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Mongolia: Concessions for Ulaanbaatar's Municipal Services

Inception Report (Financed by the Japan Fund for Poverty Reduction)

Prepared by
Philip Kelly

For the Economic Development Department

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Asian Development Bank

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ABBREVIATIONS

ADB	–	Asian Development Bank
DMF	–	Design and Monitoring Framework
EA	–	Executing Agency
EDA	–	Economic Development Agency
GGGI	–	Global Green Growth Initiative
IA	–	Implementing Agency
PDF	–	Project Development Facility
PPP	–	Public–Private Partnership
TA	–	Technical Assistance
UB	–	Ulaanbaatar

NOTE In this report, “\$” refers to US dollars.

A. Introduction

1. This inception report addresses the scope and direction of the Asian Development Bank (ADB) Technical Assistance (TA) 8939 Mongolia: Concessions for Ulaanbaatar's Municipal Services (Financed by the Japan Fund for Poverty Reduction).¹ The Executing Agency (EA) for the TA is UB City while the Economic Development Agency (EDA) is the Implementing Agency (IA). TA implementation commenced in September 2015.

2. The inception report explores the TA rationale and design, and challenges to successful implementation, while indicating adjustments that reflect evolving circumstances and that will improve TA performance. The report

- Summarises progress against the TA's design and monitoring framework (DMF), in Appendix 1;
- Explains in detail the activities undertaken to-date, in Appendix 2; and
- Presents an implementation plan and schedule, in Appendix 3.

B. Overview of the TA

3. The TA is to support preparation by Ulaanbaatar (UB) city officials of a draft PPP road map for fiscally affordable delivery of municipal services. The road map will include a fiscally sustainable, prioritized pipeline of PPP projects servicing *ger* and other areas. The road map is to take into consideration the experience of the TA outputs including pilot PPP projects to outline actions needed to strengthen the operational framework for PPPs in Ulaanbaatar. Key milestones and implementation schedules will be included. An issues paper will address the fiscal sustainability of the PPP program, and at least two other issues papers will be prepared and a summary of the issues will be published.²

4. The primary focus of the TA is on project preparation and implementation. The TA is to help UB City officials prepare small PPPs that fit the TA's target of completing low-risk, pro-poor projects focusing on serving *ger* and remote areas of UB City. This support will extend through to completion of the PPP agreement.

5. The TA has four outputs, which are to be delivered sequentially:

Output 1 PPP institutional assessment for UB City: assessment of enabling environment and the readiness of potential PPPs and an options paper on the most feasible institutional strengthening initiatives. Matters expected to be addressed during the course of the project include

- the allocation of roles and decision-making responsibilities;
- coordination arrangements between different national and municipal government and within the municipal government;
- planning schedules, time lines, and process flowcharts;

¹ ADB. 2015. Technical Assistance to Mongolia for Concessions for Ulaanbaatar's Municipal Services <http://www.adb.org/projects/48467-001/main#tabs-0-1>

² The TA report provides that the PPP road map will address both demand-side and supply-side considerations, setting directions for the preparation of PPP policies, laws, and regulations; scaling up to a PPP program and pipeline; the role of a project development facility to improve project preparation and attract high quality participants; a PPP project cycle and procedures tailored to UB; PPPs manuals, guidelines, checklists, forms, and standardized contract definitions and terms; the formation and composition of a PPP unit; UB city officials staff development; the role and usage of specialist advisers; fiscal checks and balances; and the implementation of demonstration projects and learning by doing. While the focus is on actions to be undertaken by UB, essential actions required by the central government will be identified.

- links between preparation and procurement of public infrastructure and public services projects through PPP and public investment planning and the Law on Development Planning;
- the integration of procurement of public infrastructure and public services through PPP and UB budget, Law on Budget and Law on Debt Management;
- the process for preparing and prioritizing PPP projects in public infrastructure and public services that is consistent with budget preparation;
- risk allocation and management;
- the assessment of fiscal risk and affordability of PPP projects;
- procurement practices for PPP projects that will predominantly rely on competitive tendering to achieve value for money;
- the management of social and environmental safeguards, recognition of climate risk and resilience issues and gender inclusive implementation of PPP; and
- transparency arrangements.

Output 2 PPP projects screened: At least 10 project screening assessments endorsed by UB City, comprising a minimum of 5 pro-poor projects,

Output 3 Agreements for pro-poor PPPs completed: Draft business cases completed by UB City officials for at least 5 projects in poor areas of UB and later PPP agreements completed by UB City officials for at least 5 projects in poor areas of UB,

Output 4 Analytical capacity of city officials enhanced: Submission to UB City of an issues paper on the fiscal affordability of UB City's PPP program. This will take into consideration steps to manage and mitigate fiscal risk and will ensure that UB City PPP program is integrated with UB City budget, the Law on Budget, Law on Debt Management and Law on Development Planning. There will also be at least one other issue paper on priority issues raised in the PPP road map prepared by UB City officials with TA support.

C. Recruitment

6. The following positions were filled: Team Leader (international), Deputy Team Leader (national), Legal specialist (national), and Project Management Specialist (national). The Deputy Team Leader (national), Legal specialist (national) and the replacement specialist both resigned given other commitments, and recruitment of a legal specialist is close to completion. Recruitment is on-going for a range of project-related positions, including a Public-Private Partnership and Institutional Advisor (international) which is near completion and Technical Specialists (national). Resource persons have been engaged to assist workshops on individual projects and key issues.

D. Overview of TA Activities

7. The initial work of the TA helped screen projects to identify those that are considered to have potential to succeed as PPP projects. These projects were then prepared further to verify PPP potential, to identify the delivery method that provides best value for money and that is affordable to users and to UB City. Where PPP was identified as the delivery method, the work included identifying the best type of PPP transaction structure.

8. Learning by doing through working on projects is at the core of the TA. Through experience gained in working with UB City officials on projects, an appropriate PPP legal and institutional framework and roadmap for UB and relationships with national government is emerging.

9. Key issues explored have been: better coordination between municipal government and national government including meetings with Ministry of Finance and Ministry of Education regarding budgets and savings from PPP energy efficiency in schools; the allocation of PPP roles and responsibilities between UB City Departments and agencies

including Strategic Policy and Planning Department cooperation with EDA, preparation of annual budget and capital investment planning at UB City and compliance with the Law on Budget, Law on Development Planning and Law on Debt Management; confirming the legal authority of UB municipal government, EDA and national government in implementing PPP at local government level; updating template request for qualifications so they use pass-fail criteria rather than short-listing under subjective criteria for identifying persons qualified to submit proposals at the request for proposal stage; the potential role of PPP project development (preparation) facility and other types of supporting funds and sources that could be interested in contributing to these funds; and the practical actions required to meet safeguard and regulatory requirements.

10. The TA has supported targeted workshops and seminars and other out-reach activities to raise awareness among UB City officials, the private sector and donors, to disseminate findings, and to obtain feedback on the TA activities.

11. The PPP Prioritisation Toolkit and user guide has been prepared, along with a paper on preparing business cases. Outline or draft business cases were prepared for PPPs on street lighting, schools and kindergartens, and urban roads, along with requests for qualifications. Such work are examples of how capacity is being developed through learning by doing in implementing projects.³

E. Cooperation and Coordination

12. The TA has been implemented in cooperation with the central government's PPP unit, and in close coordination with related ADB supported projects, Japan International Cooperation Agency (JICA), and other development partners supporting PPPs and public investment in Mongolia.

13. The events supported by the TA have provided opportunities for development partner coordination. An existing development partner coordination group on PPPs will be a vehicle to facilitate sharing information on the TA.

14. Building on earlier meetings in the TA, during December 2015 further meetings were held with the Department of Development Cooperation at the Embassy of Canada, IFC, Asia Foundation, JICA consultants, Embassy of Japan, and other development partners as well as private sector representative bodies (e.g. National Association of Construction of Mongolia), to ensure that there is a common understanding regarding the TA's objectives and activities.

15. ADB is working with Canada and GGGI on the potential establishment of a project PDF for UB City focused on low carbon, pro-poor PPPs. This is intended to complete preparation on some of the projects initiated with the help of the TA.

F. Re-scheduling Preparation of the Road Map

16. Based on the work on Outputs 1 to 4 to-date, it has been possible to bring forward the initial preparation of the proposed PPP road map. Projects suited to PPP were identified and developed with the involvement of UB City officials. These were brought to the elected City Council for approval. The elected representatives did not oppose the projects but raised practical questions about implementation, and approvals for the proposed PPPs are to be sought from the council to be established following the mid-2016 elections.

³ Key documents have been supplied in Mongolian and English.

17. This experience highlights the importance of having projects considered as part of a PPP programme with a pipeline of projects, rather than having projects considered on a case-by-case basis. A PPP road map with a clear statement of policy commitment by City Council Assembly will build on the commitment to PPP shown by the previous Governor and management. The road map will contain a short PPP policy statement that will reflect the 2010 national PPP policy statement as applied to UB City. The road map will show attachments including the PPP prioritisation toolkit and user guide showing how projects suited to PPP will be identified and developed for inclusion in the concession list, a UB City regulation setting out how City departments will work in a coordinated manner to identify and prepare PPP projects, and a PPP programme of projects, including TA pilot projects, with an implementation time-table that will stretch beyond the term of the TA.

18. The preparation of the road map is timely because elections to the City Council took place on 29 June 2016. It would be appropriate to have the road map available to put before the newly elected members for approval in July/August 2016. This will give the newly elected City Council the opportunity to consider its support for PPP as an option for public infrastructure and public services and, if they wish to proceed with PPPs, to position PPP within the overall investment planning process. An approved road map will give City management and elected representatives a clear picture of why and how UB City will implement PPP and add momentum to the implementation of the TA.

19. The TA is moving forward with the identification of further pilot projects to be included in the roadmap for presentation to UB City Council in July/August.

G. On-going Work

20. Output 1 will be concluded by July/August, based on:

- An application of the Infrascope Asia 2015 findings to an assessment of UB's enabling environment for PPPs;
- Assessment of the performance of concessions completed prior to the commencement of the TA;
- Assessment of the links between public investment planning, identification of priority projects and selection of potential PPP projects, identify how UB City assesses and implements projects in the annual budget and prepares for capital investment planning and to gain insights into existing institutional arrangements and capability.⁴

21. Under Output 2, the TA continues to identify further pilot projects based on analysis of UB investment plans and financing of existing projects, the city's approved concession list and taking into consideration international experience of successful urban PPP projects in cities of similar size and characteristics as UB.

22. The Request for Qualifications (RFQ) stage of the procurement process for the pilot projects, which is been supported under Output 3, is to take place if approvals to proceed are obtained from the newly elected City Council and Governor, alongside approval of the roadmap. Approvals are to be sought in July/August 2016.

23. Under Output 4, The TA is exploring how availability payments (where required) should be included for fiscal planning and budget purposes.

⁴ A list of issues in a World Bank public investment management assessment checklist has been prepared and adapted to help focus discussions on these subjects at UB. A number of studies of UB City Finances, Creditworthiness, Financial Self-Assessment and Debt Management that are in the Dropbox database provide essential background information on these issues.

Progress Against the Design and Monitoring Framework

Project Results Chain	Performance Indicators with Targets and Baselines	Status and comments
<p>Outcome A road map for the fiscally affordable delivery of municipal services in Ulaanbaatar City by PPPs</p>	<p>Draft road map submitted by city officials for endorsement by the mayor of Ulaanbaatar City by the end of 2016, inclusive of a fiscally sustainable, prioritized pipeline of PPP projects servicing <i>ger</i> and other areas (baseline: 0)</p>	<p>In view of the experience to date the road map is being prepared and will be submitted to the newly elected City Council for approval in July-August 2016</p>
<p>Outputs 1. PPP institutional assessment for Ulaanbaatar City completed</p>	<p>1a. Public release of a summary assessment of Ulaanbaatar's enabling environment and the readiness of potential PPPs (by month 9)</p> <p>1b. Options paper on the most feasible institutional strengthening initiatives submitted to Ulaanbaatar City (by month 9)</p> <p>1c. Institutional assessment submitted to Ulaanbaatar City (by month 12)</p> <p>1d. Public release of a summary of the findings of the institutional assessment (by month 15)</p>	<p>Earlier work conducted on the institutional assessment of UB City is being up-dated in the light of further discussions with UB City on prioritising projects for inclusion in the budget and capital investment planning and to be placed alongside the road map. An updated assessment of the enabling environment is to be completed by July 2016. Emerges from 1a and 1 c</p> <p>Meetings took place in April where the process for choosing priority projects by the Strategic Policy and Planning Dept. of UB City for inclusion in the annual UB City budget was discussed.</p> <p>Capital investment planning and PPP at UB City was examined to see how it is evolving in the light of recent legislative changes in Law on Budget, Law on Debt Management and Law on Development Planning. A regulation was prepared on evaluating priority projects for investment planning and PPP purposes to ensure EDA activities fit with UB City institutional framework and processes and comply with laws. These outcomes are derived from the learning by doing on projects in Outputs 2 and 3 and follow from the work in Outputs 2 and 3. This work comes after Outputs 2 and 3 and not before those Outputs.</p>
<p>2. PPP projects screened</p>	<p>2a. At least 10 project screening assessments endorsed by Ulaanbaatar City, comprising a minimum of 5 pro-poor projects (at least 5 in total by month 12, and at least 10 in total by month 18)</p>	<p>An Excel based toolkit for carrying out screening and assessing the state of preparation of PPP projects was developed in 2015. It has since been revised and updated in the light of experience gained in screening projects and with access to a wider range of tool-kits from various sources. A new Excel based PPP Project Prioritisation Toolkit and user guide was prepared in April/May 2016 that is more attuned to Mongolian information base and circumstances.</p>
<p>3. Agreements for pro-poor PPPs completed</p>	<p>3a. Draft business cases completed by Ulaanbaatar City staff for at least 5 projects in poor areas of Ulaanbaatar City (by month 15)</p>	<p>Draft business cases have been prepared for street lighting and retro-fitting schools and kindergartens, with a preliminary outline business case prepared for urban roads. The energy efficiency projects have been</p>

		updated to take account of the scaling up of the street lighting project to all of UB and to include new schools that can be built to green educational institutions standards prepared by GGGI in support provided to Invest Mongolia. Further support for preparation and implementation of these projects is being sought based on energy efficiency and managing climate change risks.
	3b. PPP agreements completed by Ulaanbaatar City staff for at least 5 projects in poor areas of Ulaanbaatar City (by month 24) 3c. Public release of PPP agreements	Approval of the newly elected City Council for issuing the RFQ for projects will be sought in July/August alongside approval of the Road Map
4. Analytical capacity of city officials	4a. Submission to Ulaanbaatar City of issues paper on the fiscal affordability of and legal framework for Ulaanbaatar City's PPP program (by month 18) 4b. At least one other issues paper on priority issues raised by a PPP road map submitted to Ulaanbaatar City (by month 18) 4c. Public release of a summary of the issues papers (by month 24)	Work was conducted on the interface between UB City budget, capital investment planning, Law on Budget, Law on Development Planning, Law on Debt Management and EDA's roles and responsibilities in PPP and a draft regulation prepared on processing PPP projects. An issue paper on the links between PPP, budget and capital investment planning at UB City and fiscal risk management and mitigation to ensure an integrated process and clear institutional roles as well as linkages with national laws and processes has been prepared and will be discussed with City officials after the election period. Awareness of PPP and application of PPP to individual projects is being raised through meetings with UB City officials on projects and in specially convened question and answer type discussions with senior officials from key UB City departments.

Activities	Status
Key Activities with Milestones	
1.1 Prepare a questionnaire for an assessment of Ulaanbaatar City's enabling environment and project readiness (by month 6).	Completed
1.2 Conduct assessments of Ulaanbaatar City's enabling environment inclusive of the legal framework, project readiness, and performance of recently completed PPPs (by month 6).	Partially completed
1.3 Release to the public a summary of Ulaanbaatar's PPP readiness (by month 9).	
1.4 Identify initiatives to strengthen project planning and identification, preparation, and management, including required fiscal checks and balances (by month 9).	In progress
1.5 Identify and assess potential institutional arrangements for PPPs in Ulaanbaatar City (by month 9).	Partially completed
1.6 Finalize options paper, then an institutional assessment (by month 12).	In progress
1.7 Prepare and release to the public a summary of the institutional assessment (by month 15).	Yet to start Yet to start
2. PPP projects screened	
2.1 Support identification of priority PPPs suitable for a screening assessment (by month 6).	Partially completed
2.2 Consult with key stakeholders on the screening assessments (at least 2 by month 9, and at least 5 in total by month 15).	Partially completed
2.3 Prepare screening assessments for priority PPPs in accordance with the Ministry of Economy and Development's PPP handbook and encompassing value for money and fiscal affordability (at least 5 in total by month 12, and at least 10 in total by month 18).	Partially completed
2.4 Prepare terms of reference for transaction advisory services for screened PPPs that are to proceed (by month 18).	Partially completed
2.5 Present screening assessments and lessons in a workshop with a wide range of	

stakeholders, including development partners (by month 18).	Yet to start Partially completed
3. Agreements for pro-poor PPPs completed 3.1 Support identification of at least five small, low-risk PPPs focused on poor areas of Ulaanbaatar that are suitable for preparation (by month 12). 3.2 Assist in the preparation of draft business cases for the PPPs (by month 15). 3.3 Assist in the completion of the PPP agreements (by month 24). 3.4 Present the results of project screening and lessons in a workshop with a wide range of stakeholders, including development partners (by month 24).	Partially completed Ongoing Ongoing Partially completed
4. Analytical capacity of city officials enhanced 4.1 Prepare issues papers in support of preparation of a PPP road map, including on fiscal affordability and the legal framework (by month 18). 4.2 Conduct supporting awareness-raising events with Ulaanbaatar City departments and agencies (throughout the technical assistance). 4.3 Prepare and release to the public a summary of the issues papers (by month 24).	Ongoing Partially completed Ongoing

Source: TA report and team.

Technical Assistance Activities in Detail

Project Identification and Screening

1. A review of PPP project readiness was carried out in October 2015 on 44 projects from UB's approved concession list and four other potential projects that were suggested for screening by Ulaanbaatar (UB). Seven projects with a total capital cost of \$500m+ were identified as priorities for immediate development based on a methodology adapted from Canada's P3 program.⁵

2. A new toolkit and user guide (in Mongolian and English) for prioritising PPP projects was finalised in March-April 2016 based on the experience of implementing the earlier methodology and drawing on methodologies from other sources. The toolkit is specially tailored to Mongolia and UB City conditions and circumstances. The toolkit builds on Mongolia's PPP Handbook prepared during an earlier ADB TA, and international and country PPP manuals and toolkits, including those from EPEC / EIB Western Balkans, Canada P3 screening and suitability checks and procurement options, India PPP toolkit, Nigeria PPP toolkit, Australia, UK, Ireland and World Bank, ADB, IADB PPP Reference Guide v2.0 as well as knowledge products from ADB TA reports on other countries in the region.

3. Other toolkits, including IMF P-FRAM (PPP Fiscal Risk Assessment Model), are being examined to see the extent to which they can be applied to assist the effectiveness of implementing PPP in UB. Through TA/Economic Development Agency (EDA) discussions with UB City officials there is now greater awareness and exposure to international materials and toolkits that are helpful to UB investment planning and implementation.

4. The TA coordinated with an exercise in deliberative democracy on major UB City infrastructure projects led by the Mayor of UB City / Governor of Capital City, organized by The Asia Foundation and Stanford University with support from the Australian Government. This was a participatory process involving 400 citizens of UB that links their views on priorities with UB City's proposed investment projects. An event was held in UB on 12-13 Dec 2015 attended by citizens, UB City officials and experts to provide information and to discuss and consider UB City's proposed investment projects. Five projects from the list of seven projects mentioned above were among the projects considered. Members of the TA consultant team participated in this event. A report of the outcome from this process is proving helpful to establish the views and concerns of citizens as regards priority issues to be addressed. Valuable insights into the projects and citizen needs and concerns were gained from attending the event. Individual UB City officials that were present expressed a strong interest in implementing projects through PPP and have since met on a number of occasions with EDA / TA members to ensure coordination.

5. Four larger projects were initially identified during screening. But project preparation did not proceed. Further examination identified complexities that would need to be resolved before they could be considered for final project preparation:

- Emeelt Light Industry Manufacturing and Technology Park Project - one of the aims of this project is to relocate tannery activities from UB City to Emeelt which is 42km from UB city centre,
- Freight Transport Logistics Center at Nalaikh 38km east of UB city centre,

⁵ The P3 Suitability Screening Matrix <http://www.p3canada.ca/en/about-p3s/p3-resource-library/federal-screening-matrix/>

- Project to distribute Liquefied Petroleum Gas (LPG) or Liquefied Natural Gas (LNG) in UB,
 - Project to reduce heat loss in pre-fabricated residential buildings.
6. Project preparation was undertaken of three smaller pilot projects also identified:
- a project for Schools and Kindergartens to retrofit building insulation and heating technology. This will raise the energy efficiency of old buildings to 50% and fix cold classrooms. This project was rated as UB City's most important investment project at the Deliberative Polling event held in December 2015.
- The project was enlarged in April 2016 to include new green school buildings in cooperation with Invest Mongolia and Global Green Growth Institute (GGGI). GGGI has separately provided support to the national government's Invest Mongolia in developing technical guidelines for green educational buildings for Mongolia and these guidelines are available for building schools. The TA has contributed to ensuring that there is good communication and cooperation between EDA in UB City and Invest Mongolia.
- Low Carbon Street Lighting in Bayanzurgh district. The street lighting PPP follows similar PPPs in Asia-Pacific, Europe, North America and will use the savings from improved energy efficiency to fund better quality lighting and an extension of streetlights into ger areas.
- Further analysis carried out with the support of UB City officials showed that a scaling up of this project would provide substantial economies of scale. In April 2016, EDA requested that a business case be prepared for a scaled up project to provide low carbon lighting in all of UB city.
- Urban road PPPs.

7. The energy efficiency projects fit with UB core values expressed in the Economic Development Strategy of working for the people, creating jobs, and improving the environment. The projects are expected to reduce City expenditure over the long run.

Project Development

8. The TA assisted the development of the three pilot projects. Project screening assessments identified the steps for production of a PPP business case, including initial market soundings. Implementation plans were being prepared to identify the required human and financial resources and a timetable. TORs for the initial PPP expertise required by the project were prepared. The TA helped UB City to address how project teams will be formed and operate, and to coordinate different parts of UB City administration and relationships with national government on PPPs. A paper on preparing the outline, strategic, draft final and final business case for a PPP project was submitted to the EDA. This paper draws on international experience from UK, Australia and other countries.

9. Draft Business Cases have been prepared for street lighting and the retro-fitting of schools and kindergartens. With the support of ADB staff and the TA, these included output specifications and payment mechanisms, and a request for qualification (RFQ) document. These were updated to take account of the scaling up of the street lighting project to all of UB and to include building of new schools to green educational institutions standards prepared by GGGI in support provided to Invest Mongolia. Further support for preparation

and implementation of these projects is being sought based on energy efficiency and managing climate change risks.

10. The energy efficiency pilots were brought to the City Management Board in February 2016 (comprising the Mayor and Vice-Mayors). Approval to proceed was provided. The energy efficiency pilots were then brought to the City Council in April 2016 (comprising elected officials). The elected representatives did not oppose the projects but raised practical questions about implementation.

11. A preliminary outline business case prepared for urban road PPP. The proposed road PPPs did not proceed, with the city deciding to instead deliver the projects as either build-transfer projects or conventional public investment projects.

Regulatory Initiatives

12. In April 2016, EDA requested immediate assistance to prepare a regulation on PPP identification and screening. The purpose is to ensure integration with UB City's budget process and capital investment planning, especially in the light of the need to comply with new requirements in the Law on Budget, Law on Debt Management and Law on Development Planning. This work was combined with the up-dating of the project prioritisation toolkit and user guide and submitted to EDA in May 2016.

13. Some support was also provided for preparation of a PPP Law. While preparation of the law is led by Invest Mongolia, it also affects UB City as the law covers all levels of government.

Awareness Raising Events with Ulaanbaatar Development Corporation

14. UB City established Ulaanbaatar Development Corporation as a joint stock company in mid-2015 to enable Ulaanbaatar's engagement in commercially oriented activities. The Ulaanbaatar Development Corporation was launched at an event led by the Governor of Capital City and (concurrently) Mayor of UB Bat-Uul in December 2015. This was attended by around 200 representatives from the City, the business community (e.g., construction firms, banks, industry associations), development partners, civil society, and the media on 1 December 2015.⁶ The TA's Deputy Team Leader presented a review of the readiness of UB City's proposed PPPs undertaken by UB City officials with the TA's support. At the launch event, strong interest was expressed by the private sector, and requests were received for PPP training to help construction contractors and others to prepare for participation in UB City's PPP program.

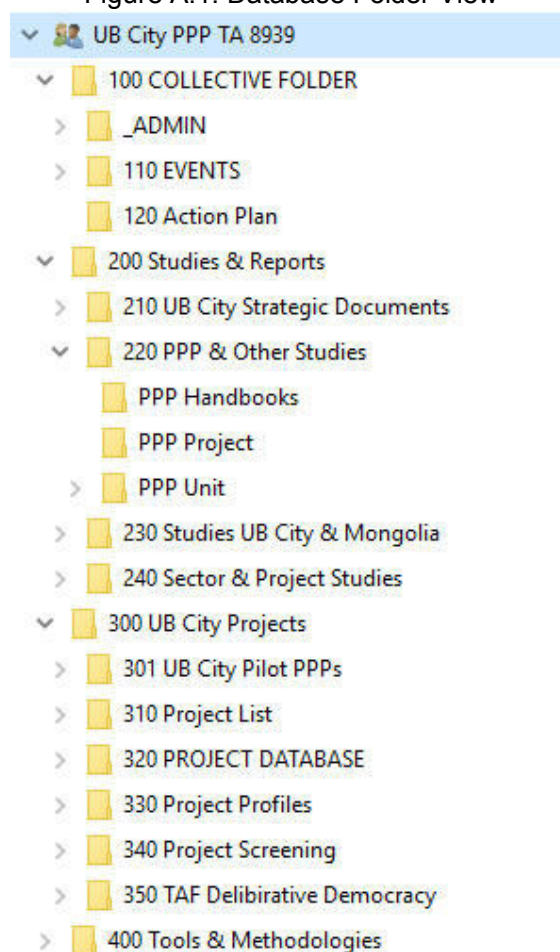
15. The mission TA supported a second PPP Consultative Meeting of the Ulaanbaatar Development Corporation on 15 January 2016 and post-workshop follow-up. This event was led by the Governor of Capital City and Mayor of UB Bat-Uul. The event presented pilot PPPs prepared with the TA's support and introduced a proposed project development facility (PDF) for UB City's PPPs. The event was attended by around 150 representatives of the city, the central government, the business community (e.g., construction firms, banks, industry associations), development partners, civil society, and the media, and was covered on the evening TV news. The Embassy of Japan participated in the event and provided post-workshop feedback.

Establishment of a PPP Database

⁶ Financial support for the event was provided by ADB TA 8236-MON, Developing a Conducive Environment for PPPs.

16. To enhance the sustainability of the knowledge generated and information collected under the TA, a database for use by UB City staff has been created and is accessible through a Dropbox (funded by the TA). The database contains information on individual UB projects, UB City strategic and policy documents including Master Plan and Economic Development Strategy. Mongolian and UB studies related to infrastructure, public services and PPP are included in the database along with international source materials that are relevant to PPP in UB. Manuals, toolkits, case studies and sector specific material that can be adapted for application in UB have been sourced for inclusion in the database. Examples include a World Bank manual on street lighting prepared for India, a toolkit for street lighting developed by Scottish Futures Trust (the PPP unit in Scotland) and a financial model was obtained from Local Partnerships (UK) as well as numerous documents on energy efficiency from projects in Asia and Europe. The major headings of contents of the Dropbox are shown in Figures A.1 and A.2.

Figure A.1: Database Folder View



Source: TA team

Figure A.1: Sample Folder View



Source: TA team

