- Policy of implementation plan and urban redevelopment will be continued - The budget will be provided for urban development in UB City - Urban redevelopment law is approved</p>

	<p>3) Utilization of handbooks for the implementation of urban redevelopment projects for daily work</p> <p>4) The re-organization of UB City government functioning effectively to conduct the UB MP2020 Implementation Plan and Urban Redevelopment Projects</p>		
<p>Outputs</p> <p>1: The current status and issues regarding UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)</p> <p>4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)</p> <p>5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)</p> <p>6: Ulaanbaatar's housing policy for low-income households is formulated. (Sub-project 2)</p> <p>7: Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)</p> <p>8: Re-organization of ger area land project(s) is(are) promoted through model project(s). (Sub-project 2)</p> <p>9: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)</p> <p>10: Citizen participation and provision of information to the public are promoted. (Sub-project 1 and 2)</p> <p>11: Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced. (Sub-project 1 and 2)</p>	<p>1. Current status and issues regarding UB MP2020 implementation plan</p> <p>2. Policy objectives and planning principles about UB MP2020 implementation plan</p> <p>3. UB MP2020 implementation plan</p> <p>4. Monitoring method of the UB MP2020 implementation plan</p> <p>5. Current status and issues regarding urban redevelopment projects</p> <p>6. Ulaanbaatar's Housing policy for low-income households</p> <p>7. Reflection of urban redevelopment policy and medium-term implementation plan to UB MP2020 implementation plan</p> <p>8. Implementation of a re-organization of ger area land project</p> <p>9. Implementation of urban redevelopment projects specified in UB MP2020</p> <p>10. Publication tools to citizens (i.e. Leaflet, WEB site, etc)</p> <p>11. Improvement of urban redevelopment project's implementation capacity based on self-evaluation</p>	<p>- Reports</p> <p>- Record of meetings and workshops</p> <p>- Questionnaires</p>	<p>- All the departments of UB City relating to the formulation of the UB MP2020 Implementation Plan participate in the Project</p>

<p>Activities⁸</p> <p>1-1: Analyze the current status of the urban development trend</p> <p>1-2: Review existing plans in terms of urban development including the UB MP2020</p> <p>2-1: Organize the team framework in UB city to formulate the implementation plan</p> <p>2-2: Formulate policy objectives for the realization of the UB MP2020</p> <p>2-3: Formulate priority issues for the realization of the UB MP2020</p> <p>2-4: Formulate sectoral policies (Ministry level, City level)</p> <p>2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan</p> <p>3-1: Coordinate ministerial projects with ministries concerned</p> <p>3-2: Sort out individual projects and set each project's cost</p> <p>3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan</p> <p>3-4: Formulate the draft implementation plan and adjust it to finalize</p> <p>3-5: Make necessary modifications to the implementation plan</p> <p>4-1: Set up monitoring indicators</p> <p>4-2: Study issues and problems of monitoring the UB MP2020 implementation plan</p> <p>4-3: Establish a monitoring structure in UB city</p> <p>4-4: Review the contents of UB MP2020 implementation plan</p> <p>4-5 Monitor implementation of UB MP2020 implementation plan</p> <p>5-1: Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (scheme A)</p> <p>5-2: Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues</p>	<p>Inputs</p> <p>Japanese experts;</p> <p>Sub-project 1:</p> <p>1) Urban Planning</p> <p>2) Urban Development Management</p> <p>3) Administrative Management</p> <p>4) Cost Analysis</p> <p>Sub-project 2:</p> <p>1) Land Re-adjustment Planning / Urban Redevelopment Planning</p> <p>2) Utility Planning (Heating, Sewage, Water Supply)</p> <p>3) Real Estate Evaluation</p> <p>4) Urban Redevelopment Relating Laws / Housing Finance</p> <p>5) Training Planning / Public Relations Planning</p> <p>- Training of counterpart including training programs in Japan</p> <p>- Necessary equipment</p> <p>Mongolian side;</p> <p>- Provision of office and equipment</p> <p>- Telephone line and internet connection</p> <p>- Appointment of counterparts</p> <p>- Counterpart budget: administrative cost including transportation and utility</p>	<p>Preconditions</p> <p>- Mongolian counterpart personnel for the Project are properly assigned.</p> <p>- Mongolian side allocates necessary budget for the Project.</p>
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8 Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

	<p>9-8: Propose promotion measures for sales and purchase of properties developed by urban redevelopment projects (Scheme A, B, C)</p> <p>10-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan</p> <p>10-2: Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)</p> <p>10-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)</p> <p>10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)</p> <p>10-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)</p> <p>11-1: Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments</p> <p>11-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)</p> <p>11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)</p> <p>11-4: Conduct a survey of citizen satisfaction level as to UB city administrative services</p> <p>11-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)</p> <p>11-6: Organize seminars/workshops in UB city for improvement of UB city administrative management</p> <p>11-7: Implement training programs in UB city about Urban redevelopment projects (Scheme A, B, C)</p> <p>11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)</p>
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(4) Ver.4 (at 6th JCC meeting on June 8 2017)

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

Whole project term: 2014 – 2018 (4 years and 3months)

Sub-project 1title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan

Sub-project1 term: 2014 – 2018 (4 years and 3 months)

Sub-project 2title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia

Sub-project2 term: 2015 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2) Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament Resolution in 2013</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)</p>	<p>-Reports / Statistics</p>	<p>- Housing demand is enough to sustain implementation of urban redevelopment projects. - Policy of implementation plan and urban redevelopment will be continuously applied. - The budget will be provided for urban development in UB City.</p>
<p>Project Purpose (Sub-project 1 and 2) Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<p>1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects 2) Approval of the UB MP2020 implementation plan 3) Utilization of handbooks for the implementation of urban redevelopment projects for daily work 4) The re-organization of UB City government functioning effectively to conduct the UB MP2020 Implementation Plan and Urban Redevelopment Projects 5) Proposal of re-organization of UB City</p>	<p>- Interview - Questionnaire - The approved UB MP2020 Implementation Plan - organization chart</p>	<p>- The UB City is willing to implement implementation plan and urban redevelopment projects. will be continued. - The budget will be provided for urban development projects in UB City - Urban redevelopment law is approved - Urban redevelopment law related rules and regulations are approved.</p>

<p>Outputs</p> <p>1: The current status and issues regarding UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)</p> <p>4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)</p> <p>5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)</p> <p>6: Ulaanbaatar's housing policy for low-income households is formulated. (Sub-project 2)</p> <p>7: Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)</p> <p>8: Re-organization of ger area land project(s) is(are) promoted through model project(s). (Sub-project 2)</p> <p>9: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)</p> <p>10: Citizen participation and provision of information to the public are</p>	<p>government functioning effectively to conduct Urban Redevelopment Projects</p> <p>1. Current status and issues regarding UB MP2020 implementation plan</p> <p>2. Policy objectives and planning principles about UB MP2020 implementation plan</p> <p>3. UB MP2020 implementation plan</p> <p>4. Monitoring method of the UB MP2020 implementation plan</p> <p>5. Current status and issues regarding urban redevelopment projects</p> <p>6. Ulaanbaatar's Housing policy for low-income households is formulated</p> <p>7. Reflection of urban redevelopment policy and medium-term implementation plan to UB MP2020 implementation plan</p> <p>Ulaanbaatar's urban redevelopment policy and medium-term implementation plan is formulated</p> <p>8. Implementation of a re-organization of ger area land project</p> <p>Project plan of re-organization of ger area land model project(s) is prepared</p> <p>9. Implementation of urban redevelopment projects specified in UB MP2020</p> <p>1) Seven rules and regulations of the Urban Redevelopment Law is approved</p> <p>2) Handbook for urban redevelopment project is prepared</p> <p>10. Publication tools to citizens (i.e. Leaflet,</p>	<p>- Reports</p> <p>- Record of meetings and workshops</p> <p>- Questionnaires</p> <p>- Ulaanbaatar's Housing policy for low-income households</p> <p>- Project plan of re-organization of ger area land model project(s)</p> <p>- Seven rules and regulations of the Urban Redevelopment Law</p> <p>- Handbook for urban redevelopment project</p>	<p>- All the departments of UB City relating to the formulation of the UB MP2020 Implementation Plan participate in the Project</p>
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<p>promoted. (Sub-project 1 and 2)</p>	<p><u>WEB site, etc.)</u> 1) <u>The number of opportunities that PR tools of urban development projects are used</u> 2) <u>The number of PR tools distributed</u> 3) <u>The level of understanding of target households on re-organization of ger area land project</u></p>	
<p>11: Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced. (Sub-project 1 and 2)</p>	<p>11. 1) <u>Improvement of urban redevelopment project's implementation capacity based on self-evaluation</u> 2) <u>Training course content for urban redevelopment</u> 3) <u>The number of trainers</u></p>	
<p>Activities⁹ 1-1: Analyze the current status of the urban development trend 1-2: Review existing plans in terms of urban development including the UB MP2020 2-1: Organize the team framework in UB city to formulate the implementation plan 2-2: Formulate policy objectives for the realization of the UB MP2020 2-3: Formulate priority issues for the realization of the UB MP2020 2-4: Formulate sectoral policies (Ministry level, City level) 2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan 3-1: Coordinate ministerial projects with ministries concerned 3-2: Sort out individual projects and set each project's cost 3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan</p>	<p>Inputs Japanese experts; Sub-project 1: 1) Urban Planning 2) Urban Development Management 3) Administrative Management 4) Cost Analysis Sub-project 2: Land Re-adjustment Planning / Urban Redevelopment Planning Utility Planning (Heating, Sewage Water Supply) Real-estate Evaluation Urban Redevelopment Relating Laws / Housing Finance Training Planning / Public Relations Planning</p>	
		<p>Preconditions - Mongolian counterpart personnel for the Project are properly assigned. - Mongolian side allocates necessary budget for the Project.</p>

9 Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

<p>3-4: Formulate the draft implementation plan and adjust it to finalize</p> <p>3-5: Make necessary modifications to the implementation plan</p> <p>4-1: Set up monitoring indicators</p> <p>4-2: Study issues and problems of monitoring the UB MP2020 implementation plan</p> <p>4-3: Establish a monitoring structure in UB city</p> <p>5-1: Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (scheme A)</p> <p>5-2: Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues (Scheme B, C)</p> <p>5-3: Review current status and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level</p> <p>6-1: Review current status of housing market and analyze issues</p> <p>6-2: Analyze housing demand and supply for the medium term</p> <p>6-3: Formulate Ulaanbaatar's housing policy for low-income households</p> <p>7-1: Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary) (Scheme A, B, C)</p> <p>7-2: Clarify costs for the implementation of urban redevelopment projects for 5 years <u>until 2020</u> including infrastructure cost (Scheme A, B, C)</p> <p>8-1: Select a model project(s) (Scheme B)</p> <p>8-2: Formulate local unit utility plan (Scheme B)</p> <p>8-3: Support preparation of the model project(s) (Scheme B)</p> <p>8-4: Support implementation of the model project(s) (Scheme B)</p>	<p>- Training of counterpart including training programs in Japan</p> <p>- Necessary equipment</p> <p>Mongolian side;</p> <p>- Provision of office and equipment</p> <p>- Telephone line and internet connection</p> <p>- Appointment of counterparts</p> <p>- Counterpart budget: administrative cost including transportation and utility</p>	
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	<p>9-1: Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law</p> <p>9-2: Provide advice for amending the draft Urban Development Law</p> <p>9-3: <u>Provide advice for Urban Redevelopment Law to be approved by the parliament</u> Provide legal advice for implementation of urban redevelopment project</p> <p>9-4: Revise UB city's rules and regulations necessary for the implementation of urban redevelopment projects (Scheme A, B, C)</p> <p>9-5: Provide advice for implementation of urban redevelopment projects (Scheme A, C)</p> <p>9-6: Develop implementation handbooks of urban redevelopment projects (Scheme A, B, C)</p> <p>9-7: Standardize project planning and project execution (Scheme A, B, C)</p> <p>9-8: Propose promotion measures for sales and purchase of properties developed by urban redevelopment projects (Scheme A, B, C)</p> <p>10-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan</p> <p>10-2: Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)</p> <p>10-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)</p> <p>10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)</p> <p>10-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)</p> <p>11-1: Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments</p> <p>11-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)</p>
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<p>11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)</p> <p>11-4: Conduct a survey of citizen satisfaction level as to UB city administrative services</p> <p>11-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)</p> <p>11-6: Organize seminars/workshops in UB city for improvement of UB city administrative management</p> <p>11-7: Implement training programs in UB city about Urban redevelopment projects (Scheme A, B, C)</p> <p>11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)</p> <p>11-9: Prepare training course content on urban redevelopment.</p> <p><u>11-10: Provide training for trainers on urban redevelopment.</u></p>	
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(5) Ver.5 (at 7th JCC meeting on May 25 2018)

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

Whole project term: 2014 – 2018 (4 years and 3months)

Sub-project 1title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan

Sub-project1 term: 2014 – 2018 (4 years and 3 months)

Sub-project 2title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia

Sub-project2 term: 2015 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2)</p> <p>Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)</p>	<p>-Reports / Statistics</p>	<p>- Housing demand is enough to sustain implementation of urban redevelopment projects.</p> <p>- Policy of implementation plan and urban redevelopment will be</p>

<p>Resolution in 2013</p>	<p>Project Purpose (Sub-project 1 and 2) Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<p>1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects 2) Approval of the UB MP2020 implementation plan 3) Utilization of handbooks for the implementation of training related to urban redevelopment projects for daily work 4) The re-organization of UB City government functioning effectively to conduct the UB MP2020 Implementation Plan 5) Proposal of re-organization of UB City government functioning effectively to conduct Urban Redevelopment Projects</p>	<p>- Interview - Questionnaire - The approved UB MP2020 Implementation Plan - organization chart</p>	<p>continuously applied. - The budget will be provided for urban development in UB City. - The UB City is willing to implement implementation plan and urban redevelopment projects. - The budget will be provided for urban development projects in UB City - Urban redevelopment law is approved - Urban redevelopment law related rules and regulations are approved.</p>
<p>Outputs</p> <p>1: The current status and issues regarding UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)</p> <p>4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)</p> <p>5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)</p> <p>6: Ulaanbaatar's housing policy for low-income households is</p>	<p>1. Current status and issues regarding UB MP2020 implementation plan</p> <p>2. Policy objectives and planning principles about UB MP2020 implementation plan</p> <p>3. UB MP2020 implementation plan</p> <p>4. Monitoring method of the UB MP2020 implementation plan</p> <p>5. Current status and issues regarding urban redevelopment projects</p> <p>6. Ulaanbaatar's Housing policy for low-</p>	<p>- Reports - Record of meetings and workshops - Questionnaires - Ulaanbaatar's Housing policy for low-income households - Project plan of re-organization of ger area land model project(s) - Seven rules and regulations of the</p>	<p>- All the departments of UB City relating to the formulation of the UB MP2020 Implementation Plan participate in the Project</p>	

<p>formulated. (Sub-project 2)</p> <p>7: Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)</p> <p>8: Re-organization of ger area land project(s) is(are) promoted through model project(s). (Sub-project 2)</p> <p>9: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)</p> <p>10: Citizen participation and provision of information to the public are promoted. (Sub-project 1 and 2)</p> <p>11: Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced. (Sub-project 1 and 2)</p>	<p>income households is formulated</p> <p>7. Ulaanbaatar's urban redevelopment policy and medium-term implementation plan is formulated</p> <p>8. Project plan of re-organization of ger area land model project(s) is prepared</p> <p>9.</p> <p>1) Seven rules and regulations of the Urban Redevelopment Law is approved</p> <p>2) Handbook for urban redevelopment project is prepared</p> <p>10.</p> <p>1) The number of opportunities that PR tools of urban development projects are used</p> <p>2) The number of PR tools distributed</p> <p>3) The level of understanding of target households on re-organization of ger area land project</p> <p>11.</p> <p>1) Improvement of urban redevelopment project's implementation capacity based on self-evaluation</p> <p>2) Training course content for urban redevelopment</p> <p>3) The number of trainers</p>	<p>Urban Redevelopment Law</p> <p>- Handbook for urban redevelopment project</p>
<p>Activities¹⁰</p> <p>1-1: Analyze the current status of the urban development trend</p> <p>1-2: Review existing plans in terms of urban development including the UB MP2020</p>	<p>Inputs</p> <p>Japanese experts;</p> <p>Sub-project 1:</p> <p>1) Urban Planning</p>	

¹⁰ Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

<p>2-1: Organize the team framework in UB city to formulate the implementation plan</p> <p>2-2: Formulate policy objectives for the realization of the UB MP2020</p> <p>2-3: Formulate priority issues for the realization of the UB MP2020</p> <p>2-4: Formulate sectoral policies (Ministry level, City level)</p> <p>2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan</p> <p>3-1: Coordinate ministerial projects with ministries concerned</p> <p>3-2: Sort out individual projects and set each project's cost</p> <p>3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan</p> <p>3-4: Formulate the draft implementation plan and adjust it to finalize</p> <p>3-5: Make necessary modifications to the implementation plan</p> <p>4-1: Set up monitoring indicators</p> <p>4-2: Study issues and problems of monitoring the UB MP2020 implementation plan</p> <p>4-3: Establish a monitoring structure in UB city</p> <p>5-1: Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (scheme A)</p> <p>5-2: Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues (Scheme B, C)</p> <p>5-3: Review current status and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level</p> <p>6-1: Review current status of housing market and analyze issues</p> <p>6-2: Analyze housing demand and supply for the medium term</p> <p>6-3: Formulate Ulaanbaatar's housing policy for low-income households</p>	<p>2) Urban Development Management</p> <p>3) Administrative Management</p> <p>4) Cost Analysis</p> <p>Sub-project 2: Land Re-adjustment Planning / Urban Redevelopment Planning Utility Planning (Heating, Sewage Water Supply) Real-estate Evaluation Urban Redevelopment Relating Laws / Housing Finance Training Planning / Public Relations Planning</p> <p>- Training of counterpart including training programs in Japan - Necessary equipment</p> <p>Mongolian side; - Provision of office and equipment - Telephone line and internet connection - Appointment of counterparts - Counterpart budget: administrative cost including transportation and utility</p>	<p>Preconditions</p> <ul style="list-style-type: none"> - Mongolian counterpart personnel for the Project are properly assigned. - Mongolian side allocates necessary budget for the Project.
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	<p>7-1: Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary) (Scheme A, B, C)</p> <p>7-2: Clarify costs for the implementation of urban redevelopment projects until 2020 including infrastructure cost (Scheme A, B, C)</p> <p>8-1: Select a model project(s) (Scheme B)</p> <p>8-2: Formulate local unit utility plan (Scheme B)</p> <p>8-3: Support preparation of the model project(s) (Scheme B)</p> <p>9-1: Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law</p> <p>9-2: Provide advice for amending the draft Urban Development Law</p> <p>9-3: Provide advice for Urban Redevelopment Law to be approved by the parliament</p> <p>9-4: Revise UB city's rules and regulations necessary for the implementation of urban redevelopment projects (Scheme A, B, C)</p> <p>9-5: Provide advice for implementation of urban redevelopment projects (Scheme A, C)</p> <p>9-6: Develop implementation handbooks of urban redevelopment projects (Scheme A, B, C)</p> <p>10-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan</p> <p>10-2: Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)</p> <p>10-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)</p> <p>10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)</p> <p>10-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)</p> <p>11-1: Organize knowledge sharing seminars in terms of capacity-</p>
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		<p>building of organization and personnel of Japanese local governments</p> <p>11-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)</p> <p>11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)</p> <p>11-4: Conduct a survey of citizen satisfaction level as to UB city administrative services</p> <p>11-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)</p> <p>11-6: Organize seminars/workshops in UB city for improvement of UB city administrative management</p> <p>11-7: Implement training programs in UB city about Urban redevelopment projects (Scheme A, B, C)</p> <p>11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)</p> <p>11-9: Prepare training course content on urban redevelopment.</p> <p>11-10: Provide training for trainers on urban redevelopment.</p>
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2. JCC 議事録

(第1回から第7回分まで。第8回目の議事録については、
最終化中であるため未添付。)



**"УЛААНБААТАР ХОТЫН ХӨГЖЛИЙН ЕРӨНХИЙ
ТӨЛӨВЛӨГӨӨГ ХЭРЭГЖҮҮЛЭХ ЧАДАВХИЙГ САЙЖРУУЛАХ" ТӨСӨЛ**

Хамтарсан зохицуулах хорооны анхдугаар хурлын шийдвэр

2014 оны 11 дүгээр сарын 14-ний өдрийн Төслийн хамтарсан зохицуулах хорооны хурлаар "Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх чадавхийг сайжруулах" төсөл, "Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх арга хэмжээний төлөвлөгөөний чадавхийг сайжруулах" дэд төсөл 1-ийн ажлын төлөвлөгөөг хэлэлцэж дараах шийдвэрийг гаргав. Үүнд:

- Дэд төсөл 1-ийн ажлын төлөвлөгөөнд гишүүдийн саналыг тусган Нийслэлийн удирдлагын зөвлөлийн хурлаар батлуулан ажиллах;
- Дэд төсөл 1-ийн ажлын төлөвлөгөөнд гол хариуцан ажиллах байгууллагуудын хариуцах ажлуудыг нарийвчлан тодорхойлж, байгууллагууд хоорондын уялдааг хангаж ажиллах;
- Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх арга хэмжээний төлөвлөгөөний төслийг боловсруулах, санал авах, төлөвлөгөөг батлуулах ажлыг ЗТБХБЯ-тай хамтран зохион байгуулах;
- Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх (2016-2020 он) арга хэмжээний төлөвлөгөөг боловсруулахдаа 2030 он хүртэлх урт хугацааны чиг хандлагыг судлан үзэж шийдвэрлэх;

Танилцсан:

Төслийн хамтарсан зохицуулах
хорооны дарга

ЖАЙКА-гийн Ахлах Зөвлөх

С.Очирбат

Очи Такео



“ウランバートル市マスタープラン計画・実施能力改善プロジェクト”

第1回 JCC 決議

2014年11月14日開催第1回 JCC において、“ウランバートル市マスタープラン計画・実施能力改善プロジェクト”、サブプロジェクト1“ウランバートル市マスタープラン実施計画策定能力向上プロジェクト”のワークプランについて審議し、以下のように決議する。

- “サブプロジェクト1”のワークプランにて JCC メンバーの意見を反映させ、市長会にて承認を得る；
- “サブプロジェクト1”のワークプランにおいて主要関係部局の役割分担を詳細に設定した上で、それぞれの整合性を十分に図り活動する；
- ウランバートル市マスタープラン実施計画の策定、及び、実施計画に関する事業要望調査や実施計画承認などの作業を、道路運輸建設都市開発省と互いに協力して行う；
- ウランバートル市マスタープラン実施計画（2016～2020年）の策定は、2030年までの長期的な方針を検討した上で行う。

承認:

JCC 議長

S. Ochirbat

JICA プロジェクトマネジャー

越智 武雄

MINUTES OF MEETING
ON
The 2nd MEETING OF JOINT COORDINATION COMMITTEE
FOR
IMPROVEMENT FOR PLANNING AND IMPLEMENTATION SKILLS OF ULAANBAATAR
MASTER PLAN
IN
MONGOLIA

Ulaanbaatar, 20th March, 2015



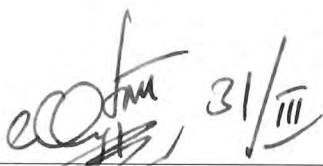
Ms. BAIGALMAA G.

Chairperson of Joint Coordination Committee,
Vice Minister,
Ministry of Construction and Urban
Development



for Mr. Takeo OCHI

Project Manager
JICA Project Team



Mr. OCHIRBAT Sorogjoo

Vice Chairperson of Joint Coordination
Committee,
Vice Mayor in charge of Urban Development
and Investment,
Ulaanbaatar City Government

Based upon the Record of Discussions between the Government of Mongolia and Japan International Cooperation Agency (JICA) in Ulaanbaatar on 8th July 2014, JICA commenced “the Project on Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan in Mongolia” (hereinafter referred to “the Project”) in September 2014.

The first component of the Project (hereinafter referred to “Sub-project 1”), Project on Capacity Development in Implementation Planning of Ulaanbaatar Master Plan, has been conducted for five months and the second component of the Project (hereinafter referred to “Sub-project 2”), the Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia, started in February 2015. In this JCC meeting, three agendas were discussed to make a consensus among Ministry of Construction and Urban Development, Ulaanbaatar City Government (hereinafter referred to “MCUD”, “UB City” respectively), and JICA:

- 1) New members of the JCC and organization of the Working Group for Sub-project 2;
- 2) Progress of Sub-project 1; and
- 3) Work plan of Sub-project 2.

Based on the objectives mentioned above, the 2nd JCC Meeting was held on 20th March 2015 at the Meeting Room of UB City, chaired by Mr. Ochirbat, Vice chairperson of the JCC and Vice mayor of UB City for Ms. Baigalmaa, Chairperson of the JCC and Vice minister of MCUD. Attendants are as shown in Appendix 1 attached herewith. Because of the new administration of the Mongolian Government in December 2014, the JCC was reorganized with new members as shown in Appendix 2 attached therewith.

The meeting started with the chairperson’s address to introduce project outline and situation of urban redevelopment in UB City, followed by Ms. Sawada, Senior Representative of JICA Mongolia Office, who expressed her appreciation to leadership of Mongolia side to carry on project activities. Then, Mr. Ochi, Project Manager of the JICA Project, introduced the purposes of the JCC meeting. Mr. Batbayar, Secretary of the JCC and Director of Urban Development and Land Affairs Department, MCUD, introduced the JCC and working group members based on the order by Minister of MCUD and Mayor of UB City (see Appendices 2 and 3).

Mr. Bayarbaatar, Secretary of the JCC and Director of Strategic Policy and Planning Department, UB City, explained the progress and intermediate outcomes of the Sub-project 1, followed by Mr. B. Telmen, Director of the Investment and Planning Division, Investment Department, UB City, who demonstrated the capital investment and planning software of UB City Government developed in the course of the Sub-project 1.

Mr. Batbatar of MCUD, explained the background of Sub-project 2, then Mr. Kamakura, Leader of Sub-project 2, introduced the general framework of the Sub-project 2, followed by Dr. Nagayama, Team Leader of the consultant team who made a presentation on the work plan of Sub-project 2.

After these explanations, discussion was held, and Mr. Ochirbat concluded the meeting with request of further supports by UB City and MCUD for preparation of the implementation plan for Sub-project 1 and with request to propose a detailed working plan of Sub-project 2 to agree among MCUD, UB City,



and JICA.

At this meeting, a number of constructive comments and suggestions were raised by members of the committee, and the following comments are officially noted:

1. Comments on the Progress of Sub-project 1

- Mr. Oba, Leader of Sub-project 1, explained the progress of Sub-project 1 and requested further supports so that they will be able to submit the 5 year Implementation Plan on time to get an official approval from the cabinet

2. Comments on the Proposal of the Work Plan of Sub-project 2

- Mr. Batbayar, MCUD, requested additionally to cover following five aspects as a consensus of the working group meeting held on 18th March, 2015: 1) advice for amendment of Urban Development Law; 2) to implement a pilot project in an Aimag center; 3) preparation of the land value evaluation norm or guidelines; 4) formulation of an Urban Redevelopment Fund, and 5) advice for comprehensive housing policies focusing on social housing provision.
- Mr. Ochirbat, UB City, requested to support in the following additional aspects: 1) housing policy related to promotion measures for sales and purchase of properties developed by urban redevelopment projects; 2) advice for implementation of three types of urban redevelopment projects implemented based on Ulaanbaatar city rules; 3) to provide training program every three months; and 4) advice on decentralization of population from Ulaanbaatar to other regional towns.

3. Conclusions Made by the Joint Coordination Committee

After such intensive discussions as above, the followings were decided as the conclusions of the JCC.

(1) The JCC has confirmed the new JCC and Working Group members. Mr. Ochirbat encouraged all concerned members to actively participate in the Project.

(2) The JCC requested to support MCUD and UB City for Sub-project 1 activities to draft the 5 year implementation plan to be submitted the Cabinet in July 2015.

(3) The JCC agreed to the basic work plan of Sub-project 2 with a further detailed activity schedule to expedite the expected outcomes.

(4) The JCC requested JICA to consider the additional tasks and topics raised herewith to be included in the Sub-project 2 activities.

The Chairperson closed the meeting and dismissed at 13:40 hrs.

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Appendix 1: Attendants at the 4th Joint Coordination Committee Meeting

Date / Time: 20th March 2015, 11:10-13:40

Venue: Meeting Room A, 14th floor, Khangardi

List of Attendants

No.	Name	Organization	Position
1	S.Ochirbat	Ulaanbaatar City (MUB)	Vice Mayor of Ulaanbaatar City responsible for Urban Development and Investment issues
2	M.Batbayar	Urban Development and Land Affairs Policy Department, MCUD	Interim Director
3	S. Bayarbaatar	Strategic Policy and Planning Department, MUB	Director
4	U.Otgonbayar	Strategic Policy and Planning Department, MCUD	Director
5	B.Baasan	Construction and Public Utility Policy Department, MCUD	Director
6	A.Amarsaikhan	Urban Planning Division, ALAGAC	Director
7	M. Gantulga	Ger Area Development Department of MUB	Deputy Director
8	Yo. Amarbat	Debt Management Unit, Development Finance and Debt Management Department, Ministry of Finance	
9	D.Bayasgalan	Road Department of MUB	Deputy Director
10	Narangerel	UPADI	Chief engineer
11	A.Lhagvadorj	Ger Area Housing Project, Local Owned Enterprise	Director
12	E. Anar	Master Planning Department, MUB	Deputy director
13	B. Telmen	Investment and Planning Division, Investment Department, MUB	Director
14	Nyamdavaa	Cadastral Unit, Property Relations Department, MUB	Leader
15	E. Dondmaa	Urban Development and Land Affairs Policy Department, MCUD	Senior Officer
16	D. Belegsaikhan	Urban Development and Land Affairs Policy Department, MCUD	Officer
17	D. Shurentsetseg	Strategic Policy and Planning Unit, MUB	Specialist
18	S. Ariuntsetseg	Strategic Policy and Planning Unit, MUB	Specialist
19	Ts. Myagmarsuren	Strategic Policy and Planning Unit, MUB	Leader
20	T. Ochi	JICA project team	Project Manager
21	S. Oba	JICA Sub-project1	Leader
22	H. Kamakura	MUGCUP2	Leader
23	Ya. Tsubota	JICA Sub-project1	
24	K. Ozawa	JICA MUGCUP2	
25	R. Sasaki	JICA MUGCUP2	
26	M. Matsui	JICA MUGCUP2	
27	M. Iwasaki	JICA MUGCUP2	
28	K. Nagayama	JICA MUGCUP2	

29	Yu. Wakisaka	JICA Mongolia Office	
30	Ts. Khorolsuren	JICA Mongolia Office	
31	M. Murayama	JICA HQ	
32	H. Sawada	JICA Mongolia Office	
33	T. Ankhbileg	MUGCUP2	
34	Ts. Tungalag	JICA MUGCUP2	
35	L. Zagdsuren	JICA Sub-project1	
36	T. Enkhjargal	JICA MUGCUP2	
37	O.Bolor	JICA MUGCUP2	

Notes:

- ALAGaC: Administration of Land Affairs, Geodesy and Cartography
- JICA: Japan International Cooperation Agency
- MCUD: Ministry of Construction and Urban Development
- MUB: Municipality of Ulaanbaatar City
- UPADI: Urban Planning, Architecture and Design Institute of Ulaanbaatar City

Appendix 2: Order to Appoint Member of Joint Coordination Committee

JOINT ORDER AND DECREE OF MINISTER OF CONSTRUCTION AND URBAN DEVELOPMENT AND GOVERNOR OF THE CAPITAL CITY AND MAYOR OF ULAANBAATAR

13/17 March 2015

No. 57-A/191

Ulaanbaatar City

Establishment of Joint Coordination Committee Members

Based on 24.2 of Article 24 of Government Law of Mongolia, 29.2 of Article 29 of Law on Mongolian administrative and territorial units and their governing bodies, 8.2.5 of Article 8 of Law on the legal status of the capital city, 14.1.3 of Article 14 and 15.1.2 of Article 15 of Law on coordination of foreign loans and grant aid and "Procedure for implementing government projects financed through foreign aid" approved by the Order No. 86 of the Minister of Finance dated 2011, ORDER to:

Establish the Joint Coordination Committee of "Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan Phase 1" project to be implemented from September 2014 to August 2016 and "Capacity Development in Urban Development Sector in Mongolia Phase 2" project to be implemented from February 2015 to December 2018 within the scope of "Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan" under the Technical Assistance of Japan International Cooperation Agency. Joint Coordination Committee shall monitor the implementation and progress of the projects and depending on the requirements during the implementation of the project, approve proposal on changes and modifications in project activities and therefore, shall consist of the following members.

Chairperson:

Ms. G. Baigalmaa Vice Minister of Construction and Urban Development

Vice Chairperson:

Mr. S. Ochirbat Deputy Mayor of Ulaanbaatar City responsible for Urban Development and Investment issues

Members:

Ms. N. Narangerel Director, Debt Management Unit, Development Finance and Debt Management Department, Ministry of Finance

Mr. U. Otgonbayar Director, Strategic Policy and Planning Department, MCUD

Mr. B. Baasan Director, Construction and Public Utility Policy Department, MCUD

Mr. Ts. Ganbat Director, Construction Quality and Safety Operation Policy Department, MCUD

Mr. A. Amarsaikhan Director, Urban Planning Division, ALAGAC

Mr. J. Batsaikhan Director, Land Management Division, ALAGAC

Mr. R. Gankhuyag Director, Cadastre Division, ALAGAC

Mr. N. Natsagdorj Chief Architecture of Ulaanbaatar City and Director of MPACC

Mr. Sh. Gankhuyag Director, Ger Area Development Department of Ulaanbaatar City

Mr. B. Zagdsambar Director, Cadastre Unit, PRD

Mr. D. Bayasgalan Deputy Director, Road Department of Ulaanbaatar City

Mr. S. Tsakhiur Director, UPADI

Mr. A. Lkhagvadorj Director, Ger Area Housing Project, Local Owned Enterprise

Mr. Mutsumi Sato Resident Representative of JICA Mongolia Office

Mr. Takeo Ochi Project Manager

Secretary:

Mr. M. Batbayar Interim Director, Department of Urban Development and Land Affairs, MCUD

Mr. S. Bayarbaatar Director, Strategic Policy and Planning Unit of Ulaanbaatar City

Appoint Joint Coordination Committee (Ms. G.Baigalmaa) to conduct regular monitoring on the implementation of the projects and report results on semi-annual basis.

<p>MINISTER OF MCUD D.TSOGTBAATAR /signed and sealed/</p>	<p>GOVERNOR OF THE CAPITAL CITY AND MAYOR OF ULAANBAATAR E.BAT-UUL /signed and sealed/</p>
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**БАРИЛГА, ХОТ БАЙГУУЛАЛТЫН САЙД,
НИЙСЛЭЛИЙН ЗАСАГ ДАРГА БӨГӨӨД
УЛААНБААТАР ХОТЫН ЗАХИРАГЧИЙН
ХАМТАРСАН ТУШААЛ, ЗАХИРАМЖ**

2015 оны...⁰³... дугаар
сарын...¹³... ний өдөр
¹⁷

№...^{57 - А/191}...

Улаанбаатар
хот

Төслийн хамтарсан зохицуулах
зөвлөл байгуулах тухай

Монгол Улсын Засгийн газрын тухай хуулийн 24 дүгээр зүйлийн 24.2, Монгол Улсын Засаг захиргаа, нутаг дэвсгэрийн нэгж, түүний удирдлагын тухай хуулийн 29 дүгээр зүйлийн 29.2, Нийслэлийн эрх зүйн байдлын тухай хуулийн 8 дугаар зүйлийн 8.2.5, Гадаадын зээл, тусламжийг зохицуулах тухай хуулийн 14 дүгээр зүйлийн 14.1.3, 15 дугаар зүйлийн 15.1.2, Монгол Улсын Сангийн сайдын 2011 оны 86 дугаар тушаалаар баталсан “Засгийн газрын гадаад зээл, тусламжийн хөрөнгөөр санхүүжигдэх төслийг хэрэгжүүлэхэд баримтлах журам”-ыг тус тус үндэслэн ТУШААЖ, ЗАХИРАМЖЛАХ нь:

1. Японы Олон улсын хамтын ажиллагааны байгууллагын техникийн туслалцааны “Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх чадавхийг сайжруулах” төслийн хүрээнд 2014 оны 9 дүгээр сараас 2016 оны 8 дугаар сарыг дуустал хугацаанд “Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх арга хэмжээний төлөвлөгөөний чадавхийг сайжруулах” дэд төсөл-1 болон 2015 оны 2 дугаар сараас 2018 оны 12 дугаар сарыг дуустал хугацаанд “Монгол Улсын Хот байгуулалтын салбарын чадавхийг бэхжүүлэх төслийн 2 дугаар үе шат” дэд төсөл-2-ийг хэрэгжүүлэх зорилгоор эдгээр дэд төслүүдийн хэрэгжилт, үр дүнгийн явцыг хянах, хэрэгжилтийн явцад гарсан шаардлагаас хамааран үйл ажиллагаанд өөрчлөлт оруулах саналыг батлах үүрэг бүхий төслийн Хамтарсан зохицуулах зөвлөлийг дараах бүрэлдэхүүнтэйгээр байгуулсугай.

Дарга:

Г.Байгалмаа Барилга, хот байгуулалтын Дэд сайд

Дэд дарга:

С.Очирбат Нийслэлийн Засаг даргын Хот байгуулалт, хөрөнгө оруулалтын асуудал хариуцсан орлогч

Гишүүд:

Н.Нарангэрэл Сангийн яамны Хөгжлийн санхүүжилт, өрийн удирдлагын газрын Өрийн удирдлагын хэлтсийн дарга

У.Отгонбаяр Барилга, хот байгуулалтын яамны Стратегийн бодлого, төлөвлөлтийн газрын дарга

Б.Баасан	Барилга, хот байгуулалтын яамны Барилга, нийтийн аж ахуйн бодлогын газрын дарга
Ц.Ганбат	Барилга, хот байгуулалтын яамны Барилгын чанар, аюулгүй ажиллагааны бодлогын газрын дарга
А.Амарсайхан	Газрын харилцаа, геодези, зураг зүйн газрын Хот төлөвлөлт-ийн албаны дарга
Ж.Батсайхан	Газрын харилцаа, геодези, зураг зүйн газрын Газар зохион байгуулалтын албаны дарга
Р.Ганхуяг	Газрын харилцаа, геодези, зураг зүйн газрын Кадастрын албаны дарга
Н.Нацагдорж	Улаанбаатар хотын Ерөнхий архитектор бөгөөд Нийслэлийн ерөнхий төлөвлөгөөний газрын дарга
Ш.Ганхуяг	Нийслэлийн Гэр хорооллын хөгжлийн газрын дарга
Б.Загдсамбар	Нийслэлийн Өмчийн харилцааны газрын Кадастрын хэлтсийн дарга
Д.Баясгалан	Нийслэлийн Авто замын газрын орлогч дарга
С.Цахиур	"Нийслэлийн Зураг төслийн хүрээлэн" НӨҮГ-ын дарга
А.Лхагвадорж	"Гэр хорооллыг орон сууцжуулах төсөл" ОНӨҮГ-ын дарга
Муцуми Сато	Японы Олон улсын хамтын ажиллагааны байгууллагын Монгол дахь Төлөөлөгчийн газрын дарга
Такео Очи	Төслийн менежер
Нарийн бичгийн дарга:	
М.Батбаяр	Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын даргын үүргийг түр орлон гүйцэтгэгч
С.Баярбаатар	Нийслэлийн Засаг даргын Тамгын газрын Стратегийн бодлого, төлөвлөлтийн хэлтсийн дарга

Хоёр. Дэд төслүүдийн хэрэгжилтэд тогтмол хяналт тавьж, үр дүнг хагас жил тутамд тайлагнаж ажиллахыг төслийн Хамтарсан зохицуулах зөвлөл (Г. Байгалмаа)-д даалгасугай.

БАРИЛГА, ХОТ БАЙГУУЛАЛТЫН
САЙД

Д.ЦОГТБААТАР

НИЙСЛЭЛИЙН ЗАСАГ ДАРГА
БӨГӨӨД УЛААНБААТАР
ХОТЫН ЗАХИРАГЧ
Э.БАТ-ҮҮЛ

Appendix 3: Order for the Appointment Members of Working Group 2

MINISTER OF CONSTRUCTION AND URBAN DEVELOPMENT

ORDER

17 March 2015

No. 62

Ulaanbaatar City

Working Group Establishment

In order to implement “Capacity Development in Urban Development Sector in Mongolia Phase 2” project within the scope of “Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan” under the Technical Assistance of Japan International Cooperation Agency, based on 24.2 of Article 24 of Government Law of Mongolia, ORDER to:

Establish the working group of “Capacity Development in Urban Development Sector in Mongolia Phase 2” project in charge of implementing project activities and providing management, policy and guideline. Working group shall consist of the following members.

Working Group Leader:

Mr. M. Batbayar Interim Director, Department of Urban Development and Land Affairs, MCUD

Members:

Ms. Yu. Dorjpagma Senior Officer in charge of Real Estate Market and Foreign Investment Division, Strategic Policy and Planning Department, MCUD

Ms. G. Bolormaa Senior Officer, Strategic Policy and Planning Department, MCUD

Mr. D. Belegsaikhan Senior Officer, Urban Development and Land Affairs Department, MCUD

Mr. M. Gantumur Senior Officer, Urban Development and Land Affairs Department, MCUD

Ms. E. Ariunnyam Officer, Urban Development and Land Affairs Department, MCUD

Mr. P. Enkhmandakh Senior Officer, Urban Development and Land Affairs Department, MCUD

Ms. B. Goysaikhan Officer, Urban Development and Land Affairs Department, MCUD

Mr. A. Khurelshagai Director of ALAGAC

Mr. A. Amarsaikhan Director, Urban Planning Unit, ALAGAC

Ms. D. Bolormaa Senior Officer, Urban Planning Unit, ALAGAC

Ms. G. Munkhtsetseg Senior Officer, Integrated Management and Cooperation Unit, ALAGAC

N. Munkhuu Senior Officer, Land Management Unit, ALAGAC

Mr. B. Galmandakh	Senior Officer, Cadastre Unit, ALAGAC
Ms. B. Oyunchimeg	Senior Officer, Construction and Public Utility Policy Department, MCUD
Ms. R. Batchimeg	Senior Officer, Construction and Public Utility Policy Department, MCUD
Mr. Z. Enkh-Orgil	Officer, Construction Quality and Safety Operation Policy Department, MCUD
Ms. D. Shurentsetseg	Senior Officer, Strategic Policy and Planning Department, MUB
Ms. B. Sarnai	Officer, Strategic Policy and Planning Department, MUB
Ms. Enkhjargal	Officer, Law and Legal Division, MUB
Ms. B. Tserenbaljid	Director, Infrastructure Division, MPACC
Mr. M. Nyambayar	Director, Re-planning Division, MPACC
Mr. B. Zagdsambar	Director, Cadastre Division, PRD
Mr. M. Enkhbaatar	Director, Foreign Relations and Cooperation Division, Ger Area Development Department
R. Battsolmon	Economist, Planning and Research Division, Road Department
Ms. G. Narangerel	Chief Engineer, UPADI
Ms. A. Buyandelger	Director, Re-planning and Monitoring Division, Ger Area Housing Project

Secretary:

Ms. E. Dondmaa Senior Officer, Urban Development and Land Affairs Department, MCUD

Appoint Working group (Mr. M. Batbayar) to implement project activities, provide management, policy and guideline, and report project results on quarterly basis and Ms. G. Baigalmaa, Deputy Minister of Construction and Urban Development to monitor implementation of this order.

MINISTER

D.TSOGTBAATAR

/signed and sealed/



БАРИЛГА,
ХОТ БАЙГУУЛАЛТЫН САЙДЫН
ТУШААЛ

2015 оны 03 сарын 17 өдөр

Дугаар 62

Улаанбаатар хот

Ажлын хэсэг байгуулах тухай

Монгол Улсын Засгийн газрын тухай хуулийн 24 дүгээр зүйлийн 24.2 дахь хэсэгт заасныг үндэслэн Японы Олон улсын хамтын ажиллагааны байгууллагын техникийн туслалцааны "Улаанбаатар хотын хөгжлийн ерөнхий төлөвлөгөөг хэрэгжүүлэх чадавхийг сайжруулах" төслийн хүрээнд "Монгол Улсын Хот байгуулалтын салбарын чадавхийг бэхжүүлэх төслийн 2 дугаар үе шат" дэд төсөл-2-ыг хэрэгжүүлэх зорилгоор ТУШААХ нь:

1. "Монгол Улсын Хот байгуулалтын салбарын чадавхийг бэхжүүлэх төслийн 2 дугаар үе шат" дэд төсөл-2-ын үйл ажиллагааг хэрэгжүүлэх, өдөр тутмын удирдлага, бодлого, зөвлөмжөөр хангах чиг үүрэг бүхий Ажлын хэсгийг дараах бүрэлдэхүүнтэйгээр байгуулсугай.

Ажлын хэсгийн ахлагч:

М.Батбаяр Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын даргын үүргийг түр орлон гүйцэтгэгч

Гишүүд:

Ю.Доржпагма Барилга, хот байгуулалтын яамны Стратегийн бодлого, төлөвлөлтийн газрын Үл хөдлөх хөрөнгийн зах зээл, гадаадын хөрөнгө оруулалтын хэлтсийн ахлах мэргэжилтэн

Г.Болормаа Барилга, хот байгуулалтын яамны Стратегийн бодлого, төлөвлөлтийн газрын ахлах мэргэжилтэн

Д.Бэлэгсайхан Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын ахлах мэргэжилтэн

М.Гантөмөр Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын ахлах мэргэжилтэн

Э.Ариунням Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын мэргэжилтэн

08 000158

П.Энхмандах	Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын ахлах мэргэжилтэн
Б.Гоёсайхан	Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын мэргэжилтэн
А.Хүрэлшагай	Газрын харилцаа, геодези, зураг зүйн газрын дарга
А. Амарсайхан	Газрын харилцаа, геодези, зураг зүйн газрын Хот төлөвлөлтийн албаны дарга
Д.Болормаа	Газрын харилцаа, геодези, зураг зүйн газрын Хот төлөвлөлтийн албаны ахлах мэргэжилтэн
Г.Мөнхцэцэг	Газрын харилцаа, геодези, зураг зүйн газрын Нэгдсэн удирдлага хамтын ажиллагааны албаны ахлах мэргэжилтэн
Н.Мөнхөө	Газрын харилцаа, геодези, зураг зүйн газрын Газар зохион байгуулалтын албаны ахлах мэргэжилтэн
Б.Галмандах	Газрын харилцаа, геодези, зураг зүйн газрын Кадастрын албаны ахлах мэргэжилтэн
Б.Оюунчимэг	Барилга, хот байгуулалтын яамны Барилга, нийтийн аж ахуйн бодлогын газрын ахлах мэргэжилтэн
Р.Батчимэг	Барилга, хот байгуулалтын яамны Барилга, нийтийн аж ахуйн бодлогын газрын ахлах мэргэжилтэн
З.Энх-Оргил	Барилга, хот байгуулалтын яамны Барилгын чанар, аюулгүй ажиллагааны бодлогын газрын мэргэжилтэн
Д.Шүрэнцэцэг	Нийслэлийн Засаг даргын Тамгын газрын Стратегийн бодлого, төлөвлөлтийн хэлтсийн ахлах мэргэжилтэн
Б.Сарнай	Нийслэлийн Засаг даргын Тамгын газрын Стратегийн бодлого, төлөвлөлтийн хэлтсийн мэргэжилтэн
С.Энхжаргал	Нийслэлийн Засаг даргын Тамгын газрын Хууль, эрх зүйн хэлтсийн мэргэжилтэн
Б.Цэрэнбалжид	Нийслэлийн Ерөнхий төлөвлөгөөний газрын Дэд бүтцийн хэлтсийн дарга
М.Нямбаяр	Нийслэлийн Ерөнхий төлөвлөгөөний газрын Дахин төлөвлөлтийн хэлтсийн дарга
Б.Загдсамбар	Нийслэлийн Өмчийн харилцааны газрын Кадастрын хэлтсийн дарга

- М.Энхбаатар Гэр хорооллын хөгжлийн газрын Гадаад харилцаа, хамтын ажиллагааны хэлтсийн дарга
 - Р.Батцолмон Авто замын газрын Төлөвлөлт, судалгааны хэлтсийн эдийн засагч
 - Г.Нарангэрэл “Нийслэлийн Зураг төслийн хүрээлэн” НӨҮГ-ын ерөнхий инженер
 - А.Буяндэлгэр “Гэр хорооллыг орон сууцлуулах төсөл” НӨҮГ-ын Дахин төлөвлөлт, хяналтын хэлтсийн дарга
- Нарийн бичгийн дарга:
- Э.Дондмаа Барилга, хот байгуулалтын яамны Хот байгуулалт, газрын харилцааны бодлогын газрын ахлах мэргэжилтэн

2. Дэд төслийн үйл ажиллагааг хэрэгжүүлэх, төслийг удирдлага, бодлого, зөвлөмжөөр хангаж, үр дүнг улирал тутамд тайлагнаж ажиллахыг Ажлын хэсэг (М.Батбаяр)-т, энэхүү тушаалын хэрэгжилтэд хяналт тавьж ажиллахыг Барилга, хот байгуулалтын Дэд сайд Г.Байгалмаад тус тус даалгасугай.

САЙД



Д.ЦОГТБААТАР



Барилга Хот
Байгуулалтын Яам



Minutes of Meeting on the 3rd Meeting of Joint Coordination Committee for Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

At the 3rd JCC (June 10, 2015), upon confirmation of progress of activities related to "Sub-project 1: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan" (hereinafter referred to as "Sub-project 1") and "Sub-project 2: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia" (hereinafter referred to as "Sub-project 2"), both of which belong to "Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan" project, the issues listed below were discussed and reached agreement.


1. As for Sub-project 1:

- The JCC confirmed that the draft Implementation Plan, which had been under formulation process by Working Group, was basically organized.
- In order to finalize the draft Implementation Plan before submitting to the Cabinet, joint conference of Ministry of Construction and Urban Development (MCUD)'s Ministry Council Meeting and Ulaanbaatar City Executive Board Meeting will be held to discuss about the draft plan (after adding modification to the original draft plan submitted to the 3rd JCC through close examination). A representative of JICA will attend this conference as an observer. Mongolian side requested JICA to cooperate up to the time of Cabinet's approval of the Implementation Plan.
- The above-stated joint conference is planned to be held in the first week of July. Actual preparation of the conference including adjustment of schedule will be dealt by Department of Urban Development and Land Affairs, MCUD, in cooperation with Department of Strategic Policy and Planning, Office of the Capital City Governor.
- Since sharing of roles and cooperation within related national ministries/agencies and Ulaanbaatar City's departments/agencies will be crucial in order to expedite smooth execution of the Implementation Plan, examination in that regard toward its improvement will be conducted.

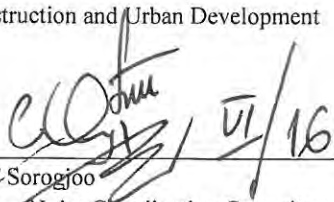
2. As for Sub-project 2:

- The JCC confirmed about the changes given to Work Plan through consultation in the 2nd JCC (March 20, 2015) and subsequent Working Group meeting.
- Toward the enhancement of urban redevelopment-related technical capacity in rural areas and the amendment bill of Urban Development Law, JICA's cooperation will be called for within the agreed scope of Sub-project 2.

Ulaanbaatar, June 10, 2015


Ms. BAIGALMAA G.
Chairperson of Joint Coordination Committee,
State Secretary,
Ministry of Construction and Urban Development


for Mr. Takeo OCHI
Project Manager
JICA Project Team


Mr. OCHIRBAT Sorogjoo
Vice Chairperson of Joint Coordination Committee,
Vice Mayor in charge of Urban Development and
Investment,
Ulaanbaatar City Government

MINUTES OF MEETINGS

ON

THE 4th JOINT COORDINATING COMMITTEE

FOR

**IMPROVEMENT FOR PLANNING AND IMPLEMENTATION SKILLS OF ULAANBAATAR
MASTER PLAN**

AGREED UPON BETWEEN

JAPAN INTERNATIONAL COOPERATION AGENCY

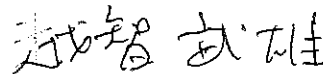
AND

**MINISTRY OF CONSTRUCTION AND URBAN DEVELOPMENT
ULAANBAATAR CITY GOVERNMENT**

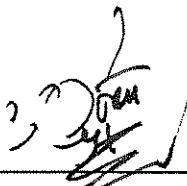
Ulaanbaatar, 27th April, 2016



Ms. Miyegombo BOLORTUYA
Chairperson of Joint Coordination Committee
State Secretary
Ministry of Construction and Urban
Development
Mongolia



Mr. Takeo OCHI
Mission Leader
Japan International Cooperation Agency
Japan



Mr. Sorogjoo OCHIRBAT
Vice Chairperson of Joint Coordination
Committee
Vice Mayor in charge of Urban Development
and Investment
Ulaanbaatar City Government
Mongolia

The 4th Joint Coordination Committee (hereinafter referred to as "JCC") for "Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan" was held on 27th April, 2016 with attendance of Ministry of Construction and Urban Development (hereinafter referred to as "MCUD"), Ulaanbaatar City Government (hereinafter referred to as "UBCG") and Mongolian related agencies and the Japan International Cooperation Agency (hereinafter referred to as "JICA") . During the JCC, the UBCG reported that the UB MP2020 implementation plan (hereinafter referred to as "the implementation plan") was officially approved through the resolution #174 of the Cabinet Meeting on 28th March, 2016. Further, the JICA expert presented a proposal on management measures for the implementation plan including the institutional structure for monitoring in order that the plan would be executed in a timely manner. Besides, the progress of activities of the Sub-project 2 was also reported as shown in Annex 1. As a conclusion of the JCC, JICA, MCUD and UBCG hereby agreed the result of the 4th JCC as of below.

1. Revision of "Project Design Matrix" and "Plan of Operation"

Both parties agreed to revise the Project Design Matrix (hereinafter referred to as "PDM") and Plan of Operation (hereinafter referred to as "PO") agreed on 7th October, 2014 as of Annex 2 to Annex 3.

2. Sub-Project 1

- The Strategic Planning and Policy Department of the UBCG is assigned to work together with line ministries and other implementing agencies of Ulaanbaatar City on the monitoring of enforcement and elaboration of the implementation plan;
- The MCUD is assigned to support the Project expert's proposal on establishing a Committee under the Prime Minister, responsible for monitoring and enforcement of the implementation plan including the Prime Minister's draft executive order concerned;
- JICA agreed to provide additional assistance in the Sub-project 1 in order to support the Mongolian side for monitoring process of the implementation plan. JICA also agreed to dispatch a mission to discuss on contents, duration, input and etc., of the Sub-project 1 after August, 2016. Mongolian side committed to collaborate on this additional assistance;

end

Annex 1: Presentation Handouts

Annex 2: PDM and PO agreed on 7th October, 2014

Annex 3: 2nd Revised PDM and PO

MINUTES OF MEETING

ON

THE 5th JOINT COORDINATING COMMITTEE

FOR

**IMPROVEMENT FOR PLANNING AND IMPLEMENTATION SKILLS OF ULAANBAATAR
MASTER PLAN**

AGREED UPON BETWEEN

JAPAN INTERNATIONAL COOPERATION AGENCY

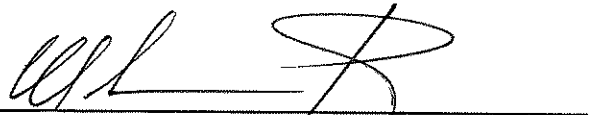
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**MINISTRY OF CONSTRUCTION AND URBAN DEVELOPMENT
ULAANBAATAR CITY GOVERNMENT**

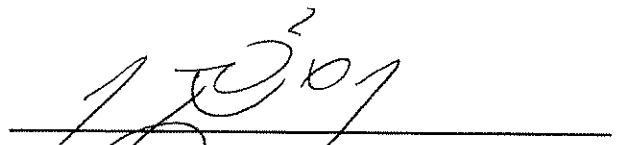
Ulaanbaatar, 7th October 2016



Mr. SATO Mutsumi
Chief Representative
JICA Mongolia Office



Mr. LKHAMSUREN Shukhert
Chairperson of Joint Coordination Committee
Vice Minister
Ministry of Construction and Urban
Development



Mr. BAYARKHUU Purvee
Vice Chairperson of Joint Coordination
Committee
Deputy Governor of Capital City in charge of
Infrastructure and Ger District Development

The 5th Joint Coordination Committee (hereinafter referred to as "JCC") for "Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan" was held on 7th October, 2016 with attendance of Ministry of Construction and Urban Development (hereinafter referred to as "MCUD"), Ulaanbaatar City Government (hereinafter referred to as "UBCG"), Mongolian related agencies, and the Japan International Cooperation Agency (hereinafter referred to as "JICA"). Two years have passed since the Project was launched. At JCC, progress, achievement and current issues of the Sub-Project 1 and 2 were reported by MCUD, UBCG and JICA project team. As a conclusion of JCC, the Mongolian side and the Japanese side agreed to continue to collaborate to implement the Project and confirmed the important considerations as follows:


I. Sub-Project 1

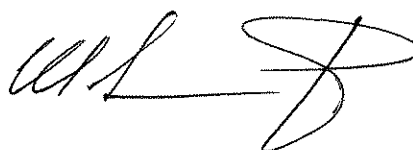
1. The initially planned activities have been basically completed. On the other hand, for the realization of the Implementation Plan 2016-2020, establishment of implementation and monitoring mechanism and capacity development of organizations and staff members concerned for monitoring and modification for the plan are indispensable as both parties have agreed in the previous JCC in April 2016. Therefore, the project term shall be extended until the end of 2018 to implement the activities mentioned above.
2. Both parties agreed to revise the Project Design Matrix (hereinafter referred to as "PDM") and the Plan of Operation (hereinafter referred to as "PO") agreed on 27th April 2016 as shown in Annex 1 and Annex 2. The effectiveness of the revision of PDM and PO is subject to approval of JICA.

II. Sub-Project 2

1. The Project shall be implemented in close collaboration with the Working Group established by the Governor's ordinance, A/674, 23rd September 2016.
2. Regarding the re-organization of ger area land project, the both sides agreed that the Project activities will focus on the pilot area(s) which shall be selected in consideration of their technical feasibilities such as development potential and urban development infrastructure, etc.

In this regard, the Project team members from MCUD and JICA Experts proposed, during their presentation, to select the pilot area(s) from the nine candidate areas which have been studied so far. Vice Mayor of Ulaanbaatar City in charge of Infrastructure and Ger Area Development mentioned that it was preferable to select the pilot area(s) from the following areas; i) Sub-center development areas, ii) the areas where the infrastructure has been/will be developed funded by Ulaanbaatar City and Mongolian Government, and iii) the areas which would be able to contribute to mitigating air pollution. The Project team members took note of it.

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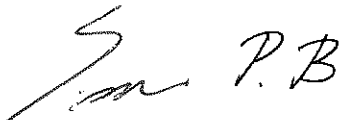
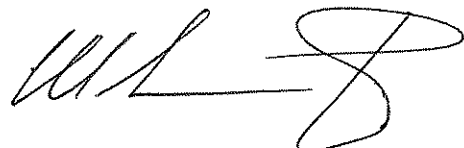
3. JICA side expressed concerns on the effect of restructuring of the counterpart organization and the necessity for the Mongolian side to make effort on their own to strengthen government organizations and their human resources in charge of urban re-development projects in Ulaanbaatar city. Vice Minister of Construction and Urban Development expressed the necessity to assess the current capacities and comprehension of those who are in charge of urban re-development projects . JICA side took note of it.

4. Both sides agreed to secure the working space for JICA Experts in the UBCG's office in order for smooth implementation of the Project.

end

Annex 1: 3rd revised PDM

Annex 2: 3rd revised PO

Handwritten signature in cursive script, appearing to read "P.B." with a stylized flourish above the letters.Handwritten signature in cursive script, consisting of several loops and a long horizontal stroke.

MINUTES OF MEETING

ON

THE 6th JOINT COORDINATING COMMITTEE

FOR

IMPROVEMENT FOR PLANNING AND IMPLEMENTATION SKILLS OF ULAANBAATAR
MASTER PLAN

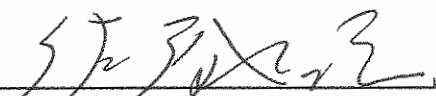
AGREED UPON BETWEEN

JAPAN INTERNATIONAL COOPERATION AGENCY

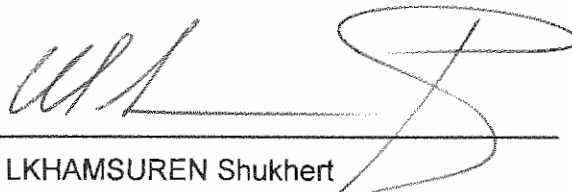
AND

MINISTRY OF CONSTRUCTION AND URBAN DEVELOPMENT
ULAANBAATAR CITY GOVERNMENT

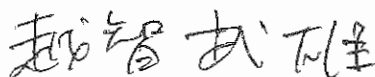
Ulaanbaatar, 8th June 2017



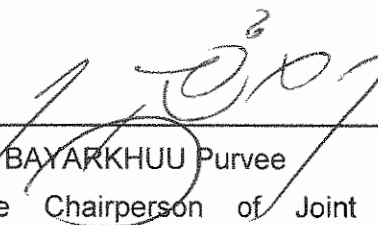
Mr. SATO Mutsumi
Chief Representative
JICA Mongolia Office



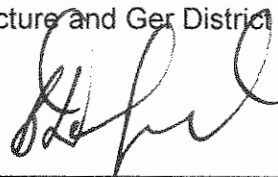
Mr. LKHAMSUREN Shukhert
Chairperson of Joint Coordination Committee
Vice Minister
Ministry of Construction and Urban
Development



Mr. OCHI Takeo
Mission Leader
Japan International Cooperation Agency



Mr. BAYARKHUU Purvee
Vice Chairperson of Joint Coordination
Committee
Deputy Governor of Capital City in charge of
Infrastructure and Ger District Development



Mr. DORJSEMBED Batsengee
Director General
Development Financing Department
Ministry of Finance

The 6th Joint Coordination Committee (hereinafter referred to as "JCC") for "Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan" was held on 8th June, 2017 with attendance of Ministry of Construction and Urban Development (hereinafter referred to as "MCUD"), Ulaanbaatar City Government (hereinafter referred to as "UBCG"), Mongolian related agencies, and the Japan International Cooperation Agency (hereinafter referred to as "JICA"). At JCC, progress, achievement and current issues of the Sub-Project 1 and 2 were reported by MCUD, UBCG and JICA project team. As a conclusion of JCC, the Mongolian side and the Japanese side agreed to continue to collaborate to implement the Project and confirmed the important considerations as follows:

- I. Sub-Project 1
 1. The Implementation Plan of Ulaanbaatar Master Plan (hereinafter referred to as "the Implementation Plan") plays an important role as a medium-term investment program to realize the Ulaanbaatar Master Plan and to develop major infrastructure facilities described in each medium-term policy of both the central and Ulaanbaatar city governments. It can also be a basis of formulating each year's budget for investment projects. The following actions are indispensable to move ahead with the Implementation Plan.
 - 1-1 To monitor the Implementation Plan.
 - 1-2 To revise the Implementation Plan considering the change of the economic situation in Mongolia after its approval.
 - 1-3 To establish the management mechanism of the Implementation Plan to monitor and carry out investment projects effectively for each year.
 2. Both parties agreed to the following actions;
 - 2-1 The first meeting of the working group for the Implementation Plan established by the Prime Minister's ordinance no.77, 24th October 2016 shall be held in August, 2017.
 - 2-2 UBCG shall draft the revised Implementation Plan by the end of July 2017. Policy and Planning Department, Governor's Office (hereinafter referred to as "PPD") shall lead the revision through close cooperation with Urban Planning and Master Planning Agency (hereinafter referred to as "UPMPA") and Urban Planning and Design Institute (hereinafter referred to as "UPDI").
 - 2-3 A technical working group shall be established by the end of June 2017 under the working group for the Implementation Plan to support the proper operation of the working group.
 - 2-4 The cooperative framework between PPD, UPMPA, UPDI and MCUD shall be established for managing the Implementation Plan.

ochw



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II. Sub-Project 2

1. The improvement of the ger area and old apartment reconstruction is urgent issues. Given the current situation of the urban re-development in Ulaanbaatar city, the following actions are indispensable to move ahead with the urban re-development projects.

1-1 To accelerate drafting of the urban re-development law related laws, rules and regulations to promote urban re-development projects

1-2 To learn lessons from the experiences of the re-planning and development of ger area and the old apartment reconstruction projects

1-3 To prepare for implementation of a model project(s) of the re-organization of the ger area land project

1-4 To conduct training programs continuously, to establish an urban re-development training course and to train trainers

2. Both parties agreed to the following actions;

2-1 The urban redevelopment law related rules and regulations, especially on compensation, land contribution, and re-organization of the ger area land project process, shall be formulated by the end of 2017.

2-2 The lessons from the experiences of the re-planning and development of ger area projects and the old apartment re-construction projects shall be used for establishment of a mechanism for implementation of the re-development projects. The Mongolian side requested a support for preparation of a financial mechanism for housing for low income households. The Japanese side took note of it.

2-3 Regarding the re-organization of the ger area land project, Mongolian side proposed 3 areas including Gandan area, Chingeltei 7 , and Sukhbaatar 18 for model project areas. The Japanese side basically agreed the above-mentioned areas to be model project areas. The selection of model project areas shall be finalized by the end of June 2017 after site inspection.

The project preparation works for selected model project areas shall be launched. The project preparation works include formulation of basic plans, technical/financial study and consultation with communities.

2-4 The training programs in Mongolia and Japan shall be conducted continuously. Additionally, an urban re-development training course shall be established to train specialists and the trainers shall be fostered.

III. Revision of Project Design Matrix and Plan of Operation

Both parties agreed to revise the Project Design Matrix (hereinafter referred to as "PDM") and the Plan of Operation (hereinafter referred to as "PO") as shown in Annex 1 and Annex 2.

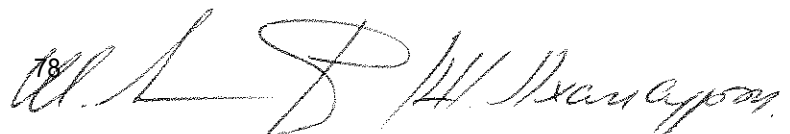
The effectiveness of the revision of PDM and PO is subject to approval of JICA.

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IV. Change of title of the Project



The title of the Project changes to "Project for Improvement of Capacity for Implementation of Ulaanbaatar Master Plan" from "Project for Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan"

END

Annex 1: 4th revised PDM

Annex 2: 4th revised PO

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ANNEX 1 PROJECT DESIGN MATRIX (PDM) :

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan

Whole project term: 2014 – 2018 (4 years and 3 months)

Sub-project 1 title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan

Sub-project 1 term: 2014 – 2018 (4 years and 3 months)

Sub-project 2 title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia

Sub-project 2 term: 2014 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2) Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament Resolution in 2013</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)</p>	<p>-Reports / Statistics</p>	<p>Housing demand is enough to sustain implementation of urban redevelopment projects. - Policy of implementation plan and urban redevelopment will be continuously applied. - The budget will be provided for urban development in UB City.</p>
<p>Project Purpose (Sub-project 1 and 2) Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<p>1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects 2) Approval of the UB MP2020 implementation plan 3) Utilization of handbooks for the implementation of urban redevelopment projects for daily work 4) Proposal of re-organization of UB City government functioning effectively to conduct Urban</p>	<p>- Interview - Questionnaire - The approved UB MP2020 Implementation Plan - organization chart</p>	<p>- The UB City is willing to implement implementation plan and urban redevelopment projects - The budget will be provided for urban development projects in UB City - Urban redevelopment law is approved - Urban redevelopment law related rules and regulations are approved.</p>

Redevelopment Projects			
<p>Outputs</p> <p>1: The current status and issues regarding UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)</p> <p>4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)</p> <p>5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)</p> <p>6: Ulaanbaatar's housing policy for low-income households is formulated. (Sub-project 2)</p> <p>7: Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)</p> <p>8: Re-organization of ger area land project(s) is(are) promoted through model project(s). (Sub-project 2)</p> <p>9: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)</p> <p>10: Citizen participation and provision of information to the public are promoted. (Sub-project 1 and 2)</p> <p>11: Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of</p>	<p>1. Current status and issues regarding UB MP2020 implementation plan</p> <p>2. Policy objectives and planning principles about UB MP2020 implementation plan</p> <p>3. UB MP2020 implementation plan</p> <p>4. Monitoring method of the UB MP2020 implementation plan</p> <p>5. Current status and issues regarding urban redevelopment projects</p> <p>6. Ulaanbaatar's Housing policy for low-income households is formulated.</p> <p>7. Ulaanbaatar's urban redevelopment policy and medium-term implementation plan is formulated</p> <p>8. Project plan of re-organization of ger area land model project(s) is prepared</p> <p>9. 1) Seven rules and regulations of the Urban Redevelopment Law is approved 2) Handbook for urban redevelopment project is prepared</p> <p>10. 1) The number of opportunities that PR tools of urban development projects are used 2) The number of PR tools distributed 3) The level of understanding of target households on re-organization of ger area land project</p> <p>11. 1) Improvement of urban</p>	<p>- Reports</p> <p>- Record of meetings and workshops</p> <p>- Questionnaires</p> <p>- Ulaanbaatar's Housing policy for low-income households</p> <p>- Project plan of re-organization of ger area land model project(s)</p> <p>- Seven rules and regulations of the Urban Redevelopment Law</p> <p>- Handbook for urban redevelopment project</p>	<p>- All the departments of UB City relating to the formulation of the UB MP2020 Implementation Plan participate in the Project</p>

<p>urban redevelopment projects is enhanced. (Sub-project 1 and 2)</p>	<p>redevelopment projects implementation capacity based on self-evaluation</p> <ol style="list-style-type: none"> 2) Training course content for urban redevelopment 3) The number of trainers 	
<p>Activities¹</p> <ol style="list-style-type: none"> 1-1: Analyze the current status of the urban development trend 1-2: Review existing plans in terms of urban development including the UB MP2020 2-1: Organize the team framework in UB city to formulate the implementation plan 2-2: Formulate policy objectives for the realization of the UB MP2020 2-3: Formulate priority issues for the realization of the UB MP2020 2-4: Formulate sectoral policies (Ministry level, City level) 2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan 3-1: Coordinate ministerial projects with ministries concerned 3-2: Sort out individual projects and set each project's cost 3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan 3-4: Formulate the draft implementation plan and adjust it to finalize 3-5: Make necessary modifications to the implementation plan 4-1: Set up monitoring indicators 4-2: Study issues and problems of monitoring the UB MP2020 implementation plan 	<p>Inputs</p> <p>Japanese experts;</p> <p>Sub-project 1:</p> <ol style="list-style-type: none"> 1) Urban Planning 2) Urban Development Management 3) Administrative Management 4) Cost Analysis <p>Sub-project 2:</p> <ol style="list-style-type: none"> 1) Land Re-adjustment Planning / Urban Redevelopment Planning 2) Utility Planning (Heating, Sewage, Water Supply) 3) Real Estate Evaluation 4) Urban Redevelopment Relating Laws / Housing Finance 5) Training Planning / Public Relations Planning <p>- Training of counterpart including training programs in Japan</p> <p>- Necessary equipment</p> <p>Mongolian side:</p> <ul style="list-style-type: none"> • Provision of office and equipment • Telephone line and internet connection • Appointment of counterparts • Counterpart budget: administrative cost including transportation and utility 	<p>Preconditions</p> <ul style="list-style-type: none"> - Mongolian counterpart personnel for the Project are properly assigned. - Mongolian side allocates necessary budget for the Project.

¹ Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

<p>4-3: Establish a monitoring structure in UB city 4-4: Review the contents of UB MP2020 implementation plan 4-5 Monitor implementation of UB MP2020 implementation plan</p> <p>5-1: Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (scheme A) 5-2: Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues (Scheme B, C) 5-3: Review current status and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level</p> <p>6-1: Review current status of housing market and analyze issues 6-2: Analyze housing demand and supply for the medium term 6-3: Formulate Ulaanbaatar's housing policy for low-income households</p> <p>7-1: Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary) (Scheme A, B, C) 7-2: Clarify costs for the implementation of urban redevelopment projects for 5 years including infrastructure cost (Scheme A, B, C)</p> <p>8-1: Select a model project(s) (Scheme B) 8-2: Formulate local unit utility plan (Scheme B) 8-3: Support preparation of the model project(s) (Scheme B)</p> <p>9-1: Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law 9-2: Provide advice for amending the draft Urban Development Law 9-3: Provide advice for Urban Redevelopment Law to be approved by the parliament</p>		
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- 9-4: Revise UB city's rules and regulations necessary for the implementation of urban redevelopment projects (Scheme A, B, C)
- 9-5: Provide advice for implementation of urban redevelopment projects (Scheme A, C)
- 9-6: Develop implementation handbooks of urban redevelopment projects (Scheme A, B, C)
- 9-7: Standardize project planning and project execution (Scheme A, B, C)
- 9-8:
- 10-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan
- 10-2: Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)
- 10-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)
- 10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)
- 10-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)
- 11-1: Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments
- 11-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)
- 11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)
- 11-4: Conduct a survey of citizen satisfaction level as to UB city administrative services
- 11-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)
- 11-6: Organize seminars/workshops in UB city for improvement of UB city administrative management
- 11-7: Implement training programs in UB city about Urban

<p>redevelopment projects (Scheme A, B, C) 11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively) 11-9: Prepare training course content. 11-10: Provide training for trainers on urban redevelopment project.</p>		
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ANNEX 2 June 8 2017. The 4th Revised PLAN OF OPERATIONS (DRAFT)	2014			2015			2016			2017			2018			Responsible Organization												
	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	4	5	6	7	8	9	10	11	12
5. The current status and issues regarding Ulaanbaatar city MP2020 implementation plan are clarified. (Sub-project 1)																												Completed
1-1 Analyze the current status of the urban development trend																												Completed
1-2 Review existing plans in terms of urban development including the UB MP2020																												PPD/ UPMFA
2. Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)																												Completed
2-1 Organize the team framework in UB city to formulate the implementation plan																												Completed
2-2 Formulate policy objective for the realization of the UB MP2020																												Completed
2-3 Formulate priority issues for the realization of the UB MP2020																												Completed
2-4 Formulate sectoral policies (Ministry level, City level)																												PPD/ UPMFA
2-5 Formulate finance policies for the realization of the UB MP2020 implementation plan																												Completed
3. UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)																												
3-1 Coordinate ministerial projects with ministries concerned																												PPD/ MUD
3-2 Sort out individual projects and set each project's cost																												Completed
3-3 Formulate a finance plan for the realization of the UB MP2020 implementation plan																												PPD
3-4 Formulate the draft implementation plan and adjust it to finalize																												Completed
3-5 Make necessary modifications to the implementation plan																												Completed
4. A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)																												
4-1 Set up monitoring indicators																												Completed
4-2 Study issues and problems of monitoring the UB MP2020 implementation plan																												Completed
4-3 Establish a monitoring structure in UB city																												PPD
4-4 Review the contents of UB MP2020 implementation plan																												PPD/ UPMFA/ UPI
4-5 Monitor implementation of UB MP2020 implementation plan																												PPD/ UPMFA/ UPI/ MUD
5. The current status and issues regarding urban redevelopment projects (3 schemes: Re-planning and development of ger area, Re-organization of ger area land project, Old apartment reconstruction project) are clarified. (Sub-project 2)																												
5-1 Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (Scheme A)																												Completed
5-2 Review current status on other urban redevelopment projects held in Ulaanbaatar and achievements and analyze issues (Scheme B, C)																												Completed
5-3 Review current status and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level																												MUCD/ ALMGAC
6. Ulaanbaatar's housing policy for low-income households is formulated (Sub-project 2)																												
6-1 Review current status of housing market and analyze issues																												Completed
6-2 Analyze housing demand and supply for the medium term																												Completed
6-3 Formulate Ulaanbaatar's housing policy for low-income households																												NOSK/ MUD/ PPD
7. Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)																												
7-1 Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary). (Scheme A, B, C)																												GAIDD/ PPD
7-2 Clarify costs for the implementation of urban redevelopment projects for 5 years including infrastructure cost. (Scheme A, B, C)																												GAIDD/ PPD
8. Re-organization of ger area land project(s) is(are) promoted through model project(s) (Sub-project 2)																												
8-1 Select a model project(s) (Scheme B)																												
8-2 Formulate local unit utility plan (Scheme B)																												
8-3 Support preparation of the model project(s) (Scheme B)																												
8-4 Support implementation of the model project(s) (Scheme B)																												
9. Implementation methodologies of urban redevelopment projects are established (Sub-project 2)																												
9-1 Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law																												MUCD (Discuss the issue in rules and regulation WG)
9-2 Provide advice for amending the draft Urban Development Law																												MUCD (Discuss the issue in Urban Development Law (UDL) WG)
9-3 Provide legal advice for implementation of urban redevelopment project → Provide advice on Urban Redevelopment Law to be approved by the Parliament																												Completed
9-4 Review UB city's current status and analyze issues on the implementation of urban redevelopment projects (Scheme A, B, C)																												
9-5 Provide advice for implementation of urban redevelopment projects (Scheme A, C)																												GAIDD/ UPMFA (Discuss the issue in rules and regulation WG)
9-6 Develop implementation handbooks of urban redevelopment projects (3 schemes) (Scheme A, B, C)																												MUCD/ ALMGAC/ GAIDD/ UPMFA/ Land (Discuss the issue in LRSWG)
9-7 Standardize project planning and project execution (Scheme A, B, C)																												
9-8 Propose financial measures for sale and purchase of properties developed by urban redevelopment projects (Scheme A, B, C)																												
10. Citizen participation and provision of information to the public are promoted (Sub-project 1 and 2)																												
10-1 Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan																												Completed
10-2 Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)																												Completed
10-3 Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)																												MUCD/ ALMGAC/ GAIDD
10-4 Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)																												MUCD/ ALMGAC/ GAIDD/ UPMFA (Discuss the issue in MUGCUP2WG)
10-5 Disseminate urban redevelopment policy to public (Scheme A, B, C)																												GAIDD
11. Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced (Sub-project 1 and 2)																												
11-1 Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments																												Completed
11-2 Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)																												Completed
11-3 Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)																												Completed
11-4 Conduct a survey of citizen satisfaction level as to UB city administrative services																												Completed
11-5 Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)																												UB City
11-6 Organize seminars/workshops in UB city for improvement of UB city administrative management																												PPD/ MUCD
11-7 Implement training programs in UB city about Urban redevelopment projects (Scheme A, B, C)																												MUCD/ ALMGAC
11-8 Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively)																												MUCGUP2
11-9 Prepare training course content on urban redevelopment																												MUCD/ ALMGAC/ GAIDD/ UPMFA
11-10 Provide training for trainers on urban redevelopment																												MUCD/ ALMGAC/ GAIDD/ UPMFA

※ Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project [Abbreviations]

ALMGAC: Ger Area Infrastructure Development Department, UB City
 GAIDD: Land Affairs office, UB city
 MUCD: Urban Development and Land Affairs Policy Implementation and Coordination Department, Ministry of Construction & Urban Development.
 MOF: Ministry of Finance
 UPMFA: Urban Planning Department, Governor's Office, UB City
 UPCI: Urban Planning and Design Institute, UB City

MINUTES OF MEETING

ON

THE 7th JOINT COORDINATING COMMITTEE

FOR

**IMPROVEMENT FOR PLANNING AND IMPLEMENTATION SKILLS OF ULAANBAATAR
MASTER PLAN**

AGREED UPON BETWEEN

JAPAN INTERNATIONAL COOPERATION AGENCY

AND

**MINISTRY OF CONSTRUCTION AND URBAN DEVELOPMENT
ULAANBAATAR CITY GOVERNMENT**

Ulaanbaatar, 25th May 2018



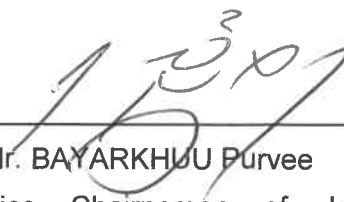
Mr. SATO Mutsumi
Chief Representative
JICA Mongolia Office



Mr. LKHAMSUREN Shukhert
Chairperson of Joint Coordination Committee
Vice Minister
Ministry of Construction and Urban
Development



Mr. OCHI Takeo
Mission Leader
Japan International Cooperation Agency



Mr. BAYARKHUU Purvee
Vice Chairperson of Joint Coordination
Committee
Deputy Governor of Capital City in charge of
Infrastructure and Ger District Development



Mr. BATKHUU Idesh
Director General
Development Financing Department
Ministry of Finance

The 7th Joint Coordination Committee (hereinafter referred to as “JCC”) meeting for “Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan” was held on 25th May 2018 with attendance of Ministry of Construction and Urban Development (hereinafter referred to as “MCUD”), Ulaanbaatar City Government (hereinafter referred to as “UBCG”), Mongolian related agencies, and the Japan International Cooperation Agency (hereinafter referred to as “JICA”). At the JCC meeting, the progress, achievement and current issues of the Sub-Project 1 and 2 were reported by MCUD, UBCG and JICA project team. As the conclusion of the JCC meeting, both sides agreed to intensively collaborate to achieve the project outputs by the end of the project period as scheduled and confirmed the following issues to be addressed.

1. Sub-Project 1

(1) Progress status

- Both sides agreed at the 6th JCC meeting to: (i) hold the first meeting of the State-City joint working group to monitor the execution status of the Ulaanbaatar MP2020 Implementation Plan (hereafter referred to as “JWG”), which was established by the Prime Minister’s Ordinance No.77 of 24/10/2016; and (ii) draft the revised Implementation Plan.
- To the present, however, the first JWG meeting has not been held yet, and accordingly, the activities related to the monitoring and revision of the implementation plan have been stagnant.

(2) Activities to be completed by the end of the project period (December 2018)

1) Monitoring and revision of the Implementation Plan

- The monitoring results of 2016 & 2017 and the revised project list (draft) of the Implementation Plan will be submitted to the Capital City Governor for approval.
- Based on the Prime Minister’s order No. 77/2016, UBCG, as Secretariat of JWG, will organize the first meeting of JWG in collaboration with MCUD.

2) Holding the following seminars to improve skills in planning and monitoring

- Seminars for the officials of UBCG
- A project closing seminar

(3) The importance of periodic monitoring of the Implementation Plan by JWG, even after the project period, was confirmed.

2. Sub-Project 2

(1) Progress status

1) Outputs achieved

- Output 5: The current status and issues regarding urban redevelopment project are clarified
- Output 6: Ulaanbaatar’s housing policy for low-income households is formulated
- Output 7: Urban redevelopment policy and medium-term implementation plan are clarified

2) Outputs not achieved

- Output 8: Re-organization of ger area land projects (hereafter referred to as “LR projects”) are promoted through model projects

- Output 9: Implementation methodologies of urban redevelopment projects are established
 - Output 10: Citizen participation and provision of information to the public are promoted
 - Output 11: Capacity for the formulation and promotion of the Ulaanbaatar MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced
- (2) Activities to be achieved by the end of the project period (December 2018)
- 1) Output 8: LR projects are promoted through model projects
 - In the model projects in Chingeltei 7th Khoroo and Sukhbaatar 18th Khoroo, the project implementation plans shall be formulated, and based on them, agreements shall be made between the land rights holders and UBCG.
 - The building relocation process shall be commenced.
 - 2) Output 9: Implementation methodologies of urban redevelopment projects are established
 - The three rules and regulations of the Urban Redevelopment Law, 1) Compensation, 2) Land Contribution, and 3) Land Readjustment Procedure, shall be submitted to the MCUD Minister for approval.
 - 3) Output 10: Citizen participation and provision of information to the public are promoted
 Output 11: Capacity for the formulation and promotion of the Ulaanbaatar MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced
 - Capacity of trainers shall be developed for future practitioners' training courses on the urban redevelopment.
 - A curriculum of the training courses shall be formulated.
 - A handbook for practitioners and training materials shall be prepared.
 - Practice training by trainers shall be conducted.
- (3) Measures to be taken
- 1) Implementation of the LR model projects
 - The Ger Area Infrastructure Department of UBCG discusses closely with residents to deepen their understanding and obtain their agreement to the model project implementation plans.
 - UBCG identifies land title and area registered.
 - UBCG secures budget necessary for LR projects in the two model project sites;
 - UBCG gains agreement with the residents to the service charge of infrastructure connection.
 - MCUD facilitates housing supports to low-income households which Sub-Project 2 proposed.
 - 2) Implementation of trainers' training
 - Based on understanding of importance of continuous capacity development for urban redevelopment, the Mongolia side secures time for trainers to be able to participate in the activity.

3. Others

(1) Change in an indicator of the Project Purpose in the PDM

- It was agreed that the indicator of the Project Purpose, “utilization of handbooks for the **implementation of** URD projects **for daily work**”, was changed to “utilization of handbooks for the **training related to** URD projects”.

(2) The 8th JCC meeting

- The 8th JCC meeting is scheduled in November 2018.

4. Main Points Discussed

- UBCG requested SP2 to support preparation of the basic plan of the Gandan temple area development. JICA answered that JICA project team would support it through provision of advice to the UBCG’s work if UBCG would take the initiative to make the basic plan. UBCG agreed to lead the work to prepare the plan.
- UBCG requested SP2 to involve the city council members to the training program to deepen their understanding on the urban redevelopment.

END

Annex: 5th revised PDM

ANNEX PROJECT DESIGN MATRIX (PDM):

Project title: Improvement for Planning and Implementation Skills of Ulaanbaatar Master Plan
Whole project term: 2014 – 2018 (4 years and 3months)
Sub-project 1title: Project on Capacity Development in Implementation Planning of Ulaanbaatar Master plan
Sub-project1 term: 2014 – 2018 (4 years and 3 months)
Sub-project 2title: The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia
Sub-project2 term: 2015 – 2018 (4 years)

Target area: Ulaanbaatar City, MONGOLIA

Applicant: Ministry of Construction and Urban Development, Ulaanbaatar City Government

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p>Overall Goal (Sub-project 1 and 2) Urban functions and residential environment of Ulaanbaatar (UB) City are improved through planned urban development based on the Ulaanbaatar 2020 Master Plan Amendment and Development Approaches for 2030 (UB MP2020) approved by the 23rd Parliament Resolution in 2013</p>	<p>The number of citizens living in houses with utility services (Heating, Sewerage, Water Supply)</p>	<p>-Reports / Statistics</p>	<ul style="list-style-type: none"> - Housing demand is enough to sustain implementation of urban redevelopment projects. - Policy of implementation plan and urban redevelopment will be continuously applied. - The budget will be provided for urban development in UB City.
<p>Project Purpose (Sub-project 1 and 2) Capacity of urban planning and urban development project implementation contributing to upgrading residential environment is enhanced</p>	<ol style="list-style-type: none"> 1) Improvement of knowledge and capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects 2) Approval of the UB MP2020 implementation plan 3) Utilization of handbooks for training related to the implementation of urban redevelopment projects for daily work 3) — 4) The re-organization of UB City government functioning effectively 	<ul style="list-style-type: none"> - Interview - Questionnaire - The approved UB MP2020 Implementation Plan - organization chart 	<ul style="list-style-type: none"> - The UB City is willing to implement implementation plan and urban redevelopment projects. - The budget will be provided for urban development projects in UB City - Urban redevelopment law is approved - Urban redevelopment law related rules and regulations are approved.

I.B.

		<p>to conduct the UB MP2020 Implementation Plan</p> <p>5) Proposal of re-organization of UB City government functioning effectively to conduct Urban Redevelopment Projects</p>	
<p>Outputs</p> <p>1: The current status and issues regarding UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>2: Policy objectives and planning principles about the UB MP2020 implementation plan are clarified. (Sub-project 1)</p> <p>3: UB MP2020 implementation plan (2016-2020) is formulated. (Sub-project 1)</p> <p>4: A monitoring method of the UB MP2020 implementation plan is established. (Sub-project 1)</p> <p>5: The current status and issues regarding urban redevelopment projects (3 schemes) are clarified. (Sub-project 2)</p> <p>6: Ulaanbaatar's housing policy for low-income households is formulated. (Sub-project 2)</p> <p>7: Ulaanbaatar's urban redevelopment policy and medium-term implementation plan are clarified. (Sub-project 2)</p> <p>8: Re-organization of ger area land project(s) is promoted through model project(s). (Sub-project 2)</p> <p>9: Implementation methodologies of urban redevelopment projects are established (Sub-project 2)</p> <p>10: Citizen participation and provision of information to the public are promoted. (Sub-project 1 and 2)</p>	<p>1. Current status and issues regarding UB MP2020 implementation plan</p> <p>2. Policy objectives and planning principles about UB MP2020 implementation plan</p> <p>3. UB MP2020 implementation plan</p> <p>4. Monitoring method of the UB MP2020 implementation plan</p> <p>5. Current status and issues regarding urban redevelopment projects</p> <p>6. Ulaanbaatar's Housing policy for low-income households is formulated</p> <p>7. Ulaanbaatar's urban redevelopment policy and medium-term implementation plan is formulated</p> <p>8. Project plan of re-organization of ger area land model project(s) is prepared</p> <p>9. Seven rules and regulations of the Urban Redevelopment Law is approved</p> <p>1) Handbook for urban redevelopment project is prepared</p> <p>10.</p> <p>1) Improvement of result of questionnaires about citizen participation and provision of information to the public conducted in 2015 and 2018(sub-project 1)</p> <p>2) The number of opportunities that</p>	<p>- Reports</p> <p>- Record of meetings and workshops</p> <p>- Questionnaires</p> <p>-Ulaanbaatar's Housing policy for low-income households</p> <p>- Project plan of re-organization of ger area land model project(s)</p> <p>- Seven rules and regulations of the Urban Redevelopment Law</p> <p>- Handbook for urban redevelopment project</p>	<p>- All the departments of UB City relating to the formulation of the UB MP2020 Implementation Plan participate in the Project</p>

<p>PR tools of urban development projects are used</p> <ol style="list-style-type: none"> 3) The number of PR tools distributed 4) The level of understanding of target households on re-organization of ger area land project <p>11.</p> <ol style="list-style-type: none"> 1) Improvement of urban redevelopment project's implementation capacity based on self-evaluation 2) Training course content for urban redevelopment 3) The number of trainers 	<p>11: Capacity for the formulation and promotion of the UB MP2020 implementation plan and the implementation of urban redevelopment projects is enhanced. (Sub-project 1 and 2)</p>	
<p>Activities¹</p> <ol style="list-style-type: none"> 1-1: Analyze the current status of the urban development trend 1-2: Review existing plans in terms of urban development including the UB MP2020 2-1: Organize the team framework in UB city to formulate the implementation plan 2-2: Formulate policy objectives for the realization of the UB MP2020 2-3: Formulate priority issues for the realization of the UB MP2020 2-4: Formulate sectoral policies (Ministry level, City level) 2-5: Formulate finance policies for the realization of the UB MP2020 implementation plan 3-1: Coordinate ministerial projects with ministries concerned 3-2: Sort out individual projects and set each project's cost 3-3: Formulate a finance plan for the realization of the UB MP2020 implementation plan 3-4: Formulate the draft implementation plan and adjust it to 	<p>Inputs</p> <p>Japanese experts;</p> <p>Sub-project 1:</p> <ol style="list-style-type: none"> 1) Urban Planning 2) Urban Development Management 3) Administrative Management 4) Cost Analysis <p>Sub-project 2:</p> <ol style="list-style-type: none"> 1) Land Re-adjustment Planning / Urban Redevelopment Planning 2) Utility Planning (Heating, Sewage Water Supply) 3) Real-estate Evaluation 4) Urban Redevelopment Relating Laws / Housing Finance 5) Training Planning / Public Relations Planning <p>- Training of counterpart including training programs in Japan</p> <p>- Necessary equipment</p> <p>Mongolian side;</p> <ul style="list-style-type: none"> • Provision of office and equipment 	<p>Preconditions</p> <ul style="list-style-type: none"> - Mongolian counterpart personnel for the Project are properly assigned. - Mongolian side allocates necessary budget for the Project.

¹ Scheme A: Re-planning and development of ger area, Scheme B: Re-organization of ger area land project, Scheme C: Old apartment reconstruction project

T.B.

<p>finalize</p> <p>3-5: Make necessary modifications to the implementation plan</p> <p>4-1: Set up monitoring indicators</p> <p>4-2: Study issues and problems of monitoring the UB MP2020 implementation plan</p> <p>4-3: Establish a monitoring structure in UB city</p> <p>5-1: Conduct comparative study on on-going projects held in Ulaanbaatar and analyze issues (scheme A)</p> <p>5-2: Review current status and achievements on other urban redevelopment projects held in Ulaanbaatar and analyze issues (Scheme B, C)</p> <p>5-3: Review current status and analyze issues on urban redevelopment projects (3 schemes) planned in Aimag level</p> <p>6-1: Review current status of housing market and analyze issues</p> <p>6-2: Analyze housing demand and supply for the medium term</p> <p>6-3: Formulate Ulaanbaatar's housing policy for low-income households</p> <p>7-1: Review urban redevelopment policy from the viewpoint of realization of UB MP2020 and revise the policy (if necessary) (Scheme A, B, C)</p> <p>7-2: Clarify costs for the implementation of urban redevelopment projects until 2020 including infrastructure cost (Scheme A, B, C)</p> <p>8-1: Select a model project(s) (Scheme B)</p> <p>8-2: Formulate local unit utility plan (Scheme B)</p> <p>8-3: Support preparation of the model project(s) (Scheme B)</p> <p>9-1: Draft relating norms, standards, rules and regulations for the operation of urban redevelopment law</p> <p>9-2: Provide advice for amending the draft Urban Development Law</p>	<ul style="list-style-type: none"> • Telephone line and internet connection • Appointment of counterparts • Counterpart budget: administrative cost including transportation and utility 	
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<p>9-3: Provide advice for Urban Redevelopment Law to be approved by the parliament</p> <p>9-4: Revise UB city's rules and regulations necessary for the implementation of urban redevelopment projects (Scheme A, B, C)</p> <p>9-5: Provide advice for implementation of urban redevelopment projects (Scheme A, C)</p> <p>9-6: Develop implementation handbooks of urban redevelopment projects (Scheme A, B, C)</p> <p>9-7: Standardize project planning and project execution (Scheme A, B, C)</p>	<p>10-1: Hear and take in citizen's opinions in the process of formulation of the UB MP2020 implementation plan</p> <p>10-2: Provide information about the formulated implementation plan to citizens (i.e. Leaflet, WEB site, etc.)</p> <p>10-3: Establish a method of citizen participation in urban redevelopment projects (Scheme A, B, C)</p> <p>10-4: Formulate PR tools of urban redevelopment projects for promoting public understanding (Scheme A, B, C)</p> <p>10-5: Disseminate urban redevelopment policy to public (Scheme A, B, C)</p> <p>11-1: Organize knowledge sharing seminars in terms of capacity-building of organization and personnel of Japanese local governments</p> <p>11-2: Conduct capacity assessment about the UB MP2020 implementation plan (finance, policy, organization structure)</p> <p>11-3: Analyze the current status and issues regarding the implementation capacity of urban redevelopment projects (Scheme A, B, C)</p> <p>11-4: Conduct a survey of citizen satisfaction level as to UB city administrative services</p> <p>11-5: Propose the improvement of the organization structure of UB city and government organizations concerned (including the implementation structure of urban redevelopment projects)</p> <p>11-6: Organize seminars/workshops in UB city for improvement of UB city administrative management</p>
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T.B.

<p>11-7: Implement training programs in UB city about Urban redevelopment projects (Scheme A, B, C) 11-8: Implement training programs in Japan about city administrative management and urban redevelopment (one time respectively) 11-9: Prepare training course content on urban redevelopment. 11-10: Provide training for trainers on urban redevelopment.</p>		
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3. 詳細活動計画（作業計画と実績）

4. 専門家派遣実績（要員計画最新版）

(1) 第 1 年次

Position	Name	Company	Contract No.	2015												2016												2017												1st Contract Year		
				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Mongolia	Japan						
Leader/Urban Redevelopment Project/Legal System Related to Urban Redevelopment	K. Nagayama	Almec	1	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												6.33	
				Revised Plan1	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												6.83	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.20	
Deputy Leader/Urban Redevelopment Project/Legal System Related to Urban Redevelopment	R. Sasaki	Almec	2	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												8.33	
				Revised Plan1	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												9.33	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												10.63	
Urban Redevelopment Project/Rules and Regulations	T. Kudo	OCG	2	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
				Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												2.90	
Land Readjustment Project	M. Matsui	TSC	2	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												9.17	
				Revised Plan1	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												11.17	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												11.90	
Infrastructure Planning/Architect	S. Ishikawa	OCG	4	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.50	
				Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.13	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.13	
Infrastructure Planning	F. Kuwahara	OCG (SRK)	4	Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.53	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.70	
Infrastructure Planning	E. Edo	OCG (SRK)	4	Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.47	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.30	
Infrastructure Planning	I. Mori	TSC	4	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
				Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
Real Estate Evaluation Method/Compensation Mechanism	S. Shiroma	TSC	5	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.67	
				Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.67	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.63	
Project Finance/Housing Finance Mechanism	M. Iwasaki	Almec (KRI)	3	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
				Revised Plan1	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.50	
				Revised Plan2	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.50	
				Revised Plan3	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												5.63	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												5.63	
Training Planning/Advocacy Planning	M. Kojima	Almec	4	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.00	
				Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.40	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.40	
Training Planning/Advocacy Planning	N. Ohno	Almec	4	Revised Plan1	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												2.60	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.00	
Training Planning/Advocacy Planning/Institutional Development	O. Abe	Almec	4	Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.60	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												1.50	
Project Cost Analysis	K. Ozawa	Almec	3	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												3.00	
				Revised Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.00	
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												4.00	
Work in Mongolia				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Original Plan	49.00	
				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Revised Plan	56.13	
				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Actual	54.93	
Urban Redevelopment Project/Rules and Regulations	T. Kudo	OCG	2	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Original Plan	0.00
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Actual	0.10
Training Planning/Advocacy Planning/Institutional Development	O. Abe	Almec	4	Original Plan	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Original Plan	0.00
				Actual	[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Actual	0.10
Work in Japan				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Original Plan	0.00	
				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Actual	0.20	
Total				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Original Plan	49.00	
				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Revised Plan	56.13	
				[Gantt chart for 2015]												[Gantt chart for 2016]												[Gantt chart for 2017]												Actual	55.13	
JCC Meeting				[Timeline]												[Timeline]												[Timeline]														
Training				[Timeline]												[Timeline]												[Timeline]														
Reporting				[Timeline]												[Timeline]												[Timeline]														

Legend ■ : Work ■ : Work for other projects

IC/R : Inception Report WP : Work Plan
MS : Monitoring Sheet I/R : Project Implementation Report
C/R : Project Completion Report

5. 研修員受け入れ実績

Trainees in Training Programs in Japan (February 5 - 18 2017)

	Name	Position	Organization
1	Sh. Lkhamsuren	Vice Minister	MCUD
2	P. Bayarkhuu	Vice Mayor	Ulaanbaatar City
3	Ts. Baigalmaa	Council Member	Ulaanbaatar City
4	B. Batjargal	Director	Policy and Planning Department, MCUD
5	O. Enkhtuya	Senior Officer	Public Service Policy Implementation Coordination Department, MCUD
6	B. Goyosaikhan	Specialist	Urban Development and Land Affairs Policy Implementation Coordination Department, MCUD
7	D. Bolormaa	Senior Officer	Urban Planning Division, ALAMGaC
8	G.Ulziibayar	Division Head	Policy and Planning Division, Capital City Governor's Office, Ulaanbaatar City
9	M. Nyambayar	Division Head	Urban Redevelopment Division, Urban Planning and Master Plan Department, Ulaanbaatar City
10	E.Davaanyam	Division Head	Legal Division, Urban Planning and Master Plan Department, Ulaanbaatar City
11	Ts.Batbileg	Vice Director	Ger Area Infrastructure Department, Ulaanbaatar City
12	B. Azjargal	Division Head	Administration Division, Ger Area Infrastructure Department, Ulaanbaatar City
13	P. Altantugs	Division Head	Monitoring Division, Ger Area Infrastructure Department, Ulaanbaatar City
14	Ch. Regzmaa	Chief Engineer	UPADI, Ulaanbaatar City
15	J. Khicheengui	General Director	TOSK
16	B. Batnasan	Division Head	Project Division, NOSK, Ulaanbaatar City

6. 供与機材実績

Name of Project : JICA The Second Phase of Project on Capacity Development in Urban Development Sector in Mongolia (MUGCUP2)									
Country : Mongolia									
物品名称 (Name of Property)	規格・品番 (Standard, Part Number)	個数 (Quantity)	取得価格 (Purchase Price)			検査合格日 (Date of Inspection Passed)	配置場所 (Location)	現況 (Current State)	備考 (Remarks)
			取得価格 (Purchase Price)	通貨 (Currency)	日本円換算 取得価格 (In Japanese Yen)				
Multifunction Printing Machine	SHARP MX-M354N PRINTER	1	5,799,990.00	MNT	359,599	2015/8/20	JICA Project Office in the Ministry of Construction and Urban Development	Working	