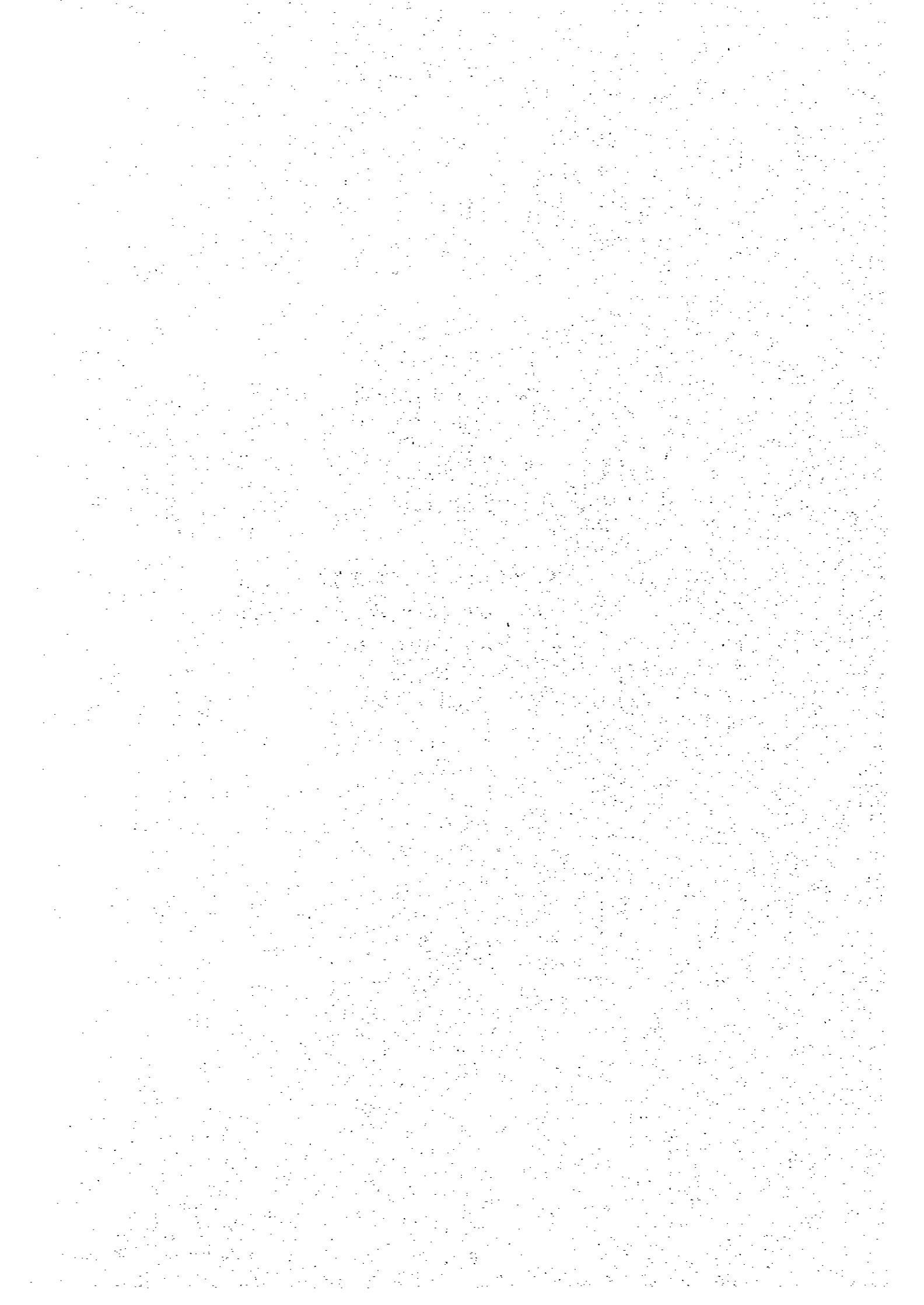


資料集

1. TOR (中小企業振興計画)
2. TOR (地方電力供給計画)
3. 収集資料
 - (1) ツーステップローンの潜在的対象企業リスト
(調査団側からの要望を受けて、調査団帰国後に
農牧産業省より提出されたもの)
 - (2) 農牧産業省組織図 (最新版)
 - (3) Berner社 (羊毛工場) のパンフレット
4. 写真集



1. TOR (中小企業振興計画)

Application for the Development Study Technical Cooperation: “Study of the Promotion Program of Selected Industry Development in Mongolia” by the Government of Japan

Table of Contents

1. Project Digest
 2. The Study: Terms of Reference
 3. Other Relevant Issues and Logistics
 4. Relation to Global Issues
 5. Undertakings of the Government of Mongolia
 6. End Statement
- Annexes

Introduction. This is a request for a development study technical assistance to the Government of Japan (GOJ). Its terms of reference are flexible and should be modified and determined based on expected discussions with Japanese government missions on this subject.

1. Project Digest

(1) Project Title

“Study of the Promotion of Selected Industry Development in Mongolia”

(2) Location

The entire country of Mongolia.

(3) Implementing Agency

(a) Name of the Agency:

Ministry of Agriculture and Industry of Mongolia (MAI).

(b) Number of the Staff of the Agency:

75 officials & 75 supporting staff.

(c) Budget Allocated to the Agency:

about US\$ 3 million for FY1996 including capital and recurrent expenditures.

(d) Organization chart

See Annex A.

(4) Justification of the Project

Mongolia is in transition to a market economy after the 70 years experience of a socialist system. The new Government of Mongolia (GOM) formed in June 1996 is determined to proceed further in privatization and industrial development. Here we are defining the industry as the manufacturing sector. However, both public and privatized factories are still weak due to the lack of management and financial capacity, and the industrial production is not yet growing due to the lack of proper environment to nurture the industry. The proposed Study intends to rectify these problems by (a) producing a master plan for industrial development to build a proper environment for industries; (b) recommending managerial and financial mechanisms to help industries; (c) after selecting certain number of manufacturers, diagnosing and recommending specific measures to improve the performance of selected manufacturers; the selected industries include those factories assisted by the Government of Japan; (d) undertaking pre-feasibility studies on

the recommended measures; and (e) proposing financing for implementing the measures. The criteria for selecting the manufacturers would be export promotion, import substitution, and small and medium enterprises.

(5) Desirable Time of Study Commencement

May 1997.

(6) Expected Funding Source

JICA is expected to finance foreign and some domestic costs, and the MAI budget for the rest of domestic costs. For the implementation of expected Study results, an OECF two step loan, counterpart funds accumulated from Japanese grant aids, and technical assistances are expected.

(7) Other Relevant Projects

- (a) JICA Joint Study Project for Economic Reform and Development of Mongolia;
- (b) UNIDO, the Project for Preparation of Industrial Enterprises for Privatization and Restructuring.
- (c) TACIS SME Project.
- (d) USA government's Loan Assistance Fund.
- (e) KfW SME projects.

2. The Study: Terms of Reference

(1) Study Title

“Study of the Promotion of Selected Industry Development in Mongolia”

(2) Background of the Study

a. Justification of the Study

Mongolia is in transition to a market economy after 70 years experience of a socialist system. The new Government of Mongolia (GOM) formed in June 1996 is determined to proceed further in privatization and industrial development. Here we are defining the industry as the manufacturing sector. However, both public and privatized factories are still weak due to the lack of management and financial capacity, and the industrial production is not yet growing due to the lack of proper environment to nurture the industry. The proposed Study intends to rectify these problems by (a) producing a master plan for industrial development to build a proper environment for industries, (b) recommending managerial and financial mechanisms to help industries, (c) after selecting certain number of manufacturers, diagnosing and recommending specific measures to improve the selected manufacturers, (d) undertaking pre-feasibility studies on the recommended measures, and (e) proposing financing for implementing the measures. The criteria for selecting the manufacturers would be export promotion, import substitution, and small and medium enterprises.

In addition to above, GOM has special concerns with financial and managerial difficulties that particular projects assisted by GOJ are facing and with the financial burdens that GOM has to bear because of their financial problems. They are such projects as Darhan Mini-Steel, Darhan

Meat and Ulaanbaatar Milk Factories. They need to be diagnosed in terms of their financial and managerial healthiness, and the Study is requested to address these issues.

b. Justification for the Japanese Technical Assistance

Japan is the first Asian country that achieved a high economic growth using industrial policies/plans and emphasising the importance of export industries and infant industries protection. The Government of Mongolia (GOM) would like to learn from the Japanese success in industrial development and to apply Japanese know-hows on factory management to selected Mongolian factories. For these, GOM requests the Study to Japan. After the Study, Mongolia also expects Japan to play a significant role in the financing the Study results along with other donors, though GOM understands that the Study does not necessarily guarantee Japanese finance for its recommendations.

Since those particular projects discussed above are financed by GOJ, GOM would like to have GOJ's further assistance in analyzing their problems and proposing measures to solve the problems.

For these reasons, we would like to request the Study conducted by GOJ.

c. Sectorial Development Policy of the National Government

Since Mongolia is a small country who is importing most of consumption and capital goods, export earnings are critically needed for economic development. Export promotion is one of the highest priorities of Mongolian Government. To meet this goal, Mongolian government, namely MAI, is now preparing the promotion policies and also requesting donors for their assistance in this regard. At the same time, the Mongolian Government is preparing the promotion policies for small and medium enterprises (SMEs) with assistance from several donor countries. But, those SME programs being assisted by donor countries are of experimental nature at a small scale.

(3) Objectives of the Study

The purpose (long term objectives) of the Study is to achieve its smooth transition to a market economy and economic development. Its goals (short term objectives) are (a) to recommend an industrial polices with clear prioritization, (b) to propose governmental programs to nurture and foster industries; (c) to select factories to be studied in depth and to recommend specific measures to reform the factories; (d) to undertake pre-feasibility studies of the governmental programs and the specific measures; (e) proposing financing for implementing the programs and the measures, and in particular (f) to analyze problems of above mentioned projects assisted by GOJ and propose measures to solve their problems.

(4) Scope of the Study

Since major problems for Mongolian industrial sector are constraints in management skills, financial resources, production technologies, and production equipments, these will be the focus of the Study. Outline of the Study would be as follows. It would further be modified through the discussions with Japanese missions.

- (a) Survey and Analyses of Existing Situation of Existing Major Industries.**
 - (i) Survey on the current status of major industries about their production, financial situation, foreign and domestic markets and inputs;
 - (ii) Learning from existing industry assistance programs such as the USA loan assistance fund and KfW's experiments;
 - (iii) Study on industrial development policies of Mongolian government; and
 - (iv) Study on the current status of the financial sector and government policies on financial sector.
- (b) Proposal of Industrial Policies with Clear Prioritization**
- (c) Proposals and Cost Estimates of**
 - General promotion programs of industries, with a particular emphasis on establishing a development bank which utilises counterpart funds of Japanese grant in aids and future two step loans;
- (d) Proposals of Financial Mechanisms Such as a Development Bank Financed by a Two-Step Loan.**
- (e) Selection of Candidate Industries to Be Studied, Including Those Assisted by GOJ.**
 - (i) Identification of potential industries utilizing domestic resources;
 - (ii) Identification of potential industries having export potentiality and their markets;
 - (iii) Identification of potential industries with products for domestic demand;
 - (iv) Formulation of criteria to select industrial sub-sectors with export and domestic use potentiality;
 - (v) Creation of a long list of potential industries for promotion; and
 - (vi) Selection of candidate industries and/or companies (less than ten) with highest priority.
- (f) Diagnoses and recommendations of reform programs for those projects that were assisted by GOJ such as Darhan Mini-Steel, Darhan Meat and Ulaanbaatar Milk Factories;**
- (g) Diagnoses and recommendations of promotion programs for other candidate industries/companies; and**
- (h) Pre-feasibility and Feasibility Studies**
 - (i) Pre-feasibility study of the whole promotion programs;
 - (ii) Feasibility study of those projects financed by GOJ;
 - (iii) Pre-feasibility study of recommended measures for each selected sub-sectors or projects; and

(iv) Feasibility study of a development bank with two step loans.

(i) Implementation Plan

- (i) Implementation plans of promotion programs and institutional set-up;
- (ii) Human capital development program;
- (iii) Required technical assistance program; and
- (iv) A Cost sharing plan among external sources, the Government, and industries.

(j) Overall Evaluation (which should be brief) and Potential Risks Involved (which should be specific).

(k) Draft TORs for Experts/Consultants to Supervise Proposed Financing Schemes; and to undertake training.

(5) Area to Be Covered by the Study

All industrial sector will be studied. Entire country of Mongolia will be covered.

(6) Expected Major Output of the Study

- (a) An industrial development policy including general and specific promotion programs for industries with clear prioritization;
- (b) Recommendations for the Japanese assisted projects;
- (c) A development bank using counterpart funds and its implementation program;
- (d) A development bank using two step loans and its implementation program; and
- (e) Training programs for the bank, company managers and related government officials and their implementation program.

(7) Prospective Beneficiaries

- (a) Industries in general;
- (b) The Japanese assisted projects;
- (c) A development bank involved in financing, monitoring and supervision of borrowing industries; and
- (d) Supervising government organisations, i.e., MAI and BOM.

(8) Study Schedule and Expected Reports of the Study

The Study is expected to be completed within 18 months, which will be similar to the schedule shown in Annex B. Number of copies of reports to be produced are:

Inception Report:	30 copies
Progress Report:	30 copies
Interim Report:	30 copies
Draft Final Report:	30 copies
Final Report:	50 copies

3. Other Relevant Issues and Logistics

(1) Request of the Study to Other Donor Agencies

None.

(2) Domestic Resources with Potentiality for Industrial Use and Export

See Annex C.

(3) Other Relevant Projects

There are four ongoing relevant projects: (a) JICA Joint Study Project on Economic Reform and Development of Mongolia; (b) TACIS's (TACIS is an EU's organization for assisting former Soviet republics and Mongolia) SME Project; (c) USA loan assistance fund, and (d) German KfW's experimentation of financial and technical assistance to SMEs. KfW stands for Kreditanstalt für Wiederaufbau (German Bank for Reconstruction) owned by the German Government.

JICA Joint Research Project on Economic Reform and Development in Mongolia is a three year program with three subjects: industrial policy for the first year (1994-1995), the promotion of export and foreign direct investment (FDI) for the second year (1995-1996), and efficient use of ODAs for economic transition and development for the third year (1996-1997). The study intends to provide policy recommendations on above subjects, and its recommendations contain the establishment of a development bank.

TACIS SME Project had two components: a policy advisory service (May 1995 - September 1996) and the assistance to Mongolian Business Development Agency (MBDA, May 1995 - December 1996), the latter is requested to be extended. The former was one resident advisor to ex-National Development Board (NDB) and the latter consists of several resident consultants and financial assistance to MBDA which provides business consulting services to private enterprises, in particular to SMEs, on consulting fee basis.

USA Loan Assistance fund. Using the proceeds generated from the sale of food assistance by the government of USA, a Tg 2.0 billion fund was established in 1993. The food was sold at whole sale prices by an agency under the ex-MTI, the agency taking 18% handling charge of the proceeds. The proceeds was first treated as a general revenue to the national treasury, later deposited at the Bank of Mongolia, and further deposited at a commercial bank.. Use of the fund is proposed by the ex-MTI and decided by the American Embassy. The Government of U.S.A. audits accounts of the fund every other year. Purpose of the fund is to promote SMEs throughout Mongolia, which encourage employment creation. This fund has divided into six sub-funds according to the Mongolian SME development policy. They are:

- (a) Rural area SME development fund;
- (b) Western five aimags SME development fund;
- (c) Export and import substitution oriented SME development fund;
- (d) Know-how, new technology and science oriented SME development fund;
- (e) Agriculture oriented SME development fund, which supports enterprises specialising in wheat and vegetable seeds cultivation; and
- (f) Milk processing SME development fund.

Its loans were extended to more than 900 enterprises. The maturity of loans is up to 3 years and the interest rate is 4% per month at present. During 1993-1994 the interest rate was 4-8 % per month. Grace period is up to 12 months depending on character of project or company. The amount of the credit is not limited but the maximum loan amount was Tg 90.0 million for 18 months with the 4% interest rate per month.

KfW's SME projects consist of (a) Loan Assistance Fund, (b) KfW III, and (c) KfW IV.

Loan Assistance Fund. As a result of German food aid, a Tg 30 million fund was established under the ex-MTI to extend soft loans to SMEs, and the loans were extended to 95 enterprises. The maturity of loans is 18 months and the interest rate is 10% p.a. The loans were supposed to be repaid starting from the seventh month (6 months grace period) in four quarterly equal instalments. The maximum amount of credits was fixed at Tg. 500,000. 50% of the credit recipients had to be women. The credits were used for small investments, like processing of food for children, clothing for children, fast food, pizzeria, etc. The project started in October 1993. All financing-and-collection operations were handled by the Investment and Technological Innovation Bank (ITIB).

KfW III. KfW established a so-called "Aid by Assets" loan of DM 10 million (approximately US\$ 6 million) starting in January 1993. The loan recipients were defined as operating private or privatised enterprises. Loans were given in most cases for agro-processing companies such as bakeries and meat processing, but also for medical equipment or shoe production. All funds were disbursed by 1995 and were channelled through the Investment and Technological Innovation Bank (ITIB), but managed (i.e., borrowing companies being selected) by ex-MTI. They carry a maturity of 10 years and an annual interest rate of 3%. The grace period is three years.

Investment goods for this loan were partially furnished as second-hand equipment, and the borrowers did not know the conditions of the loans. By Cabinet Resolution of August 1994, the borrowers were to pay a 10% advance payment to the state budget, which is a high burden especially when the entrepreneur has to provide premises, basements etc. Since no loan beneficiary was capable to pay this amount, the ITIB provided a loan with 7% (per month but needs to be confirmed) interest to this end. 164 business entities asked for a loan, of which 52 businesses received loans to finance food processing equipment, including 22 bakeries, 7 butcheries, shoe plant, etc. The amount of loan per case was comparatively high. For example, for bakeries it was DM 75,000 to DM 330,000 (US\$ 50,000 to US\$ 220,000), for shoe production DM 480,000 (US\$ 320,000) with the highest amount of loan being DM 1.5 million (US\$ 1 million) to fund a leather processing plant. Loans have not been repaid yet.

KfW IV. Another DM 10 million loan is in preparation for 1996. The loan will be provided to Mongol Bank and serves as a refinancing facility for loans extended by three selected commercial banks (Trade and Development Bank, Investment and Technological Innovation Bank, Mongol Business Bank) to export-oriented SMEs. The system of "Aid by Assets" (KfW III) will be terminated. Loans will be extended in foreign currency and interest rates will follow world market rates, but there are on-going discussions to allow repayment in DM, so that German Export Credit conditions could be used by the concerned enterprises. The maximum amount of a loan to a SME will be DM 500,000 (US\$ 335,000).

(4) Requirements

Good coordination with JICA-JSP and KfW IV is essential.

(5) Facilities and Information for the Study Team

- (1) Assignment of counterpart personnel of the implementing agency for the Study. (Number, academic background, etc. need to be specified later.)
- (2) Available data, information, documents, maps etc. related to the Study. (Need to attach the list later.)
- (3) Information on the security conditions in the Study Area: safe.

4. Relation to Global Issues (Environment, Women In Development, Poverty, etc.)

- (1) Environmental components (such as pollution control, water supply, sewage, environmental management, forestry, biodiversity) of the Study. (These needs to be specified later if any.)
- (2) Anticipated environmental impacts (both natural and social) by the Study. (This needs to be specified later if any.)
- (3) Women as main beneficiaries or not. (ditto)
- (4) Project components which requires special considerations for women (Such as gender difference, women specific role, women's participation). (ditto)
- (5) Anticipated impacts on women caused by the Project, if any.
- (6) Poverty reduction components of the Project. (ditto)
- (7) Any constraints against the low-income people caused by the Project. (ditto)

5. Undertakings of the Government of Mougolia

- (1) In order to facilitate a smooth and efficient conduct of the Study, Government of Mongolia shall take necessary measures such as:
 - (a) to secure the safety of the Study Team;
 - (b) to permit the members of the Study Team to enter, leave and sojourn in Mongolia in connection with their assignments therein, and exempt them from alien registration requirement and consular fees;
 - (c) to exempt the Study Team from taxes, duties and any other charges on equipment, machinery, and other materials brought into and out of Mongolia for the conduct of the Study;
 - (d) to exempt the Study Team from income tax and charges of any kind of imposed on or in connection with any emoluments or allowances paid to the members of the Study Team for their services in connection with the implementation of the Study;
 - (e) to provide necessary facilities to the Study Team for remittance as well as utilization of the funds introduced in Mongolia from Japan in connection with the implementation of the Study;

- (f) to secure permission or entry into private properties or restricted areas for the conduct of the Study;
 - (g) to secure permission for the Study Team to take all data, documents and necessary materials related to the Study out of Mongolia to Japan; and
 - (h) to provide medical services as needed, and its expenses will be chargeable to members of the Study Team.
- (2) The Government of Mongolia shall bear claims, if any arises against member(s) of the Japanese Study Team resulting from, occurring in the course of or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or wilful misconduct on the part of the member of the Study Team.
- (3) The MAI shall act as counterpart agency to the Japanese Study Team and also as coordinating body in relation with other governmental and non-governmental organisation concerned for the smooth implementation of the Study.

6. End Statement

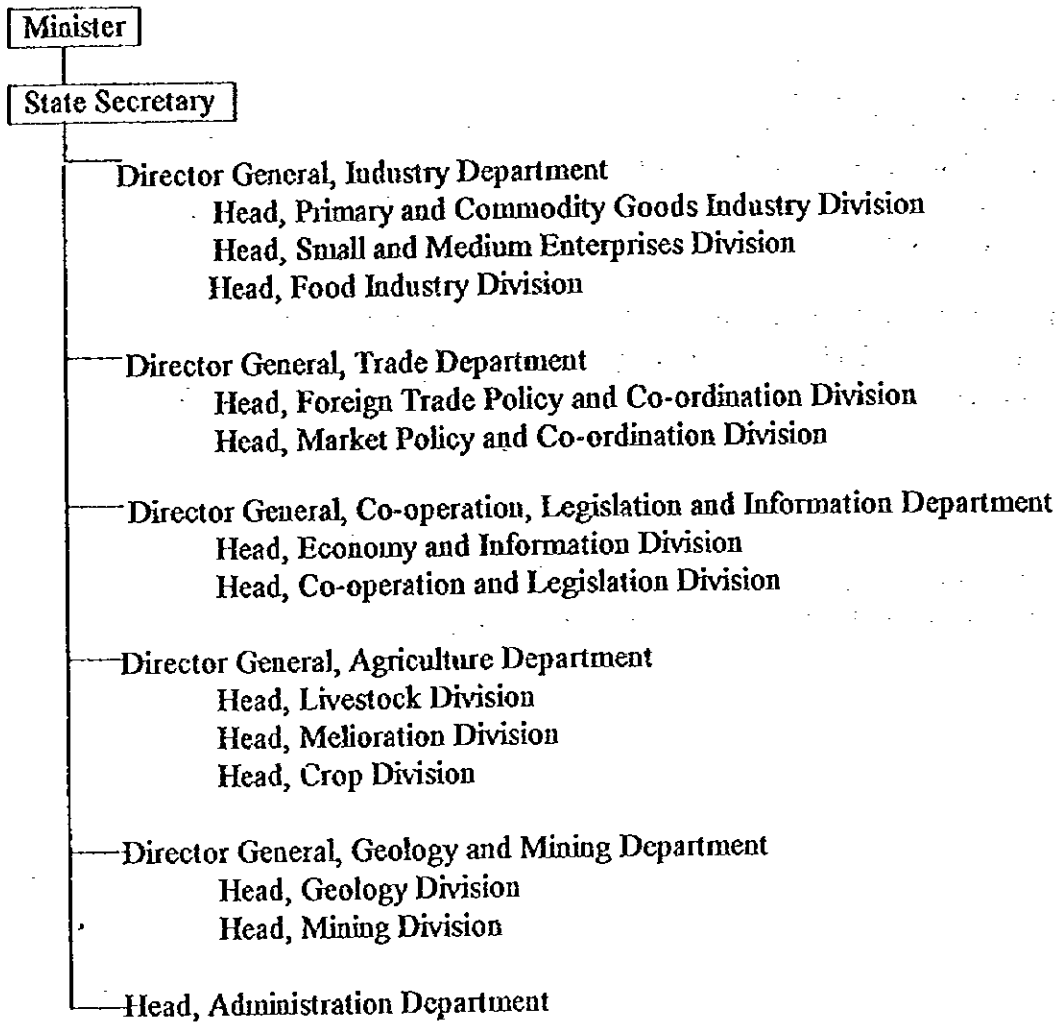
The Government of Mongolia assures that the matters referred in this form will be ensured for a smooth conduct of the development Study by the Japanese study Team.

Signed: _____

Titled: _____

On behalf of the Government of Mongolia

Date: _____

Organisation Chart of the Ministry of Agriculture and Industry

Selected Industry Development Study

Fig-1. Schedule

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Work in Mongolia				■							■							
Work in Japan	□																	
Report Presentation	A IC/R							A P/R					A IT/R			A D/R		A F/R

IC/R : Inception Report
 PR/R : Progress Report
 IT/R : Interim Report
 DFR : Draft Final Report
 F/R : Final Report

Domestic Resources with Potentiality for Producing Export Products

- | | | |
|-------------|-------------------|----------------------|
| 1. Cashmere | 8. Meat | 14. Deer horn |
| 2. Wool | 9. Fish | 15. Livestock's horn |
| 3. Skin | 10. Fresh water | 17. Steel |
| 4. Hide | 11. Mineral water | 18. Minerals |
| 5. Timber | 12. Stone | |
| 6. Kasein | 13. Coal | |
| 7. Casings | | |

2. TOR (地方電力供給計画)

APPLICATION FOR THE MASTER PLAN STUDY FOR RURAL POWER SUPPLY BY THE GOVERNMENT OF JAPAN

1. Project Digest

(1) Project Title: Master Plan Study for Rural Power Supply

(2) Locations: Sum centers and other residential places and nomadic families living in ger in the rural area of the whole country.

(3) Implementing Agency:

- Name of the Agency: Ministry of Energy, Geology and Mining (MEGM).

- Number of the staff of the Agency (on category basis)

- The MEGM has 3 main Department, called Energy, Mining and Geology. Employees of them around 110.

- Budget allocated to the Agency

- Budget for MEGM was 44.9 million tugr.(Mongolian money), and the investment for energy sector was 2,956.9 million tugr. in 1994.

- Organization chart

Please find attached Table.

(4) Justification of the Project

- Present condition of the sector

The land of Mongolia is administratively divided into the capital city of Ulaanbaatar, 21 aimags (province) and 336 sums (sub-district) including centers of aimag, which called sum. There are other residential places in the area some of the sum. In Mongolia, many nomadic families are moving around for cattle grazing during the summer time. During the winter time, 2 to 4 nomadic families live as a group.

The Mongolian power system consists of the central energy system (CES) and isolated rural power centers.

The CES is only one grid power system having interconnection with the Russian system. This system has installed capacity of 788MW, and is operated with 24 coal-fired turbine generators

The Government of Mongolia has a policy to utilize renewable and indigenous sources of energy as far as applicable for power generation and minimize oil consumption. The conceived sources of energy under this category are hydropower, windpower, solar energy and coal.

- Problems to be solved in the sector

For development of the Mongolian economy, improvement of living standard of rural community and promotion of small/medium industries are of vital importance.

For executing this target, the most important infrastructures of electric power must be provided abundantly, utilizing renewable energy as far as applicable.

- Outline of the Project

The Project aims to carry out a master plan study for rural power development of sum center and other residential places and nomadic families of the whole country following the Government policy of utilizing the renewable and indigenous sources of energy including biogas.

Of the 315 sum centers (it is not including the province centers) in the country, 118 of them have been integrated into the CES and load center. The study shall depict electrification plans for the remaining sum centers, other population places, nomadic families of the whole country and including electrification of Mongolian tents (ger), located in the centers of city and provinces.

- Purpose of the Study

The purpose of the Study is to prepare a master plan for rural power supply in coordination with master plan for the CES and province centers now in preparation under a technical assistance program of ADB.

- Prospective beneficiaries

The outcomes of the Study will be helpful in preparing power development plans of rural areas. The final beneficiaries must be inhabitants and industries in rural communities. The national economy shall also be benefited due to promotion of rural economy, culture and communication.

- The Project's priority in the National Development Plan/ Public Investment Program

- To strengthen capabilities of Mongolian technical personnel to carry out master plan study.

(4) Area to be covered by the Study

The area to be covered by the Study stretches whole the country except areas covered by the grid systems.

(5) Scope of the Study

The scope of the Study for the proposed project will be:

Phase 1: Inventory Study

- To carry out power market survey and prepare long-term load forecast of all sum centers and other residential places to the year 2015 including those to be electrified in the study period.
- To make policy of the electrification nomadic families on the whole area of country.
- To assess the technical conditions, available capacities and residual lives of the existing diesel generators of all the load centers.
- To carry out inventory studies on the following renewable and indigenous sources utilization plans for power supply:

Hydropower Generation

Identification of promising hydropower projects and preparation of preliminary layouts and cost estimates.

Wind Power Generation

Studies on executing plans of wind power supply to load centers in areas where the hydropower potential is not available.

Solar Energy Generation

Studies on extent of power supply with solar energy taking into account future possible price decrease of solar cell.

Geothermal Energy Generation

Studies on geothermal resources in areas where geothermal power supply is available.

Coal Generation

Studies on possibility of coal utilization for rural power supply.

- To study alternative load center interconnection plans for power supply to load centers and prepare the corresponding cost estimates.
- To perform preliminary screening of possible power supply options on the basis of their costs per kW and kWh.

- Draft Final Report on completion of the Phase 2 Study.
- Final Report compiling all results of the Study.

(8) Request of the Study to other donor agencies

The Government of Mongolia has no idea submit application for conducting the Study to any other country

3. Facilities and Information to be given to the Study Team, etc.

(1) The MEGM will assign 3 people as counterpart personal of the implementing for the Study. One of them the officer of MEGM Mr. Adiyasuren ERDENE who is responsible for the rural electrification policy. He will be the leader of counterpart personal of MEGM. He graduated Mongolian Technical University in 1986 and can make conversation with foreign people on the Japanese and English. If you'd like to know more detailed information about these people we can inform you by the fax.

(2) Available data, information, documents, maps, etc. related to the Study

- The Team Study can find in the Mongolia a topographic map of 1:100,000, drawn by the institute of geographic of Mongolia in 1986 is available for the whole country.

- Terms of reference of the master plan study concluded with ADB.

- Copies or available reports and documents to be referred to in carrying out the Study.

(3) Information on the security conditions in the Study area

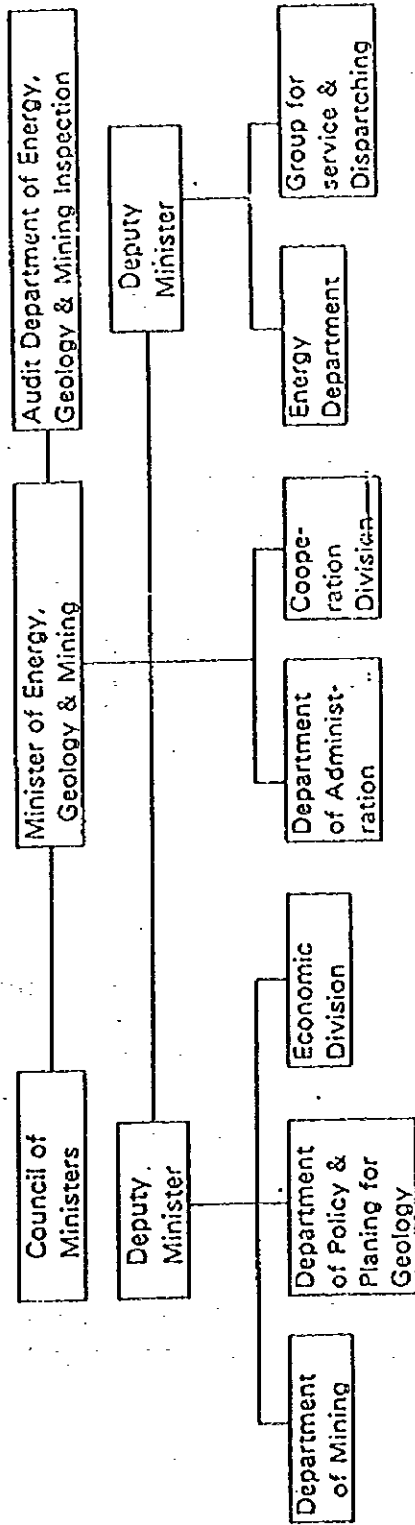
No security problems are expected to arise in the country related to the execution of the Study.

4. Global Issues (Environment, Women in Development, Poverty, etc.)

(1) Environmental components (such as pollution control, water supply, sewage, environmental management, forestry, biodiversity) of the Project.

- No components

Organization Chart of Ministry of Energy, Geology and Mining



- (4) To exempt the Study Team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Study Team for their services in connection with the implementation of the Study.
 - (5) To provide necessary facilities to the Study Team for remittance as well as utilization of the funds introduced in Mongolia from Japan in connection with the implementation of the Study.
 - (6) To secure permission or entry into private properties or restricted areas for the conduct of the Study.
 - (7) To secure permission for the Study to take all data, documents and necessary materials related to the Study out of Mongolia to Japan.
 - (8) To provide medical services as needed. Its expenses will be chargeable to members of the Study Team.
6. The Government of Mongolia will bear claims, if any arises against member(s) of the Japanese Study Team resulting from, occurring in the course of or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the member of the Study Team.
7. The Ministry of Energy, Geology and Mining will act as counterpart agency to the Japanese Study Team and also as coordinating body in relation with other governmental and nongovernmental organizations concerned for the smooth implementation of the Study.

The Government of Mongolia assured that the matters referred in this form will be ensured for a smooth conduct of the Development Study by the Japanese Study Team.


Signed: Delger MISHA

Titled: Deputy Minister of Energy,
Geology and Mining

Tel: 976-1-322904. 976-1-324116. Fax: 976-1-328452

On behalf of the Government of Mongolia

Date: 21. 07. 1995

3. 収集資料

(1) ツーステップローンの潜在的対象企業リスト

(調査団側からの要望を受けて、調査団帰国後に農牧産業省より提出されたもの)



MINISTRY OF AGRICULTURE AND INDUSTRY
United Nations Street - 12a, Ulaanbaatar - 210646, Mongolia

Tel: 320537
Fax: 976-1-323442

Date: 01 August, 19
Ref :

TO : Embassy of Japan, Ulaanbaatar, Mongolia

ATTN : Mr Yoshinobu TSUJI, Leader of the Project Identification Team on Small and Medium Sized Enterprises, visited Mongolia in the mid June

FR : Mr. I. Hanimhan, Deputy Chairman of Sectoral Policy Regulation Department, Ministry of Agriculture and Industry

SUB : Providing the Team requested material RE the current situation of Small and medium sized enterprises development of Mongolia

We are pleased to provide, herewith, some required information on the above subject to the Project Identification team on small and medium sized enterprises, visited Mongolia in the mid June.

The Ministry kindly requests hereby the esteemed Embassy of Japan in Mongolia to pass the attached information on to the leader of the team.

Thank you for the cooperation.

Yours sincerely

I. Hanimhan

日本政府からの2ツーステップのローンの
導入を考えている会社リスト及び概様

1997年07月26日

1	会社の名前	" スー" 「牛乳」 (" Suu") 株式会社
2	社長の名前	T. Bayarhuu (テ。バヤルフー)
3	1年間要求する流動資本	5億 トウグリク
4	不足流動資本	2.5億 トウグリク
5	要求ローン (日本のソフトローン)	2.5億 トウグリク
6	流動資本利用期間	1.5年
7	補助投資資金	
8	総資本	37億 トウグリク
9	生產品名、量	6.8億 トウグリク
10	原料量	1250千 リットル
11	商品販売市場	国内市場
12	職員数	175名

1	会社の名前	" モンロメベル" 「モンゴルロシア家具」 (" Monromebel") 株式会社
2	社長の名前	Ts. Tsogoo (ツ。ツォゴー)
3	1年間要求する流動資本	1.2億 トウグリク
4	不足流動資本	0.6億 トウグリク
5	要求ローン (日本のソフトローン)	0.6億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	480 US\$
8	総資本	22億 トウグリク
9	生產品名、量	木材、1000 m3
10	原料量、供給	9600 m3 原木を国内市場から、糊、包装材料をロシア、中国市場から供給
11	商品販売市場	中国、韓国、日本
12	職員数	56名

1	会社の名前	"マフイムペクス"「肉輸出入」 ("Makh impex") 株式会社
2	社長の名前	Sh. Altangerel (シ. アルタンゲレル)
3	1年間要求する流動資本	50億 トウグリク
4	不足流動資本	30億 トウグリク
5	要求ローン (日本のソフトローン)	30億 トウグリク
6	流動資本利用期間	9ヶ月
7	補助投資資金	10億 トウグリク
8	総資本	60億 トウグリク
9	生產品名、量	肉 8千トン、ハム0.6千トン、缶詰0.8千トン
10	原料量、供給	家畜 2万頭
11	商品販売市場	国内、ロシア、日本
12	職員数	1200名

1	会社の名前	"フーフデーフブツァス"「子供の衣服」 ("Huuhtiin huvtsas") 株式会社
2	社長の名前	M. Sandiinorov (ム. サンディノロフ)
3	1年間要求する流動資本	17.1億 トウグリク
4	不足流動資本	16.3億 トウグリク
5	要求ローン (日本のソフトローン)	8.0億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	
8	総資本	2.6億 トウグリク
9	生產品名、量	ジャンパー115.2千枚、ズボン130千本、運動服5万着、シャツ10万枚
10	原料量、供給	ナイロン563.2千㎡、布660千㎡、服内材料315.4千㎡、熱材料201.6千㎡、接着剤115千㎡、その他
11	商品販売市場	国内、アメリカ
12	職員数	571名

1	会社の名前	"モンノース"「モンゴル羊毛」 ("Monnoos")株式会社
2	社長の名前	B. Norov (ブ。ノロブ)
3	1年間要求する流動資本	6.9億 トウグリク
4	不足流動資本	0.5億 トウグリク
5	要求ローン (日本のソフトローン)	
6	流動資本利用期間	1年
7	補助投資資金	
8	総資本	18.2億 トウグリク
9	生產品名、量	洗った羊毛800トン
10	原料量、供給	羊毛2300トンを国内市場から供給
11	商品販売市場	イギリス、中国、韓国
12	職員数	212名

1	会社の名前	"ガンテーレム"「小麦製粉会社」 ("Gan teerem")株式会社
2	社長の名前	D. Mendbayar (デ。メンドバヤル)
3	1年間要求する流動資本	15億 トウグリク
4	不足流動資本	15億 トウグリク
5	要求ローン (日本のソフトローン)	0.8億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	
8	総資本	0.8億 トウグリク
9	生產品名、量	小麦粉、7000 トン
10	原料量、供給	小麦、1万トン
11	商品販売市場	Uvurhanggai 県、 Arhanggai 県、 Bayanhongor 県
12	職員数	125名

1	会社の名前	" マナ" "Mana")有限公司
2	社長の名前	E. Oyun (エ. オユン)
3	1年間要求する流動資本	328.4万 US\$
4	不足流動資本	209.9万 US\$
5	要求ローン (日本のソフトローン)	209.9万 US\$
6	流動資本利用期間	2年
7	補助投資資金	280.8万 US\$
8	総資本	466.7万 US\$
9	生産品名、量	編み物60000, 紡ぐ物29.4トン
10	原料量, 供給	洗った羊毛、29.4トン
11	商品販売市場	国内、日本、カナダ、デンマーク
12	職員数	82名

1	会社の名前	" モンゴルシリ" 「モンゴル革」 ("Mongol shir")株式会社
2	社長の名前	S. Bazarragchaa (ス. バザラグチャア)
3	1年間要求する流動資本	39億 トウグリク
4	不足流動資本	4.1億 トウグリク
5	要求ローン (日本のソフトローン)	4.1億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	0.1億 US\$
8	総資本	2.75億 トウグリク /旧値段/
9	生産品名、量	靴ナメシ皮317トン、カワ糊40トン
10	原料量, 供給	牛の皮3.6万枚、化学剤2.89億 トウグリク
11	商品販売市場	靴、木材加工工場、じゅうたん工場、チェコ、ポーランド、イタリア、ルーマニア
12	職員数	150名

1	会社の名前	"ブリガール" ("Buligaar")株式会社
2	社長の名前	M. Bat-Ochir (ム。バトオチル)
3	1年間要求する流動資本	3百万 US\$
4	不足流動資本	1百万 US\$
5	要求ローン (日本のソフトローン)	1百万 US\$
6	流動資本利用期間	1年
7	補助投資資金	
8	総資本	17.5百万 US\$
9	生產品名、量	長靴の上部分の材料 1年間800千m ²
10	原料量、供給	牛の皮、50万枚国内市場から供給
11	商品販売市場	国内で"靴"会社、イタリア
12	職員数	230名

1	会社の名前	"ハリギア" ("Hargia")株式会社
2	社長の名前	P. Bazarsad (ペ。バザルサト)
3	1年間要求する流動資本	39億 トウグリク
4	不足流動資本	4.1億 トウグリク
5	要求ローン (日本のソフトローン)	4.1億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	0.1億 US\$
8	総資本	0.52億 トウグリク
9	生產品名、量	1日間13m ³ 下水処理、皮 2万枚、
10	原料量、供給	原材 3千万トウグリク、 化学剤 2.5千万トウグリク
11	商品販売市場	国内、ロシア
12	職員数	60名

1	会社の名前	"モンゴルシェプロ" ("Mongol shevro")株式会社
2	社長の名前	J. Nasanbaatar (ジ. ナサンバートル)
3	1年間要求する流動資本	1600494.4千 トウグリク
4	不足流動資本	1304600.0千 トウグリク
5	要求ローン (日本のソフトローン)	480000.0千 トウグリク
6	流動資本利用期間	1ヶ年
7	補助投資資金	
8	総資本	970000.0千 トウグリク
9	生產品名、量	Black kid leather 190.3千枚 Soft leather 114.2千枚 Goatskin suede 41.5千枚 Sheepskin suede 12千枚 Black leather 88千枚 Leather coat 1.2千枚 Leather shirt 1.2千枚
10	原料量、供給	山羊の皮 346千枚、羊皮 100千枚
11	商品販売市場	国内 75%, 外国 25%
12	職員数	147名

1	会社の名前	"バガハンガイ" ("Baga hangai")株式会社
2	社長の名前	D. Gerelhuu (デ. ゲレルフー)
3	1年間要求する流動資本	16億 トウグリク
4	不足流動資本	13億 トウグリク
5	要求ローン (日本のソフトローン)	0.6億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	10億 トウグリク
8	総資本	60億 トウグリク
9	生產品名、量	肉 2400トン
10	原料量、供給	
11	商品販売市場	ロシア
12	職員数	168名

1	会社の名前	" タヒコ" ("Takhi-ko")株式会社
2	社長の名前	J.Chimedtseren (ジェ。チメドツェレン)
3	1年間要求する流動資本	15億 トウグリク
4	不足流動資本	0.5億 トウグリク
5	要求ローン (日本のソフトローン)	0.5億 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	
8	総資本	1562162925.02 トウグリク
9	生產品名、量	皮 60万枚
10	原料量、供給	
11	商品販売市場	アメリカ
12	職員数	1600名

1	会社の名前	" ソル" ("Sor")「ファー」株式会社
2	社長の名前	Ts.Dashdondov (ツェ。ダシュドンドフ)
3	1年間要求する流動資本	3739675000 トウグリク
4	不足流動資本	1495870000 トウグリク
5	要求ローン (日本のソフトローン)	1495870000 トウグリク
6	流動資本利用期間	1年
7	補助投資資金	1495870000 トウグリク
8	総資本	408799946 トウグリク
9	生產品名、量	マーモット/タラバガン/の革の服5714
10	原料量、供給	タラバガンの皮400000枚
11	商品販売市場	西ヨーロッパ
12	職員数	518名

1	会社の名前	"ダルクハンーヒシグ" ("Darkhan-Hishig")株式会社
2	社長の名前	R.Sanjsuren (ラ.サンジスレン)
3	1年間要求する流動資本	3800000 US\$
4	不足流動資本	3700000 US\$
5	要求ローン (日本のソフトローン)	3700000 US\$
6	流動資本利用期間	2年
7	補助投資資金	597000 US\$
8	総資本	22518154 US\$
9	生產品名、量	肉 3500 トン、カットミート 170 トン、ハム 50 トン、内臓 260 トン、付属物 491 トン、食用脂 117.6 トン
10	原料量、供給	牛、馬 21000 頭、羊、山羊 53300 頭
11	商品販売市場	国内、ロシア、ドイツ、オランダ、中国、日本、韓国、北朝鮮
12	職員数	376名

現在： 1 US\$ = 800 トググリク

(2) 農牧産業省組織図 (最新版)

在モンゴル日本国大使館
経済協力担当官 殿
JICAモンゴル事務所
四釜 嘉穂所長 殿

1997年06月11日

農業産業省
協力事業・法律・情報局

水口 寿雄



事務連絡

農業産業省改組 (案) について (2)

標記にかんしまして、農業産業省では別紙のとうり組織改革に取組み、本日、4つの局長を内定しました。今回の改組では、旧共産党員である (在った) 局長クラスは外されています。

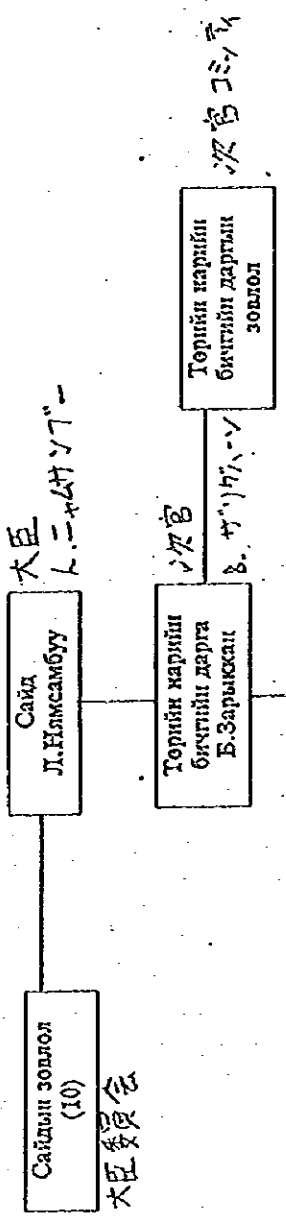
新組織に於ける4つの局長は以下のとうりです。

局:	局長氏名	現職
1) 政策・計画局	N. バター	産業局長
2) 総務・経理局	D. プーベバートル	食品製造課課長
3) 政策・調整局 (分野別)	B. ビリヒト	協力事業法律情報局長
4) 情報管理・会計監査局	エンフバヤル Sh.	食品製造課専門官 (食肉・乳加工) 担当

以上

農業省の組織図及び職員担当配置

Хөдөө аж ахуй, үйлдвэрийн яамны бүтэц, орон тооны бодуувч



政策計画局

- Стратегийн төлөвлөлт, хэдгээн бодлогын газар
1. Н.Батаа N. Batana
 2. Д.Буянтшиг D. Buyantsyig
 3. Т.Лхагва T. Lkhagva
 4. С.Ганбаатар S. Ganbaatar
 5. Ш.Сувд-Эрхэнэ Sh. Suvd-Erkheney
 6. Ц.Бат-Эрхэнэ Ts. Bat-Erkheney
 7. З.Ядам Z. Yadam
 8. Ч.Туулгалар Ch. Tuulgalary
 9. Г.Доржпэлорж G. Dorjpalorj
 10. Малын эмч M. Lmyn emch
 11. Далайчигч D. Dalaychigch
- Үлдсэн хувиартай 産業商庁
1. А.Доржпалан A. Dorjpalan
 2. Я.Сүхчүлэн Y. Sukchulen
 3. Ж.Болдохяг J. Bolдохяг
 4. Х.Млаан H. Mlaan

総務経理局

- Төрийн захиргааны удирдлагын газар
1. Д.Бүүтээвбалар D. Buyuteevbalary
 2. Ж.Пүрэвдорж J. Purevдорж
 3. Ч.Цэцэнбалжар Ч. Tsechenbaljary
 4. Д.Чойдам D. Choydam
 5. Б.Амарсайхан B. Amarsaikhan
 6. Г.Антанцэвэг G. Antantsyevyeg
 7. Т.Оржихүү T. Orjikhuy
 8. Б.Золбаяр B. Zolbayary
 9. Туулах Туулах
 10. Хэрэглэний төлөөлөгч Хэрэглэний төлөөлөгч

分野別調整局

- Салбарын бодлого зохицуулалтын газар
1. В.Силит V. Sility
 2. Ц.Галбалрах C. Galbalrakh
 3. Г.Хишгээ G. Khishgee
 4. Ц.Шагдар C. Shagdar
 5. А.Нугунбат A. Nugunbat
 6. Д.Ганболд D. Ganbold
 7. А.Сурбалсан A. Surbalсан
 8. Ш.Шагдаржав Sh. Shagdarjavy
 9. Н.Ног N. Nog
 10. Геологийн үйлчилгээний газар Геологийн үйлчилгээний газар

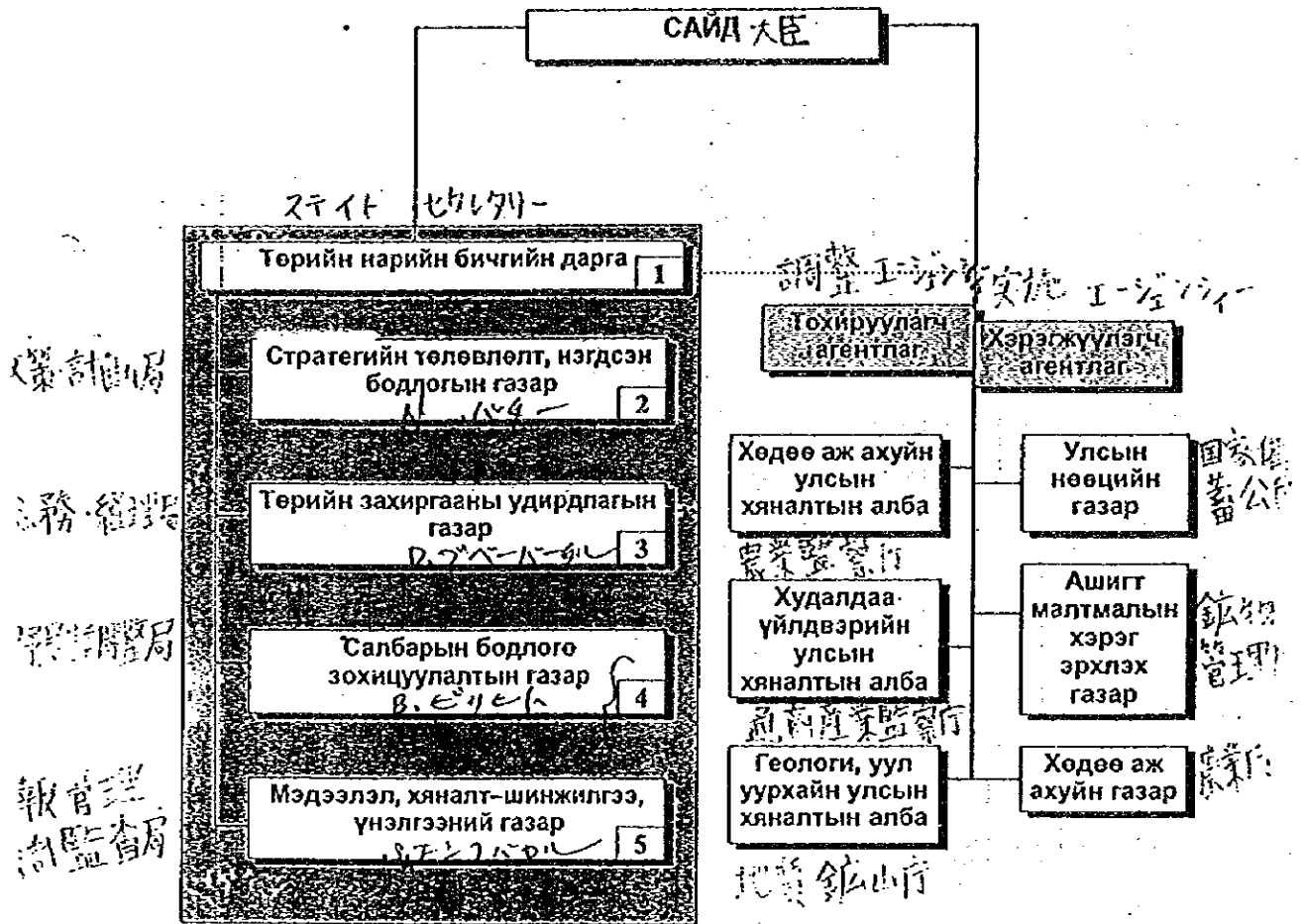
情報管理会計監査局

- Мэдээлэл, хяналт, шилжүүлэг, үнэлгээний газар
1. Ш.Энхбаяр Sh. Enkhbayary
 1. Б.Баясгалан B. Bayasgalan
 2. З.Энхбичи Z. Enkhbichy
 3. Г.Үнэнбат G. Unenbat
 4. Г.Луусанбулд G. Luusanbuldy
 5. Э.Самбалхүүшва E. Sambalxuyshva
 6. Б.Энхболд B. Enkhbold
 7. Ч.Батмөнх Ch. Batmunkh

農業産業大臣の1997年6月...日付け
...番命令書添付

Хөдөө аж ахуй, үйлдвэрийн сайдын
1997 оны 6 дугаар сарын ... ны өдрийн
..... дугаар тушаалын I хавсралт

ХӨДӨӨ АЖ АХУЙ, ҮЙЛДВЭРИЙН ЯАМНЫ
ЗОХИОН БАЙГУУЛАЛТЫН БҮТЭЦ
農業産業省の組織図



I - Бичиг хэргийн индекс

文書コード

在モンゴル日本国大使館
経済協力担当官 殿
JICAモンゴル事務所
四益 嘉総所長 殿

1997年06月14日
農業産業省
総務課・法律・情報局
水口 寿雄

事務連絡

農業産業省改組について(3)

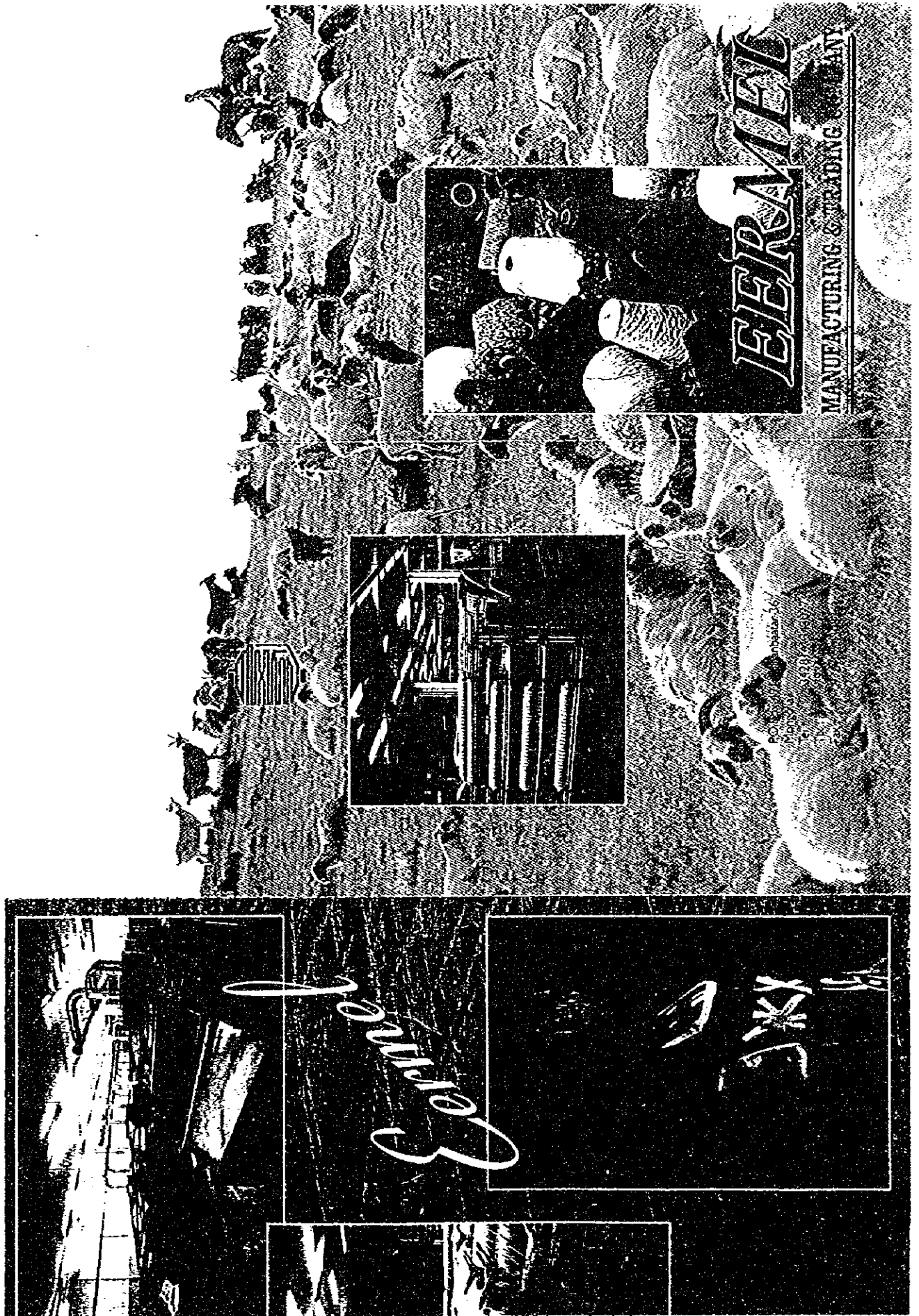
標記にかんしまして、農業産業省では別紙のとうり組織改革に取組み、本日、人事移動が発令されました。これを受けて部屋割りが実施されます。(14日～16日に移動)

本専門家の配属は、これまでとうり。B. ビリヒト分野別政策局長をカウンター・パートとし政策調整局(長期)の食糧農業庁関係を指導することで合意しております。

添付書類：農業産業省組織図および担当職員名簿

以上

(3) Ermer社 (羊毛工場) のパンフレット



ESTABLISHMENT DATE : 1984
NUMBER OF STAFFS : 1500

FIELD OF ACTIVITIES :

- MANUFACTURING : DEHAIRD CASHMERE
WOOL YARN
- EXPORTS : DEHAIRD CASHMERE,
WOOL YARN, SHEEP AND
CAMEL WOOL, KNITTING
GARMENTS

- IMPORTS : EQUIPMENTS, SPARE PARTS,
CHEMICAL PRODUCTS,
CONSUMER PRODUCTS

JOINT VENTURES :

- KNITTING PRODUCTS
MONGOLIAN-USA-SOUTH KOREA

TRADING COMPANIES :
WIGGLE AND CASHMERE KNITTING
COMPANY, BERMINGHAM, U.K.
TRADE CO., LTD. AGENCY

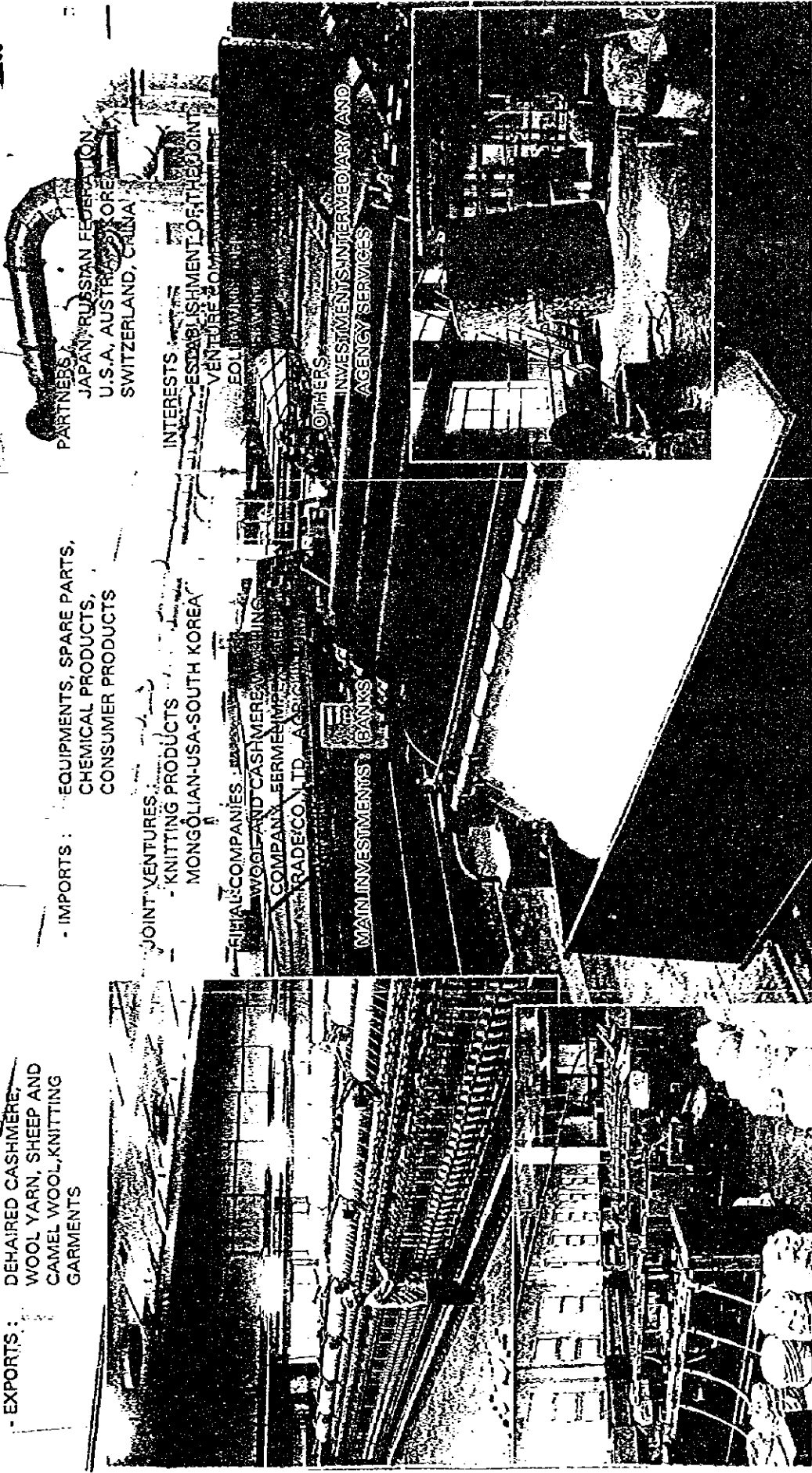
MAIN INVESTMENTS : BANKS

- PARTNERS :
JAPAN, RUSSIAN FEDERATION,
U.S.A., AUSTRIA, SOUTH
KOREA,
SWITZERLAND, CHINA

- INTERESTS :
ESTABLISHMENT OF THE JOINT
VENTURE COMPANY

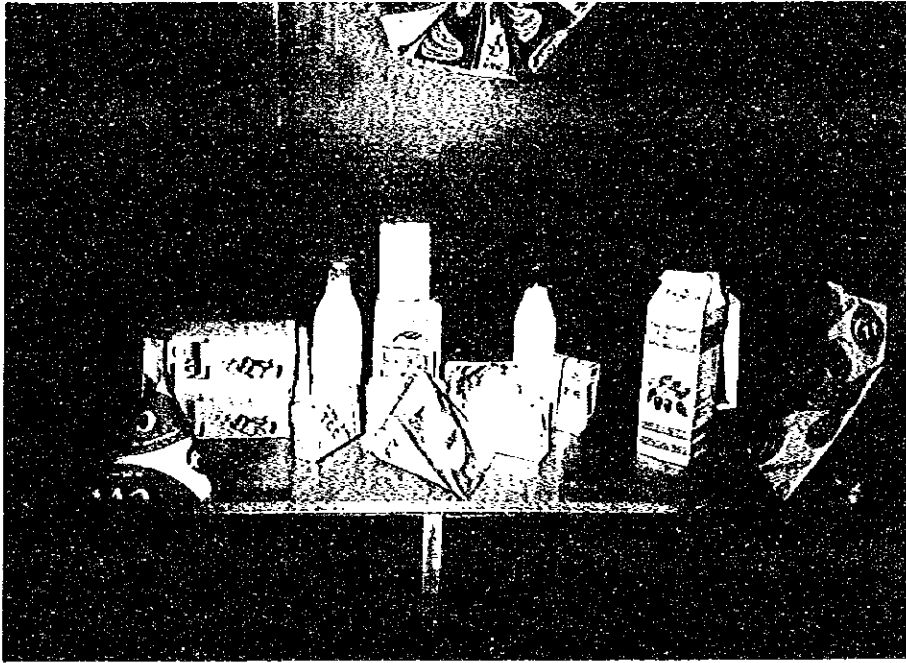
OTHERS :
INVESTMENT INTERMEDIARY AND
AGENCY SERVICES

SHAREHOLDING COMPANY

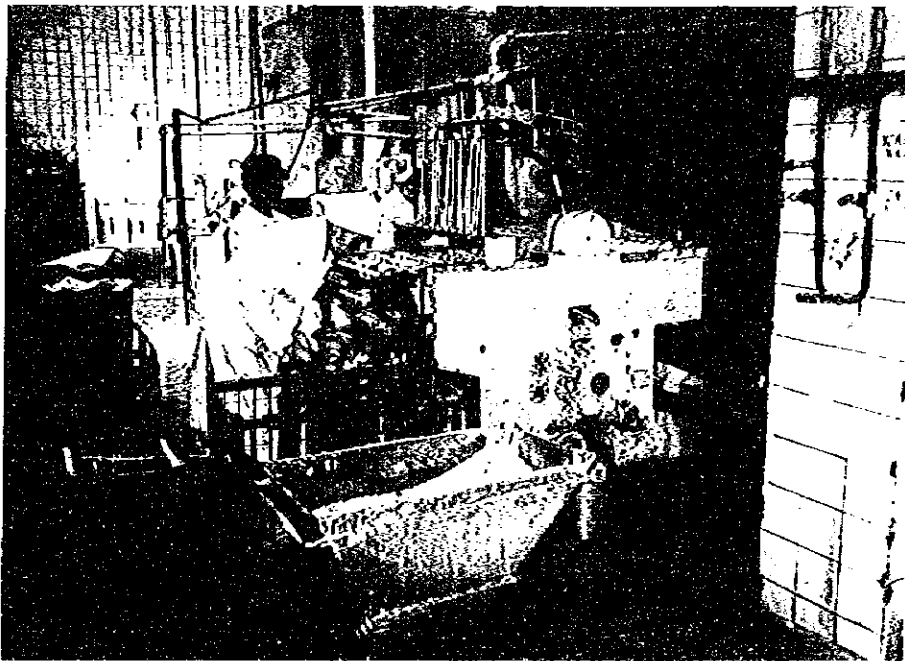


4. 写真集

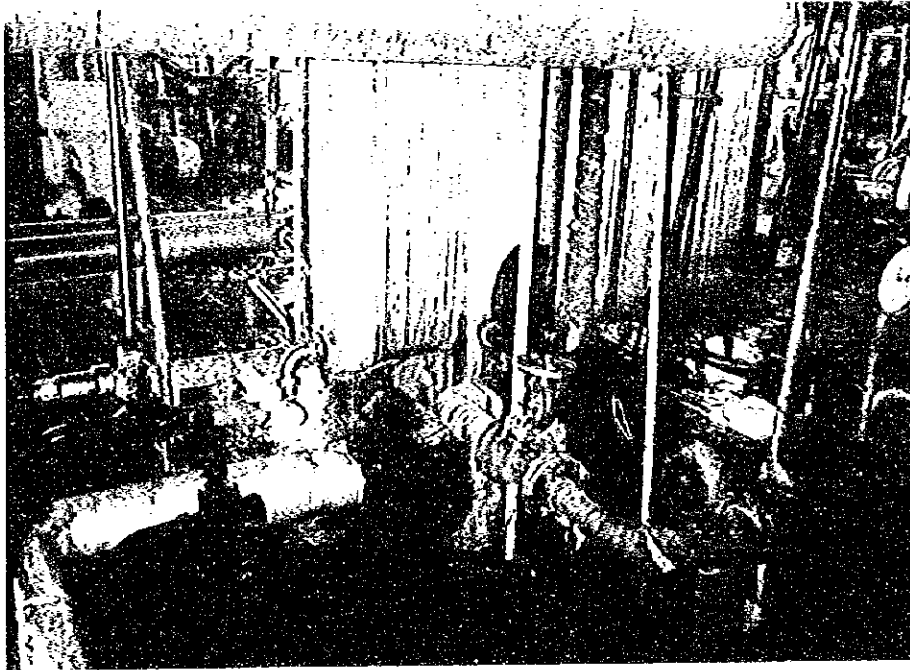
ウランバートル乳製品加工工場
("Milk Joint-stock Company")



製品サンプル

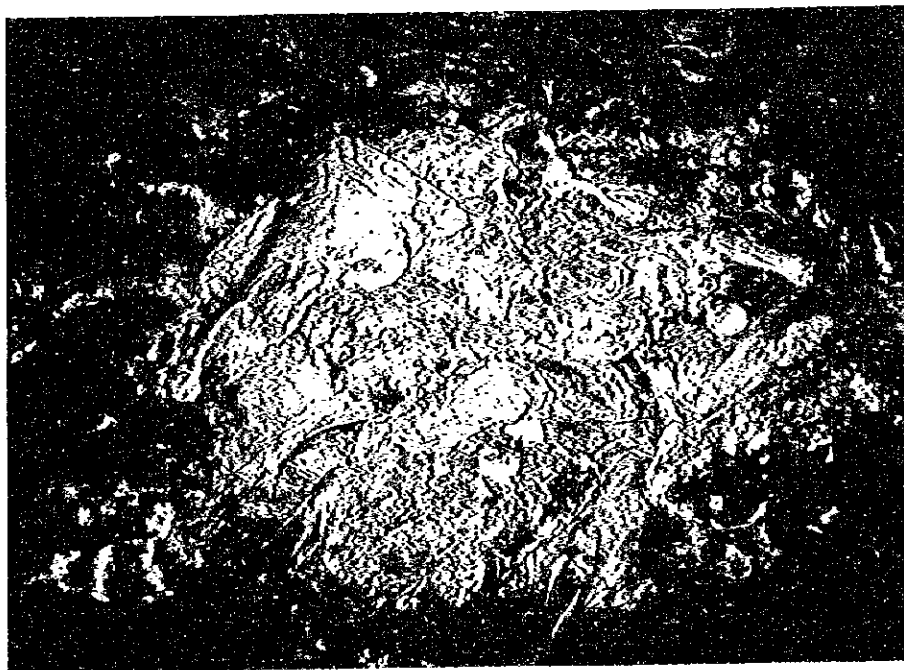


アイスクリームの製造ライン

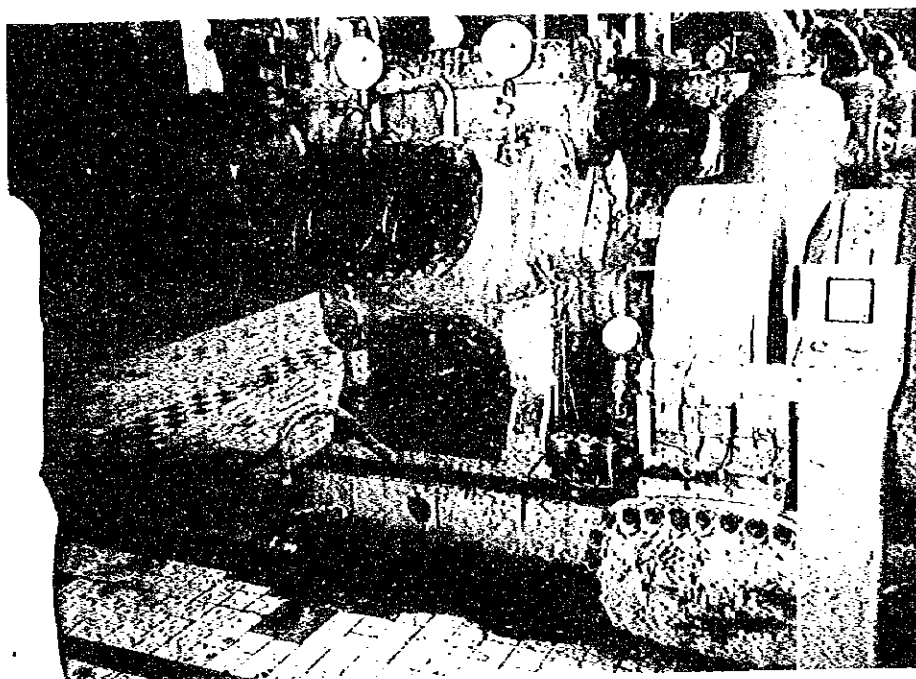


老朽化した設備
(漏水が著しい)

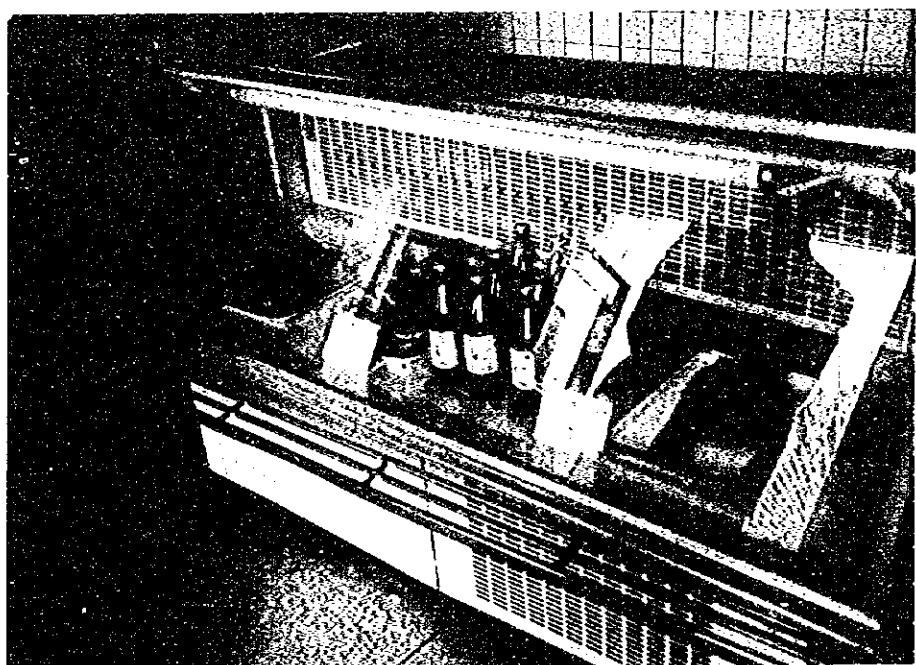
ダルハン食肉加工工場
(Darkhan Khishig Company)



ほとんど部分肉処理が行われず貯蔵されている枝肉

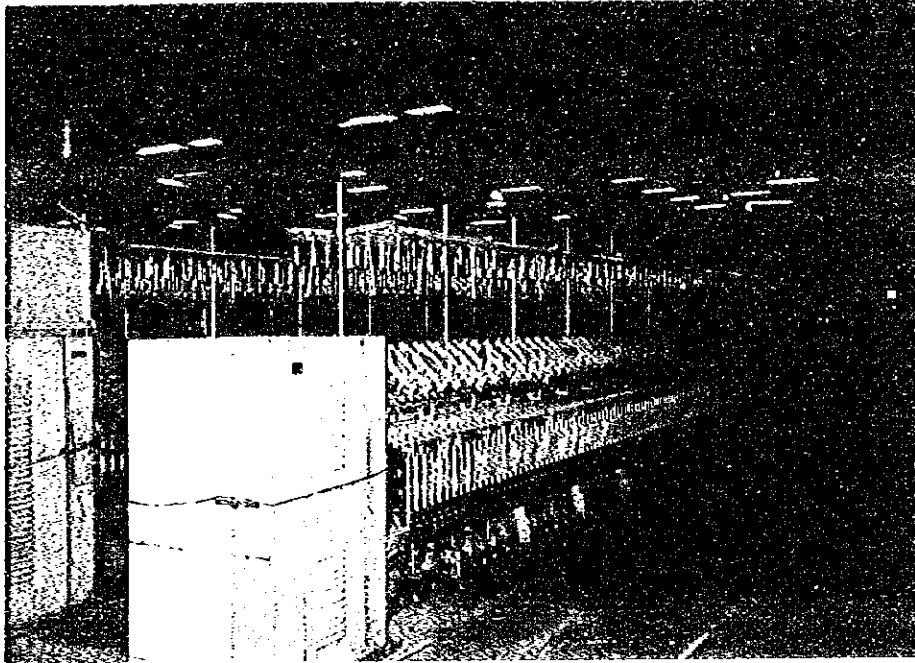


故障により稼働していない冷凍機（コンプレッサー）



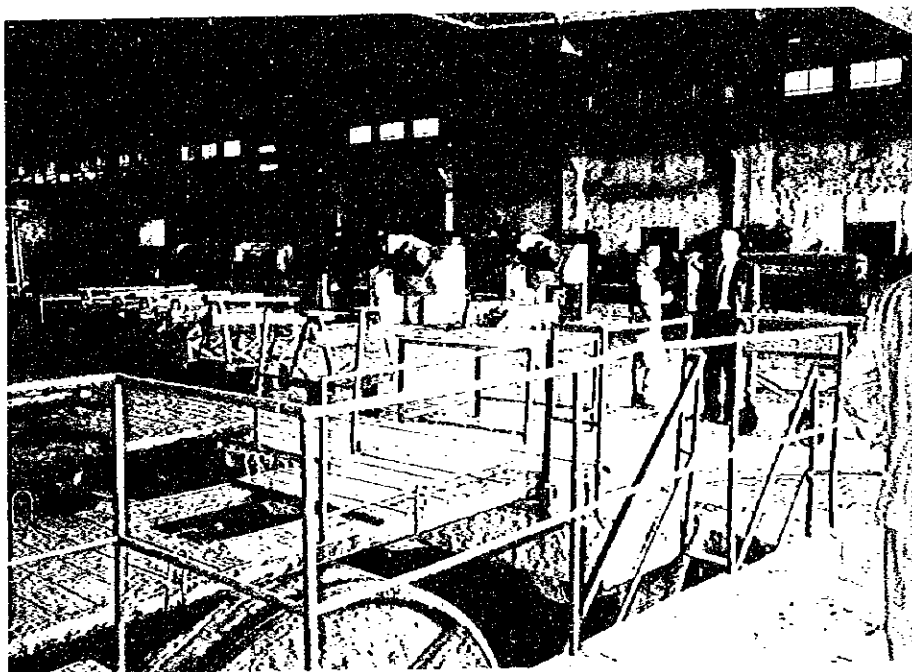
レモンジュース（瓶詰）、ハム、ソーセージ等
直営販売所にて

羊毛糸工場
(Eermel Company)



照明も暗く、休止中の精紡機

革鞣し工場
(Mongol Shevro Company)



休止中の生皮処理設備

JICA