

付図

图 2.2.1 地域別気象条件

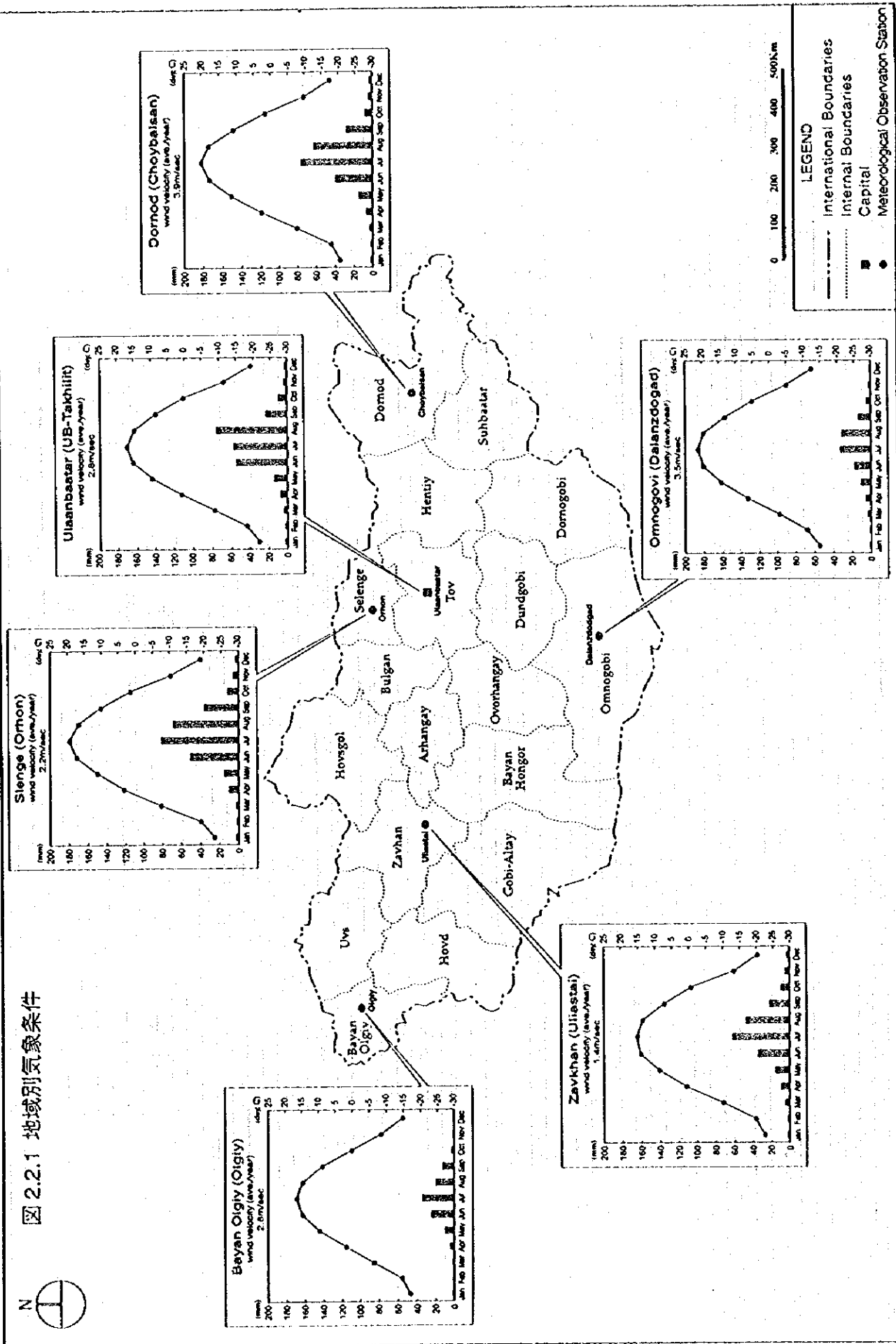
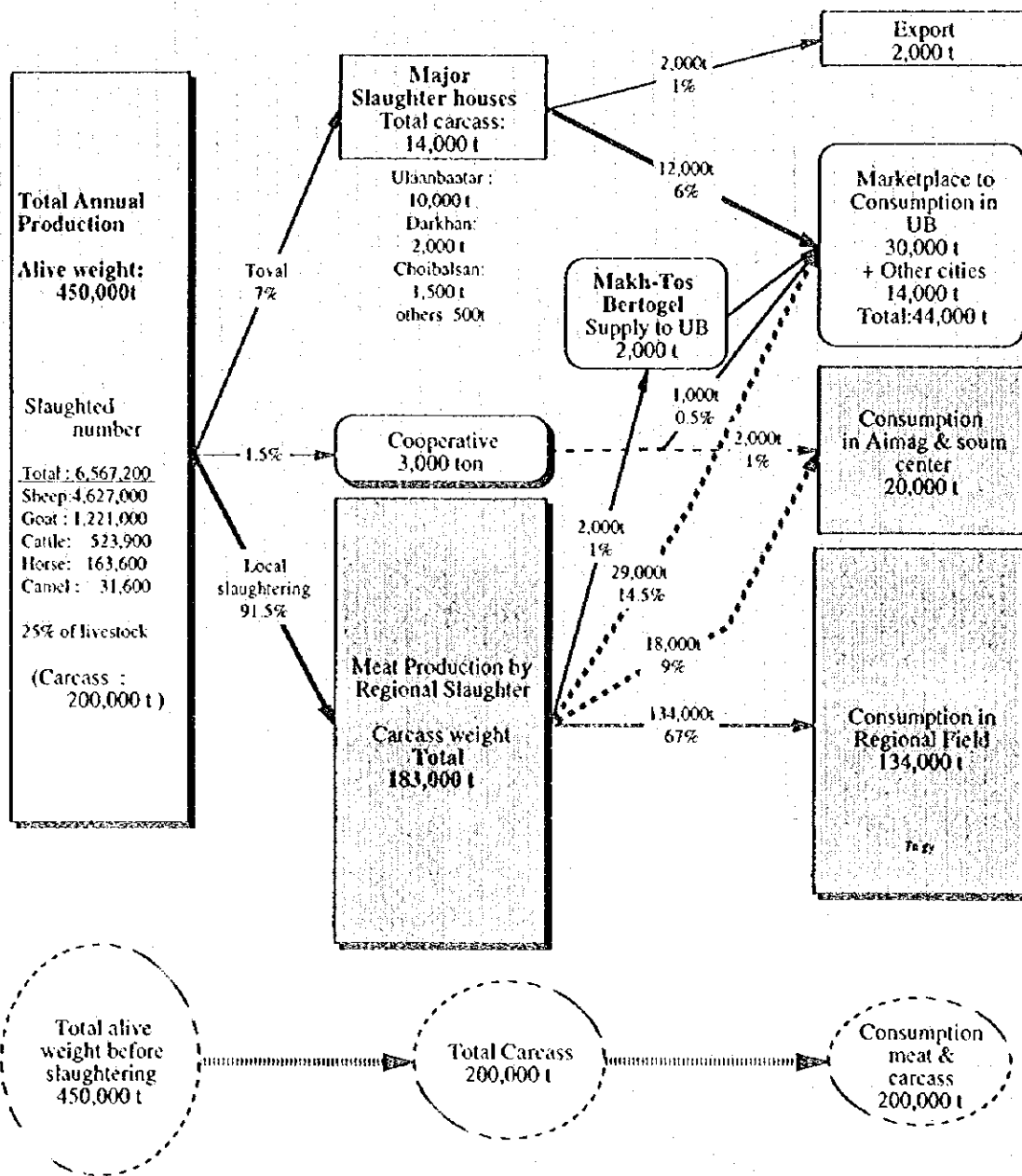
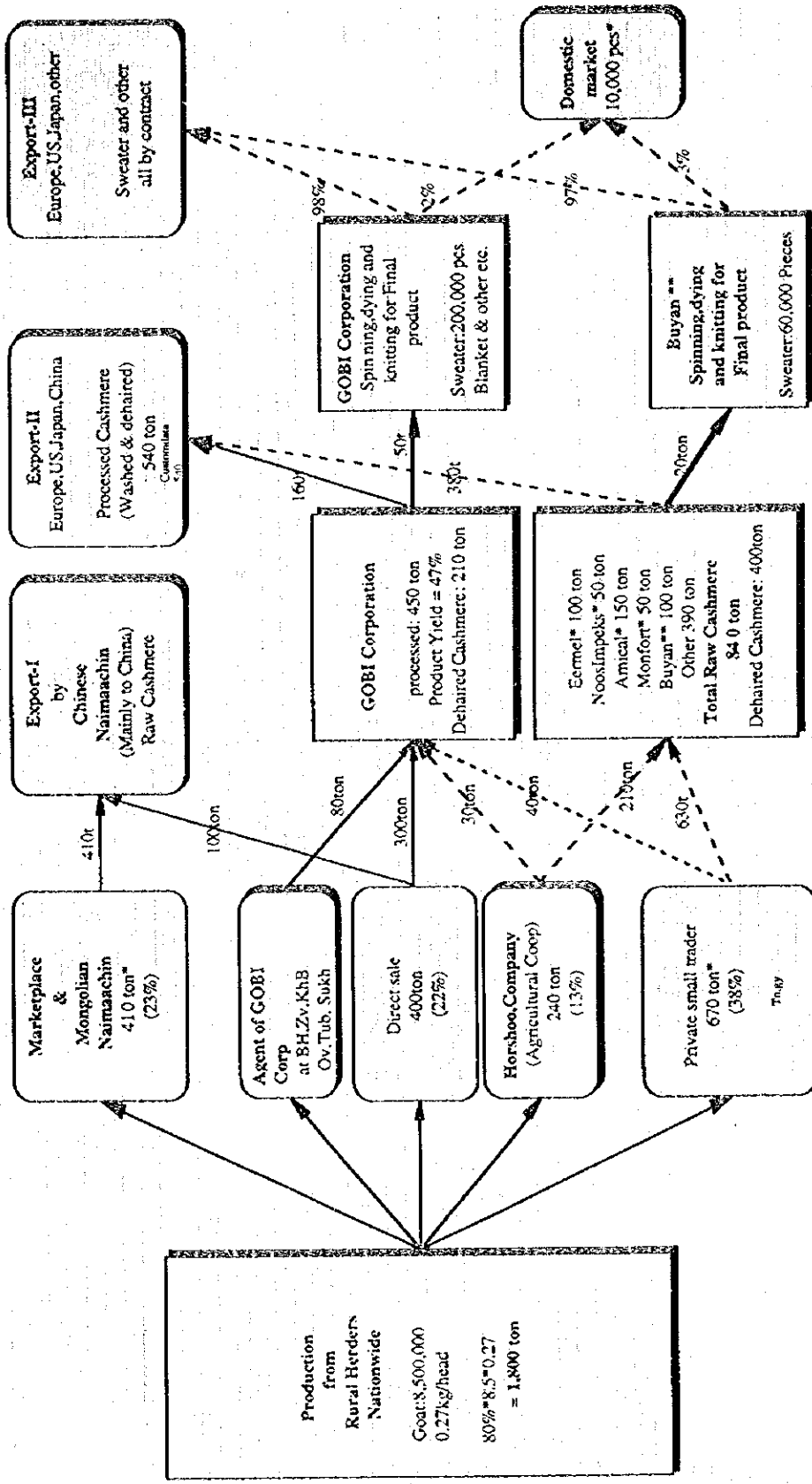


図 2.4.1 食肉の流通フロー (1994, 1995)



Note: 1. Shaded boxes indicate informal activities which cannot be measured accurately.  
 2. Weights are indicated by alive weight, which is weight before slaughtering.  
 carcass (slaughter) weight which is weight of meat and bone without head nor intestine. There is no clear demarcation between block meat and carcass meat although the consumption of livestock.

図 2.4.2 カシミアの流通フロー (1995)



Note: 1. Boxes with round corners indicate marketing channels.  
 2. Boxes with rigid corners indicate production and processing activities.  
 3. Boxes with shades and broken arrow-lines indicate activities which cannot be traced with accuracy.  
 4. Asterisk "\*" indicate that there are no concrete data but interview research suggests this amount.  
 5. Asterisk "\*\*" indicate that Buyan is expanding its facility to 800 tons of processing capacity in 1997.

図 2.4.3 ウールの流通フロー (1995)

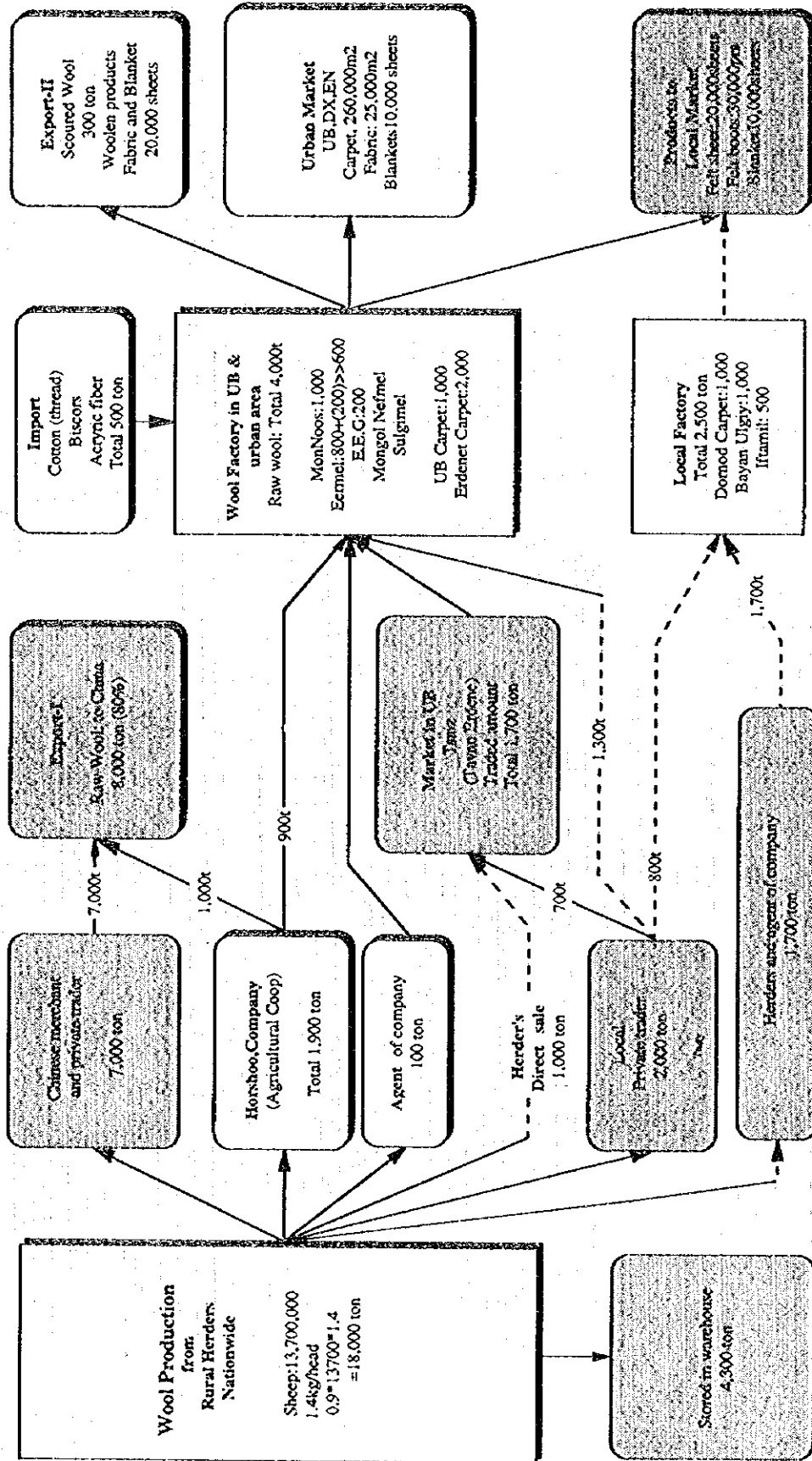


図 2.4.3 ウールの流通フロー (1995)

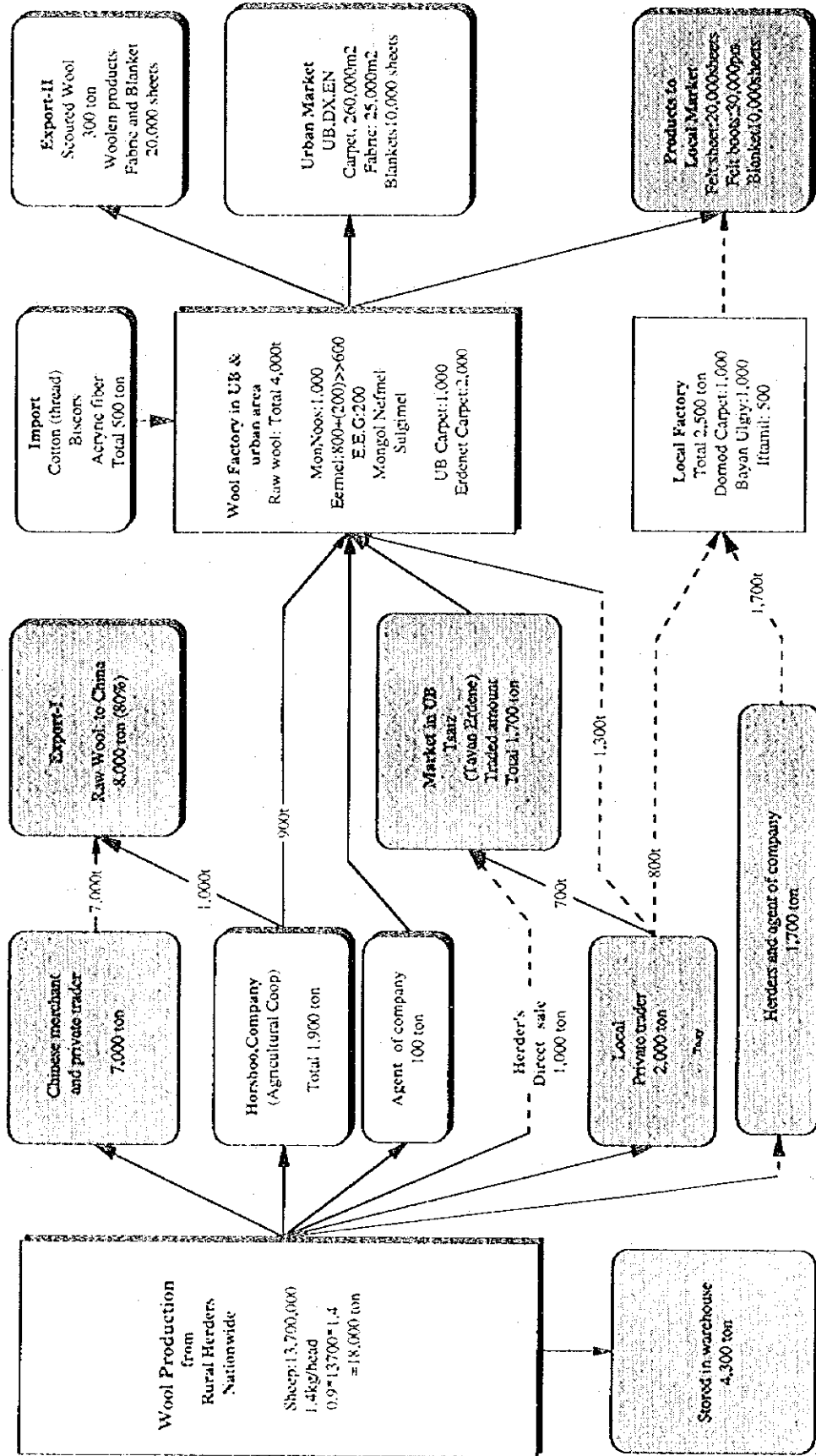
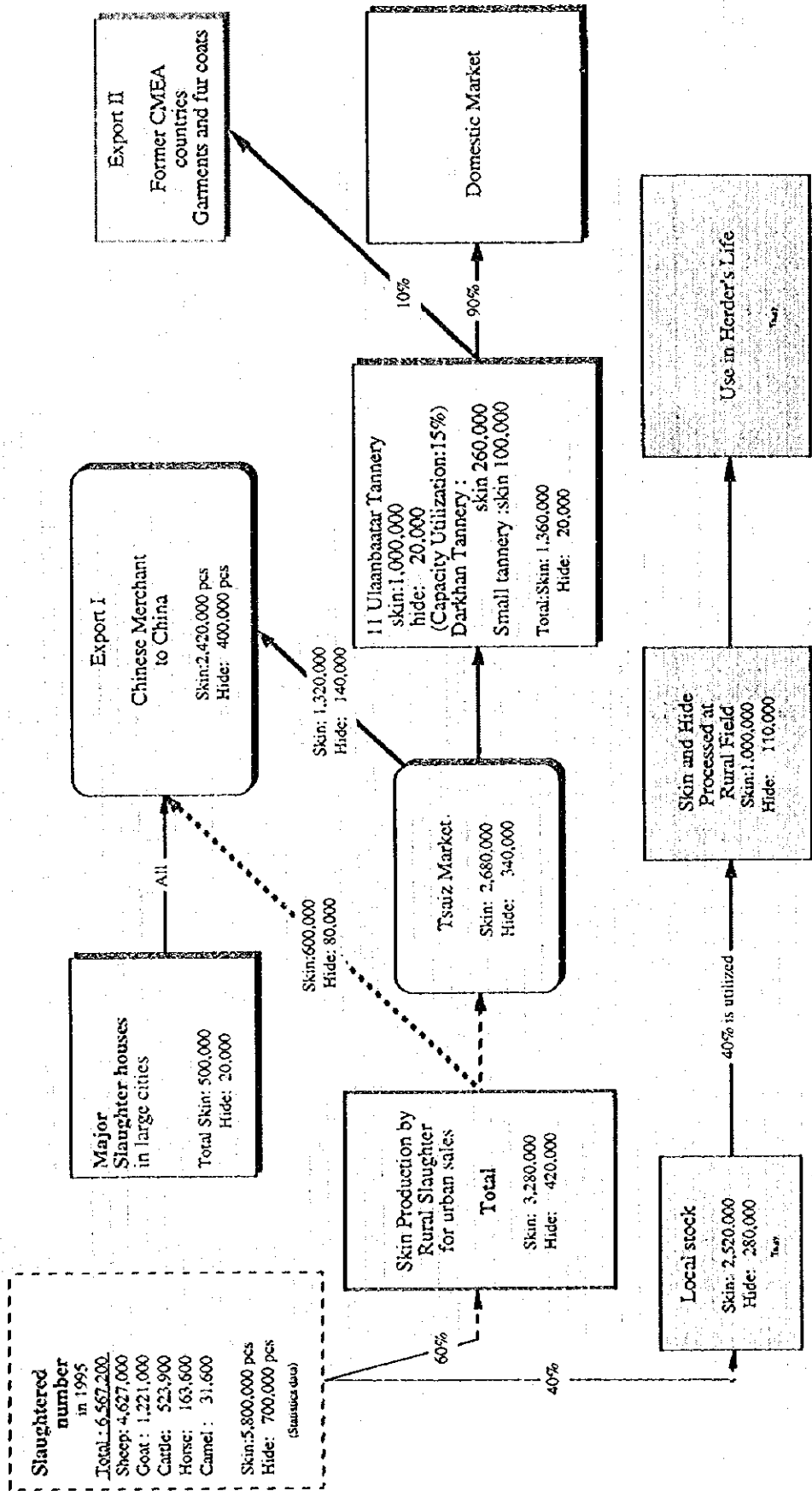
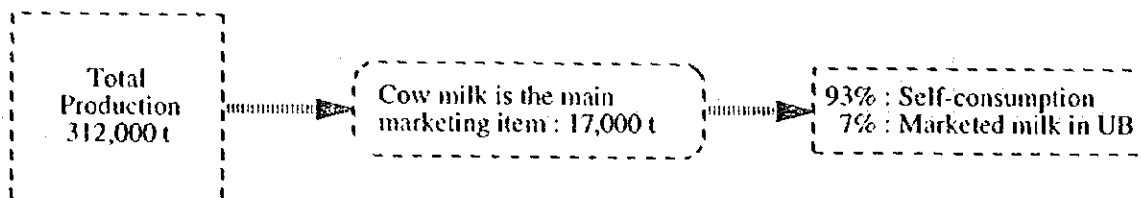
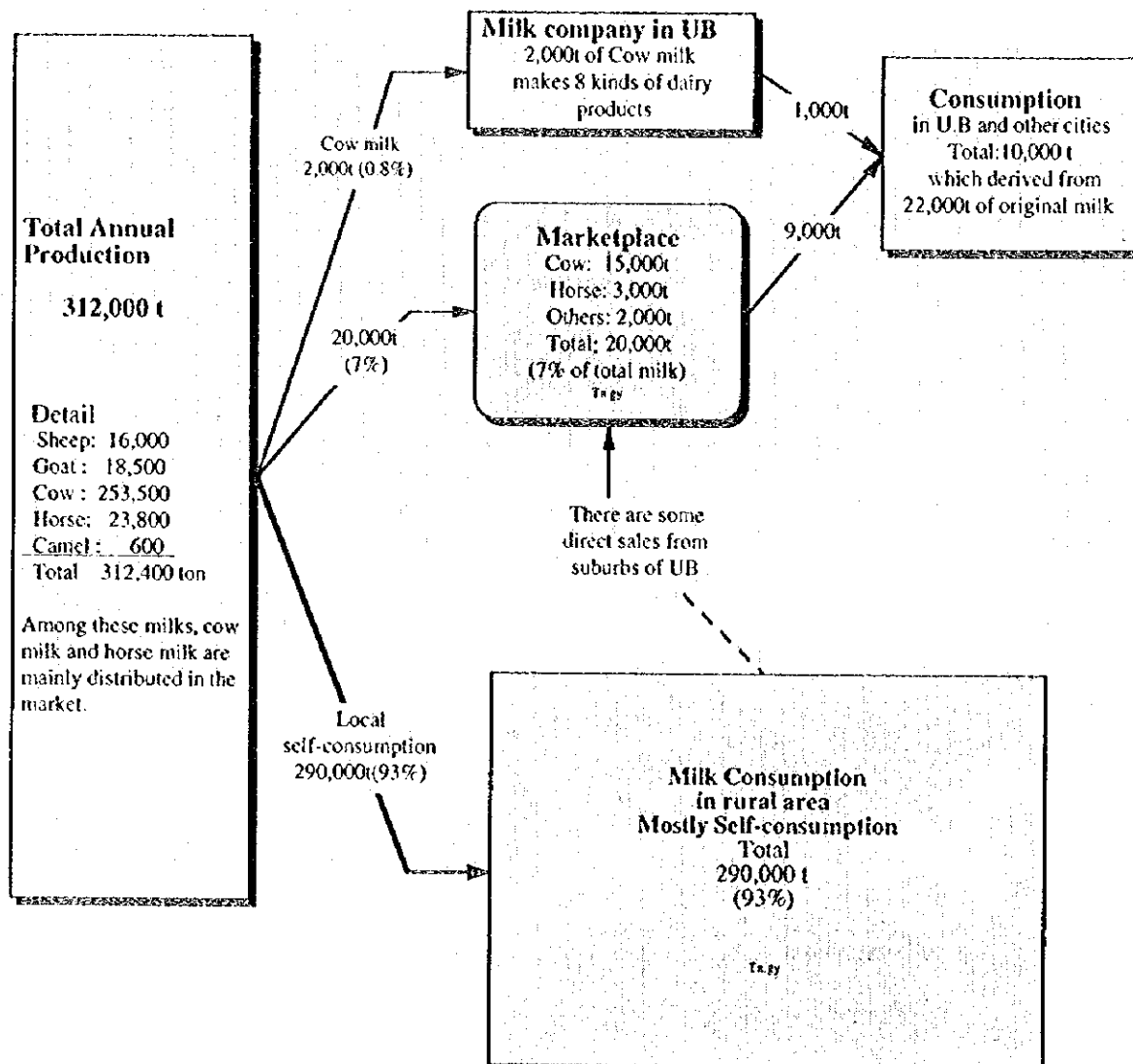


図 2.4.4 皮革の流通フロー (1995)



Note: There are some irregularities in the operation of tannery because of accident or expansion work.

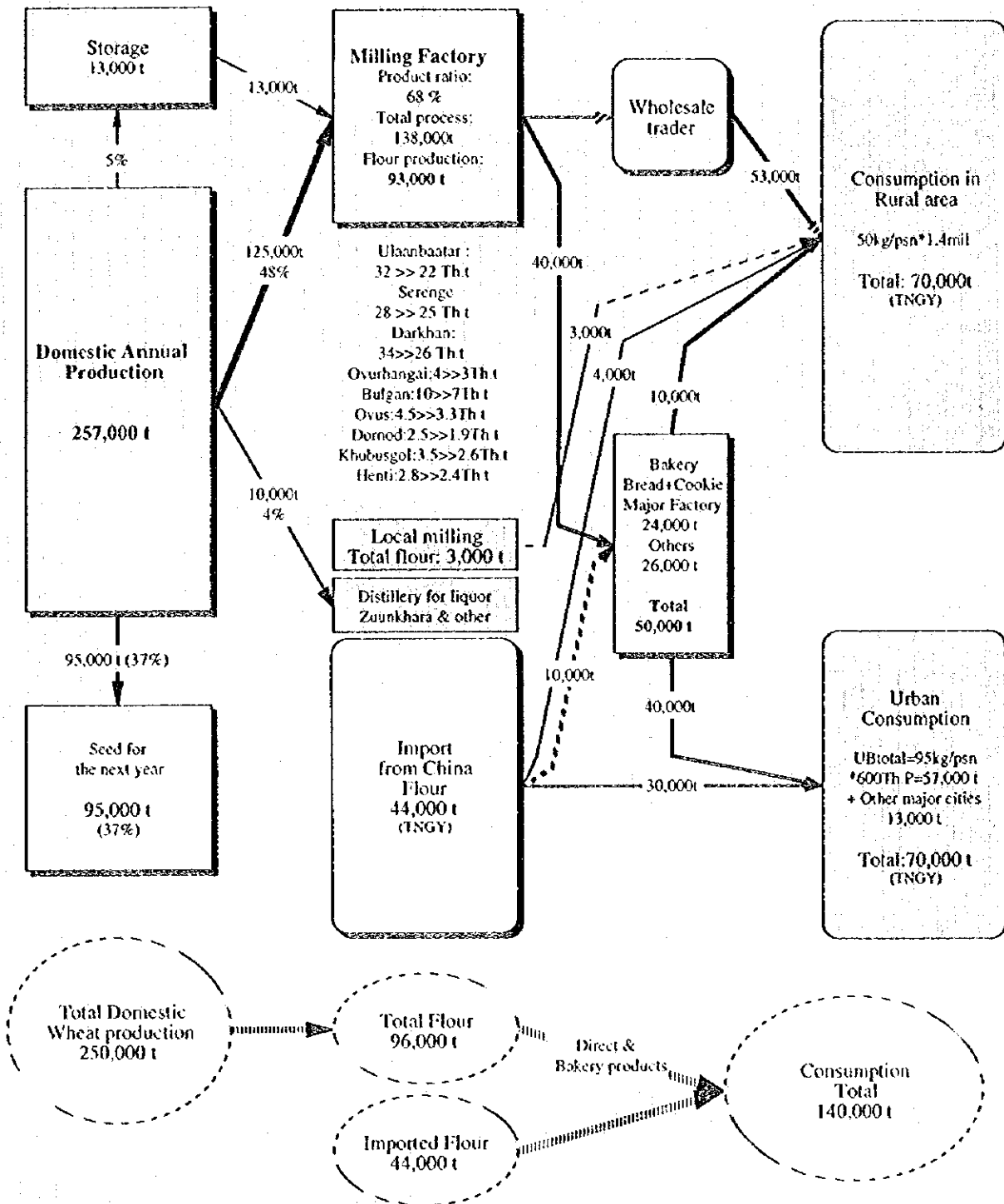
図 2.4.5 ミルクの流通フロー (1994)



Note: 1. Shaded boxes indicate informal activities which cannot be measured accurately.  
2. Boxes with round corners indicate distribution activities.  
3. Boxes with rigid corners indicate production, processing and consumption activities.



図 2.4.6 小麦の流通フロー (1995)



Note: Numbers in this chart reflect data in 1995.

The supply of wheat in 1996 decreased to 213,000 ton, and the seed preserve is 70,000 ton. Milling factories receive 121,000 tons of wheat in total and produce 70,000 tons of flour. Local milling increases and the number of small milling firms reaches 400 and produces 40,000 tons of flour in total. This may cause the increase in import, more than 60,000 tons plus grant aid from Japan 5,200 tons & US 8,800 tons, and decrease in consumption. Production of alcohol will also decrease.

図 2.4.7 馬鈴薯と野菜の流通フロー (1995)

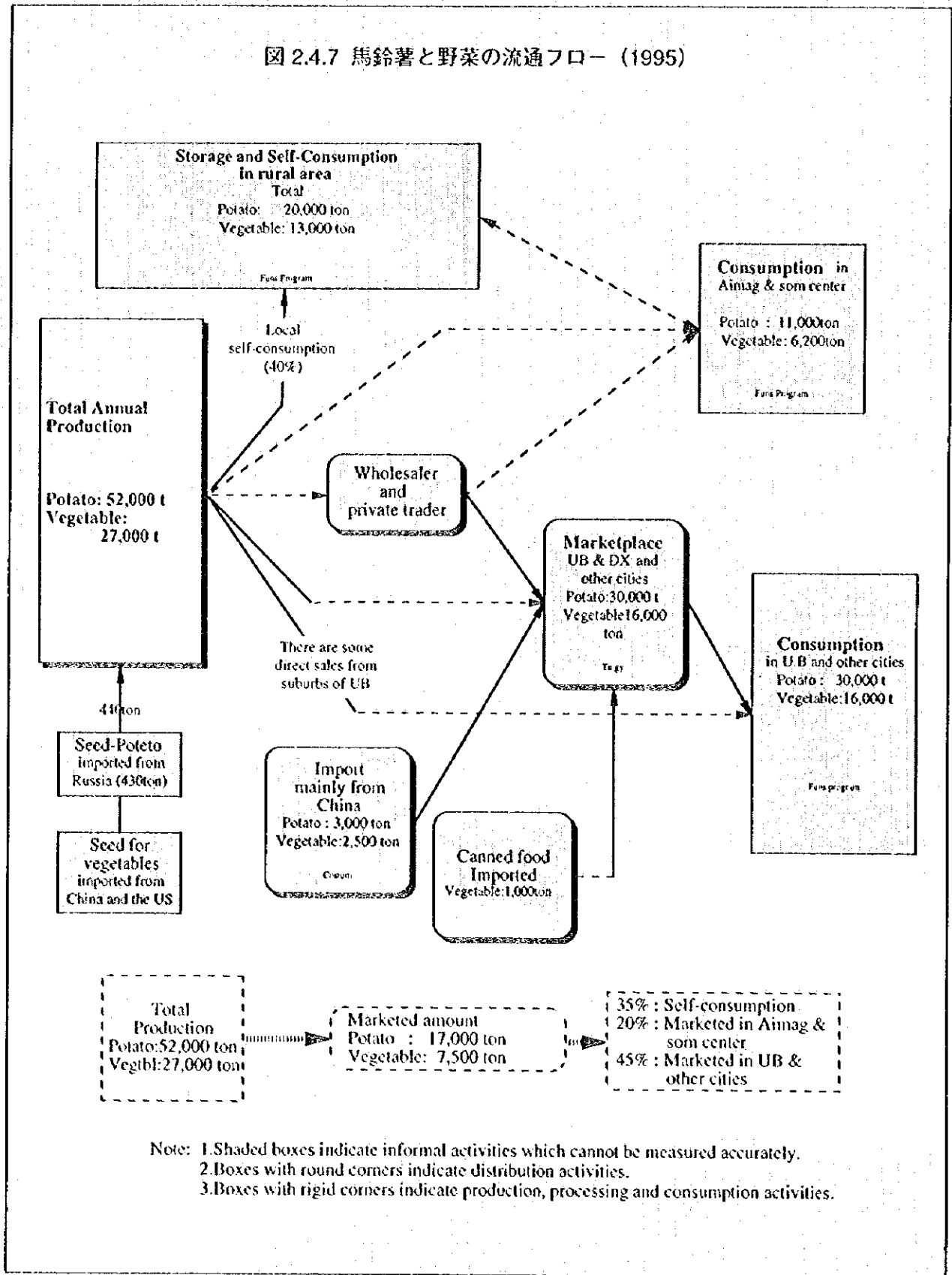


図 2.7.1 モンゴル政府行政組織構造

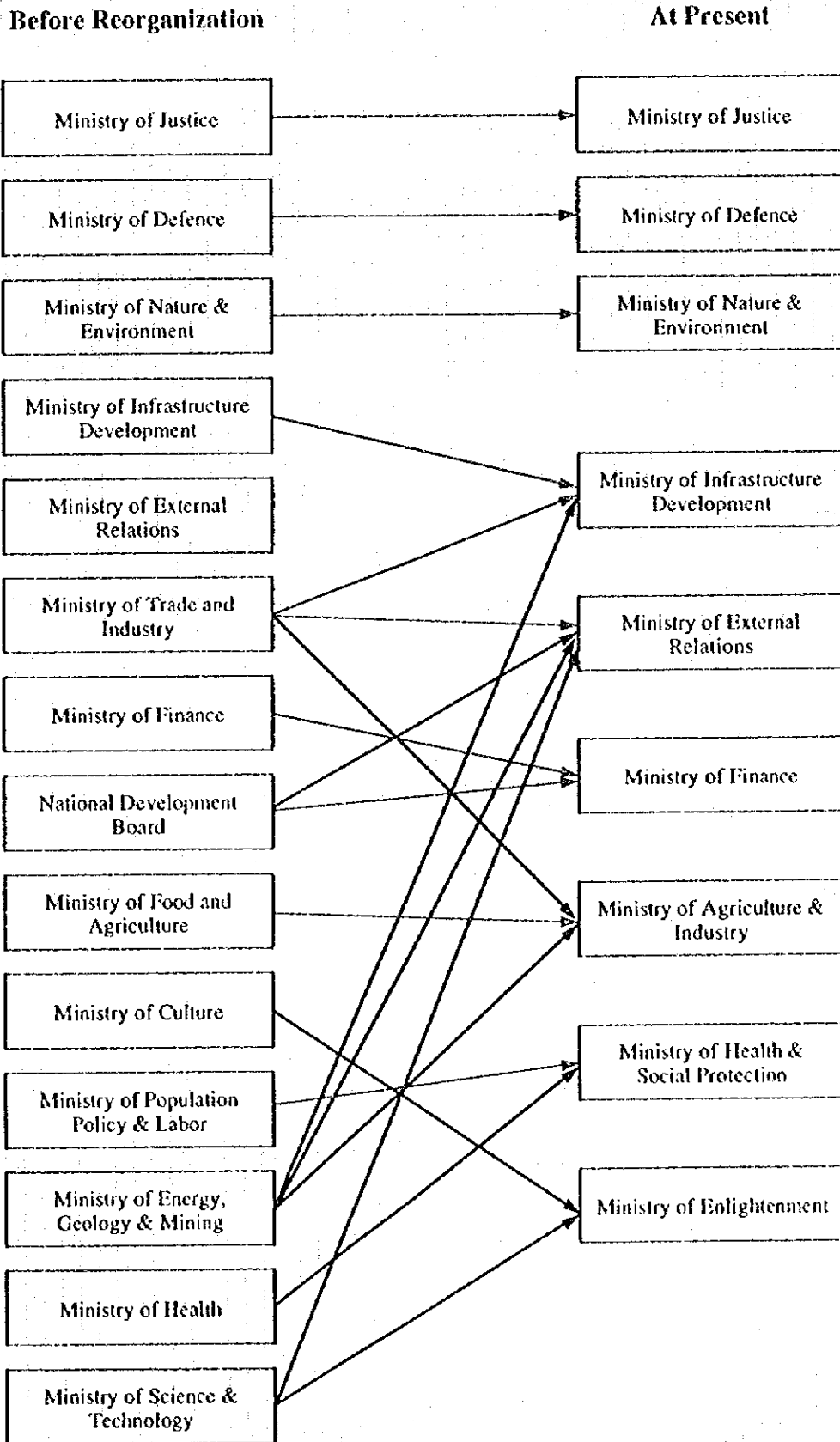


図 2.7.2 農業産業省の組織構造

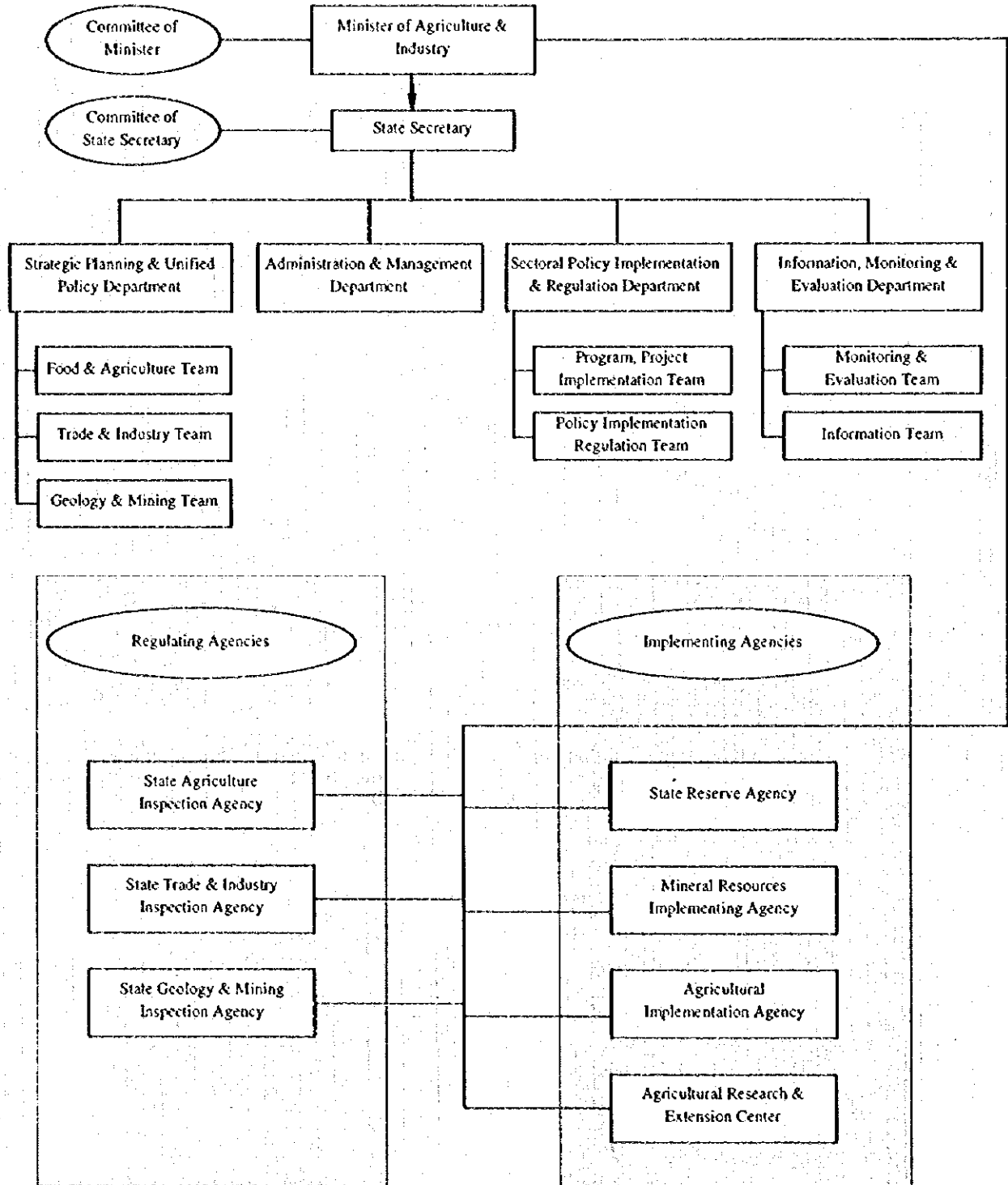


図 2.7.3 国立農業検査機関の組織構造

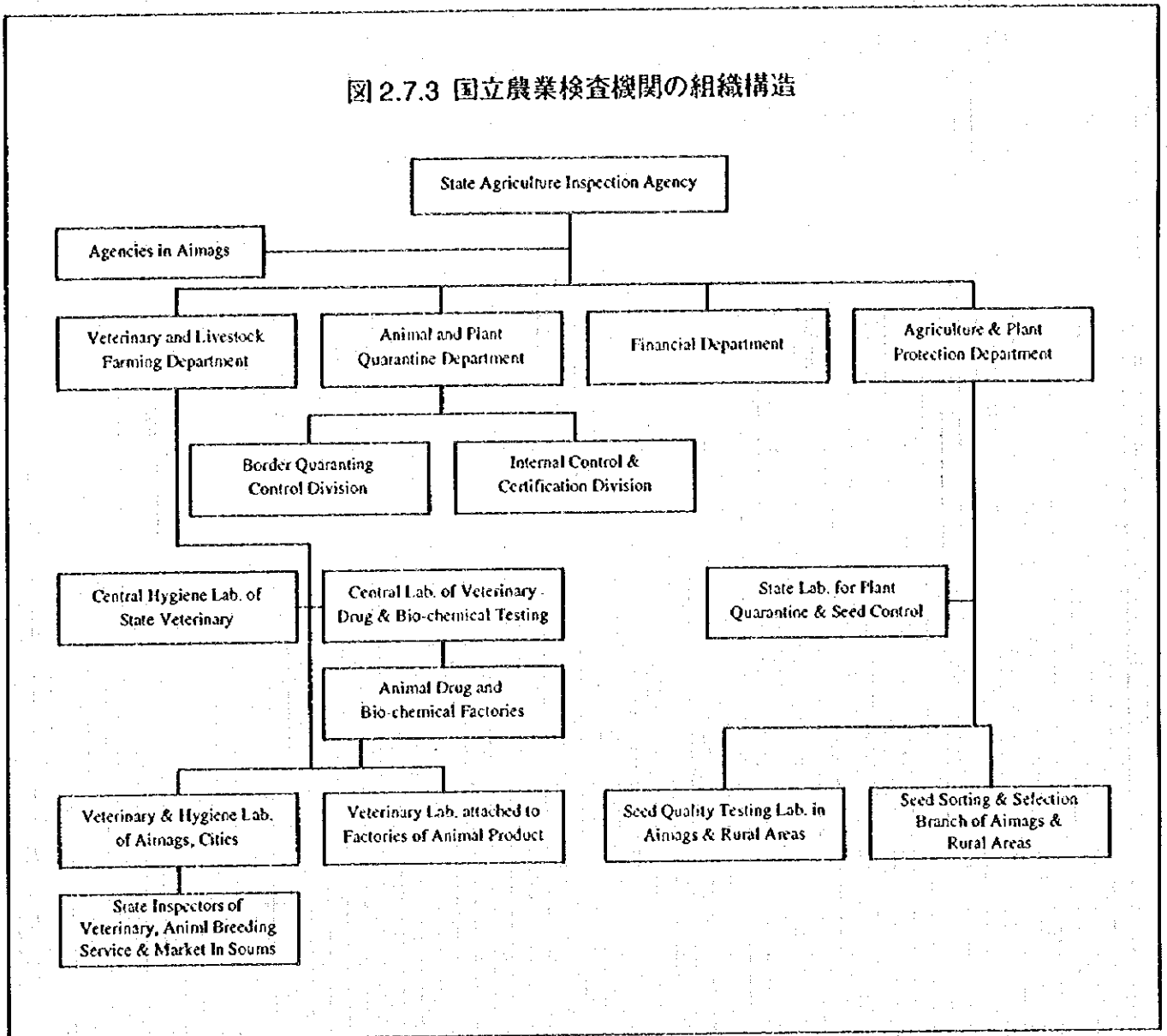


図 2.7.4 農業実施機関の組織構造

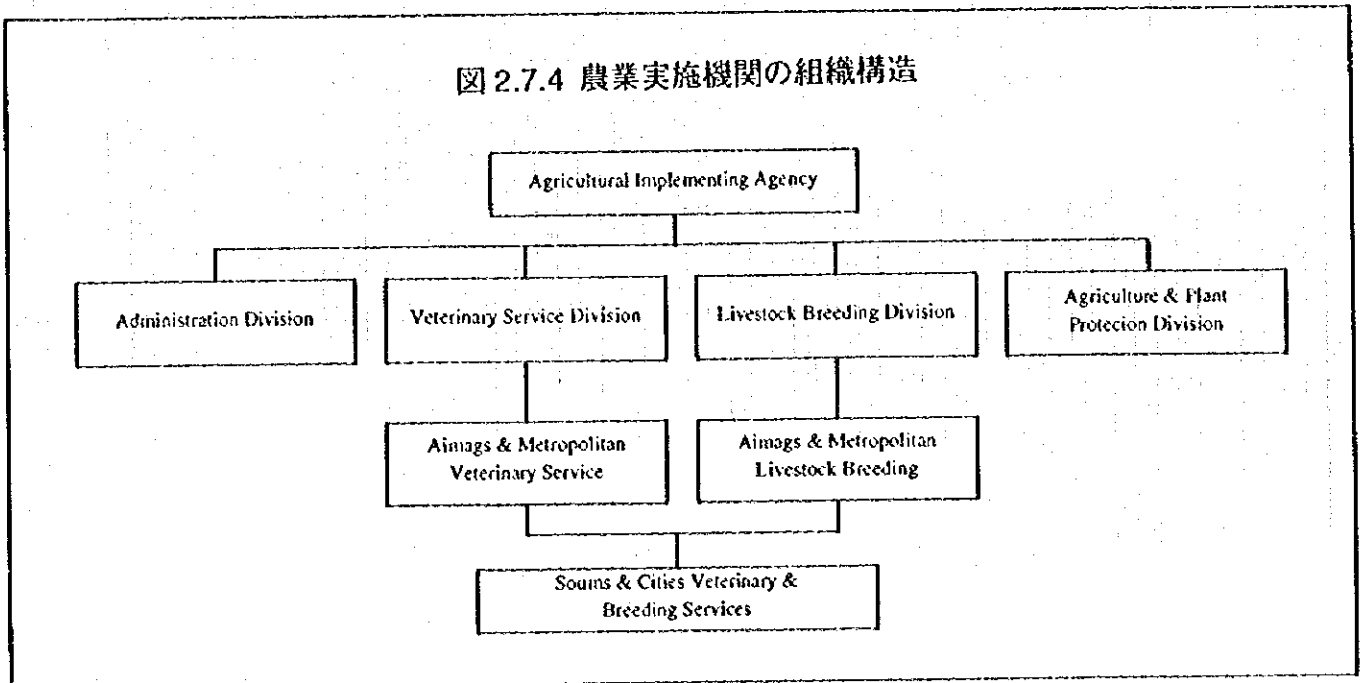




図 4.1.1 アクションプラン全体計画

1. 流通機構の計画

□: F/S、詳細設計、プログラム作成    □: 施設の建設    □: 施設運営、プログラム実施

流通機構のプロジェクト	第1ステージ (1998-2000)	第2ステージ (2001-2005)	第3ステージ (2006-2010)
1. 都市周辺拠点センター (5カ所)			
1.1 ファイジビリティ・スタディ、詳細設計			
1.2 施設建設			
1.3 施設運営			
2. 地域流通センター (5カ所)			
2.1 ファイジビリティ・スタディ、詳細設計			
2.2 施設建設			
2.3 施設運営			
3. 商業取引条件の整備			
3.1 商業支援基金の設立/商業専門家の育成			
3.2 民間業者の登録制度/生産支援と品質基準制度			

2. 全国及び地域レベルの農牧業協同組合強化計画

□: F/S、基本設計、詳細設計、プログラム作成    □: 施設の建設    □: 施設運営、プログラム実施

全国及び地域レベルのプロジェクト	第1ステージ (1998-2000)	第2ステージ (2001-2005)	第3ステージ (2006-2010)
1. ウランバートル研修・情報センター			
2. 販売情報ネットワーク構築計画			
2.1 関連組織で情報交換の委員会を運営			
2.2 コンビュータ・ネットワーク			
3. 教育訓練施設整備計画			
4. 広報活動活動強化			
4.1 ラジオ・テレビの公共メディアによる広報			
4.2 巡回広報資機材の整備			
5. 行政・法律上の措置			
5.1 政府の担当部局設置/農牧業協同組合発展の社会プログラム作成			
5.2 法的規制の撤廃/融資や税制の優遇処置			
5.3 地方行政、銀行、保険の一部業務の契約代行			

3. モデル農牧業協同組合強化計画

□: F/S、基本設計、詳細設計、プログラム作成    □: 施設の建設    □: 施設運営、プログラム実施

モデル農牧業協同組合	第1ステージ (1998-2000)	第2ステージ (2001-2005)	第3ステージ (2006-2010)
1. 小麦生産販売を中心とするバヤン・ベルフ農牧業協同組合			
2. 食肉生産販売を中心とするヤラルト農牧業協同組合			
3. 食肉生産販売を中心とするガルト農牧業協同組合			
4. 食肉生産販売を中心とするブヤントオトル農牧業協同組合			
5. カシミア生産販売を中心とするホジルト (現ブヤンボルン) 農牧業協同組合			
6. カシミア生産販売を中心とするタヴァンエンルネ農牧業協同組合			
7. カシミア生産販売を中心とするホグシル農牧業協同組合			
8. ウール生産販売を中心とするシネウルスト農牧業協同組合			
9. 全国牧民協同連合会傘下のアルテンフト農牧業協同組合			
10. 全国牧民協同連合会傘下のハルズアルディン農牧業協同組合			

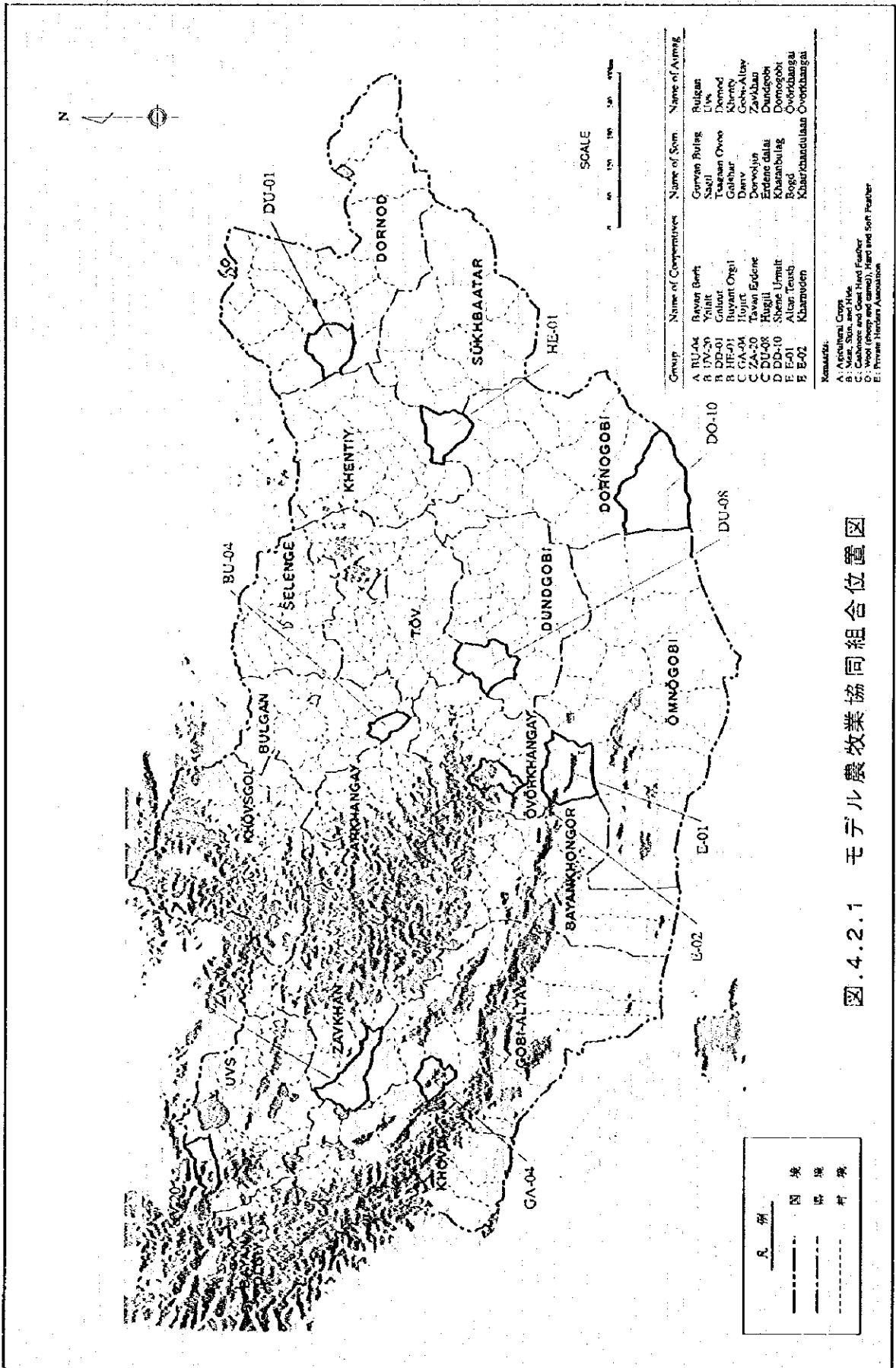
4. 単位組合レベルの農牧業協同組合強化計画

□: 財務状況が黒字の農牧業協同組合    □: 財務状況が赤字の農牧業協同組合、もしくは設立直後の農牧業協同組合  
F/S or P: F/Sもしくはプログラム作成    Const.: 建設    Op.: 運営

単位農牧業協同組合のプロジェクト	第1ステージ (1998-2000)	第2ステージ (2001-2005)	第3ステージ (2006-2010)
1. 農牧業協同組合支部活動強化計画			
2. 優良小麦種子生産・貯蔵施設及び農業機械整備強化計画			
3. 小麦製粉プラント・小麦集出荷施設整備計画			
4. 馬鈴薯・野菜生産計画			
5. 冬期飼料生産・供給計画			
6. 改良種畜生産強化計画			
7. ウール集荷・加工センター計画			
8. カシミア集荷・加工センター計画			
9. 食肉・皮革集荷・加工センター計画			
10. 福利厚生事業			







Group	Name of Cooperatives	Name of Sovm	Name of Animal
A	BU-04	Bayan Bort	Ruigan
B	UV-20	Yalut	Liva
B	DU-01	Galuar	Dornod
B	HE-01	Buyant Orgil	Kherry
C	GA-04	Ilujit	Gobis-Altay
C	ZA-20	Tavan Erdene	Zavkhan
C	DU-08	Rugil	Dornogobi
D	DD-10	Shene Urnait	Dornogobi
E	E-01	Alcar Tevsh	Ovobhangai
E	E-02	Kharmuden	Ovobhangai

Remarks:  
 A: Agricultural Crops  
 B: Meat, Skin, and Hide  
 C: Wool (Wool and Skirt)  
 D: Wool (wool and skin), Hide and Soft Feather  
 E: Private Herdian Association

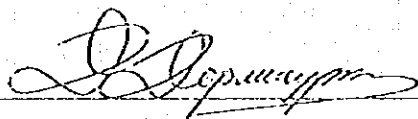
図.4.2.1 モデル農牧業協同組合位置図

添付資料

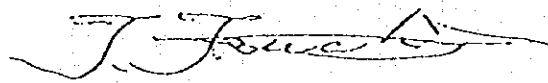
SCOPE OF WORK  
FOR  
A STUDY  
ON  
STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN  
MONGOLIA

AGREED UPON  
BETWEEN  
MINISTRY OF FOOD AND AGRICULTURE  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY

ULAANBAATAR, 18 DECEMBER, 1995



Mr. Dulamsuren DORLIGSUREN  
*General Director,  
Economics and International Cooperation Department,  
Ministry of Food and Agriculture*



Mr. Tadashi TSUCHIYA  
*Leader,  
Preparatory Study Team,  
Japan International Cooperation Agency*

## I. INTRODUCTION

In response to the request of the Government of Mongolia, the Government of Japan has decided to conduct a Study on Strengthening of Agricultural Cooperatives in Mongolia (hereinafter referred to as "the Study"), in accordance with the relevant laws and regulations in force in Japan.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programs of the Government of Japan, will undertake the Study in close cooperation with the authorities concerned of the Government of Mongolia.

The present document sets forth the Scope of Work with regard to the Study.

## II. OBJECTIVES OF THE STUDY

The objectives of the Study are:

1. To prepare a master plan for development of agricultural cooperatives in market economy with emphasis on improvement of marketing system of agricultural products and purchasing system of agricultural inputs.
2. To transfer technology, which is required on preparing the master plan, to the Mongolian counterpart personnel through on-the-job training in the course of the Study.

## III. STUDY AREA

The Study covers whole Mongolia.

## IV. SCOPE OF THE STUDY

In order to achieve above objectives, the Study will consist of following two phases:

### I. Phase I

Diagnostic analysis of the present activities of agricultural cooperatives and distributing conditions of both agricultural products and commodities for agriculture.

- 1-1. To collect and review relevant existing data and information including existing plan and projects.

1-2. To carry out field survey and investigation on following items:

- natural condition
- social condition
- agricultural production
- distributing conditions  
(agricultural products, commodities for agriculture, facilities, etc.)
- economic condition of agricultural producers
- activities of agricultural producers
- activities of members of agricultural cooperatives
- agricultural credit
- others

1-3. To analyze data and information collected.

1-4. To evaluate the past activities of agricultural cooperatives, before and after the privatization.

1-5. To recognize present surrounding condition of agricultural cooperatives.

1-6. To consider following matters:

- necessity of organizing agricultural producers
- necessity of strengthening agricultural cooperatives
- appropriate form or system of agricultural cooperatives

1-7. To identify major problems and development potential of existing agricultural cooperatives.

## 2. Phase II

Preparation of master plan.

2-1. To collect additional data and information through field surveys.

2-2. To formulate several alternative plans and evaluate their expected results respectively in terms of financial viability, economic profitability, social changes, and environmental effects.

2-3. To finalize master plan, including implementation schedule, based upon the above evaluation.

## V. STUDY SCHEDULE

The Study will be carried out in accordance with the attached tentative schedule.

(See ANNEX)

## VI. REPORTS

JICA shall prepare and submit the following reports in English to the Government of Mongolia

1. Inception Report  
Twenty (20) copies at the commencement of the Phase I field Study.
2. Progress Report (1)  
Twenty (20) copies at the end of the Phase I field study.
3. Interim Report  
Twenty (20) copies at the commencement of the Phase II field study.
4. Progress Report (2)  
Twenty (20) copies at the end of the Phase II field study.
5. Draft Final Report  
Twenty (20) copies after the end of Phase II study. The Government of Mongolia shall provide JICA with its comments on the Draft Final Report within one (1) month after receipt of the Draft Final Report.
8. Final Report  
Fifty (50) copies within two (2) months after receipt of the Government of Mongolia's comments on the Draft Final Report.

## VII. UNDERTAKING OF THE GOVERNMENT OF MONGOLIA

1. To facilitate smooth conduct of the study, the Government of Mongolia shall take necessary measures:
  - 1-1. to secure the safety of the Japanese study team.
  - 1-2. to permit the members of the Japanese study team to enter, leave and sojourn in Mongolia for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees.
  - 1-3. to exempt the members of the Japanese study team from taxes, duties, fees and any other charges on equipment, machinery and other materials brought into Mongolia for the conduct of the Study.
  - 1-4. to exempt the members of the Japanese 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 Japanese study team for their services in connection with the implementation of the Study.



- 1-5. to provide necessary facilities to the Japanese study team for the remittance as well as utilization of the funds introduced into Mongolia from Japan in connection with the implementation of the Study,
  - 1-6. to secure permission for entry into private properties or restricted areas for the implementation of the Study,
  - 1-7. to secure permission for the Japanese study team to take all data and documents (including photographs and maps) related to the Study out of Mongolia to Japan,
  - 1-8. to provide medical services as needed. Its expenses will be chargeable on the members of the Japanese study team,
  - 1-9. to provide necessary facilities to the Japanese study team for unrestricted re-export of equipment and machinery brought into Mongolia for the conduct of the Study,
  - 1-10. to secure permission to use walkie-talkies and other wireless telecommunications for execution of the field study,
  - 1-11. to provide services of liaison staff, local guides, laborers, drivers, fuel, rent-a-car, etc.
2. The Government of Mongolia shall bear claims, if any arises, against the members 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 members of the Japanese study team.
  3. The Economic and International Cooperation Department, Ministry of Food and Agriculture (hereinafter referred to as "EICD") shall act as counterpart agency to the Japanese study team and also as coordinating body in relation with other governmental and non-governmental organizations concerned for the smooth implementation of the Study.
  4. EICD shall, at its own expense, provide the Japanese study team with the following, in cooperation with other organizations concerned:
    - 4-1. available data and information related to the Study,
    - 4-2. counterpart personnel,
    - 4-3. suitable office space with necessary equipment and furniture in Ulaanbaatar and survey sites, and
    - 4-4. credentials or identification cards.



#### VIII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures.

1. to dispatch, at its own expense, study teams to Mongolia, and
2. to pursue technology transfer to the Mongolian counterpart personnel in the course of the Study.

#### IX. CONSULTATION

JICA and EICD shall consult with each other in respect of any matter that may arise from or in connection with the Study.



TENTATIVE SCHEDULE

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Item																					
Work in Mongolia																					
Work in Japan																					
Phase	← PHASE I →										← PHASE II →										
Reports	Δ IC/R					Δ P/R (1)					Δ IT/R		Δ P/R (2)					Δ DF/R			Δ F/R

(Remarks) IC/R : Inception Report P/R (1) : Progress Report (1)  
 IT/R : Interim Report P/R (2) : Progress Report (2)  
 DF/R : Draft Final Report F/R : Final Report  
 ◎ Comments on DF/R by the Mongolian side

MINUTES OF MEETING  
ON  
SCOPE OF WORK  
FOR  
A STUDY  
ON  
STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN  
MONGOLIA

AGREED UPON  
BETWEEN  
MINISTRY OF FOOD AND AGRICULTURE  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY

ULAANBAATAR, 18 DECEMBER, 1995

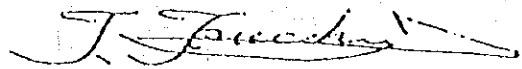


Mr. Dulamsuren DORLIGSUREN

*General Director,*

*Economics and International Cooperation Department,*

*Ministry of Food and Agriculture*



Mr. Tadashi TSUCHIYA

*Leader,*

*Preparatory Study Team,*

*Japan International Cooperation Agency*

The preparatory study team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), and headed by Mr. Tadashi TSUCHIYA, visited Mongolia from December 11 to 19, 1995 for the purpose of discussing and confirming Scope of Work for a Study on Strengthening of Agricultural Cooperatives in Mongolia.

The Team had a series of discussions and exchanged views with the officials concerned of Economics and International Cooperation Department, Ministry of Food and Agriculture (hereinafter referred to as "EICD"), on Scope of Work for the Study. The list of participants in the meetings is attached in the Annex.

As a result of the discussions, EICD and the Team agreed on Scope of Work for the Study.

The following are the main issues discussed and agreed upon by both sides in relation to Scope of Work for the Study.

1. EICD requested that the following equipment necessary for the Study be procured by JICA and the Team promised to convey the request to the JICA headquarter in Tokyo.
  - vehicles with drivers
2. EICD requested counterparts training in Japan. The Team promised to convey the request to the JICA headquarter.

## LIST OF PARTICIPANTS

Ministry of Trade and Industry

Ms. P. Narangua

Head,  
International Trade and Cooperation DepartmentMinistry of Food and Agriculture

Mr. Dulamsuren Dorligsuren

General Director,  
Economics and International Cooperation Department

Mr. Agchbazar Shuilegdamba

Officer  
Economics and International Cooperation DepartmentNational Association of Mongolian Agricultural Cooperators

Mr. Natsagdorjiin Nadmid

President

Mr. Badamyn Gochoodorj

Secretary

The Team

Mr. Tadashi TSUCHIYA

Leader

Mr. Isamu AKIYAMA

Member

Mr. Tomio NODA

Member

Mr. Hiroaki KINOSHITA

Member

Mr. Mika MATSUMURA

Member

Mr. Kenichi MATSUMOTO

Member

Mr. Hanako TANAKA

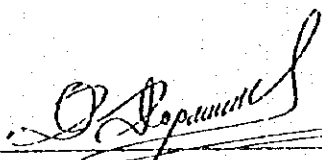
Interpreter

Mr. Kazumasa KONDO

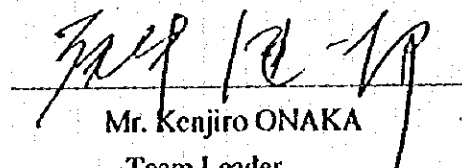
Interpreter

MINUTES OF MEETING  
ON  
INCEPTION REPORT  
FOR  
A STUDY ON STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN MONGOLIA

ULAANBAATAR, APRIL 9, 1996

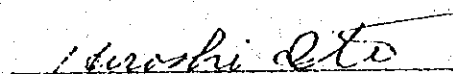


Mr. Dulamsuren DORLIGSUREN  
Chairman  
Policy and Project Department.  
Ministry of Food and Agriculture



Mr. Kenjiro ONAKA  
Team Leader  
JICA Study Team

Witnessed by



Mr. Hiroshi ITO  
Team Leader  
JICA Advisory Team

The meeting on the Inception Report (hereinafter referred to as " Report ") for A Study on Strengthening of Agricultural Cooperatives in Mongolia was held on April 9, 1996 at the conference room of the Ministry of Food and Agriculture. The meeting was chaired by Mr. Dulamsuren DORIGSUREN, Chairman, Policy and Project Department, Ministry of Food and Agriculture. Prior to the explanation of the contents of the Inception Report, Mr. K. Onaka, team leader of JICA Study Team showed sincere thanks to prompt action of assignment of counterparts and office arrangement for the JICA Study Team. Mr. Onaka explained the contents of the Report consisting of background, intended approach and detailed plan of operation of the Study. Mr. H. Osawa, JICA headquarters in Tokyo, made further explanation of general understanding and basic concept for the Study. Discussions were made between the Mongolian side and the Japanese side. The results of the discussions are summarized below:

The results of the discussions

- (1) The Mongolian side agreed in principle the contents of the Report.
- (2) The Study Team requested that the steering committee be set up for the smooth and effective operation of the Study. The steering committee headed by the representative from the Ministry of Food and Agriculture would consist of the representatives of the following organizations:
  - (i) Ministry of Food and Agriculture
  - (ii) National Association of Mongolian Agricultural Cooperators (NAMAC)
  - (iii) Ministry of Finance
  - (iv) Ministry of Trade and Industry
  - (v) Ministry of Infrastructure
  - (vi) National Development Board, and
  - (vii) Agricultural Bank

The Government of Mongolia agreed its setting up.

- (3) It was also agreed that details of the survey and analyses would be discussed and improved, if any, taking into consideration of the actual progress of the Study.
- (4) Noting the drastic changes in the market system after the termination of the socialistic system, the both sides agreed as follows:

- (i) In the marketing study, present situation will be studied throughout the country.
- (ii) By nature of the Study, however, major focus would be put on the present agricultural cooperatives under NAMAC in the master plan study.

*Pa*

*10*

*RS*

List of Participants

April 9, 1996

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Ministry of Food and Agriculture

Mr. Dulamsuren Dorligsuren	Chairman, Policy and Project Department
Mr. Ivirai Hanimbhan	Deputy Chairman, Policy and Project Department
Mr. Natsagdorj Batjargal	Deputy Chairman, Production and Marketing Department
Mr. Tsevegmid Horloobaatar	Chief, Project and Foreign Relation Division
Ms. Sundui Enhbayar	Specialist, Production and Marketing Department
Mr. Choimopog Puntsangsuren	Specialist, Production and Marketing Department
Mr. Radnaabazar Namhai	Specialist, Control division, Production and Marketing Department
Mr. Toshio Mizuguchi	JICA expert

National Association of Mongolian Agricultural Cooperators

Mr. Badam Gochoodorj	Executive Secretary
Mr. Sonom Luvsandorj	Officer
Ms. Janlav Narantsatsralt	Officer

JICA Advisory Team

Mr. Hiroshi Ito	Team Leader
Mr. Hideo Osawa	Coordinator

JICA Study Team

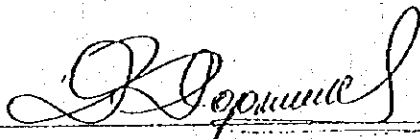
Mr. Kenjiro Onaka	Team Leader
Mr. Kouzo Baba	Macro Economy
Mr. Haruo Tsuchiya	Administration/Institution
Mr. Toshiaki Nagaya	Marketing
Mr. Masashi Shono	Cooperative Business
Mr. Takayoshi Yamazaki	Cooperative Organization
Mr. Naoto Morioka	Agricultural Society
Mr. Hiroshi Yasuda	Processing/Marketing of Livestock Products
Mr. Ba Baolidao	Interpreter
Ms. Chika Yamamoto	Interpreter

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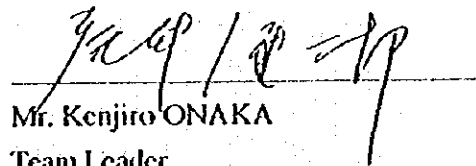


MINUTES OF MEETING  
ON  
PROGRESS REPORT-I  
FOR  
THE STUDY  
ON  
STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN  
MONGOLIA

JUNE 27, 1996  
ULAANBAATAR



Mr. Dulamsuren DORLIGSUREN  
Chairman  
Policy and Project Department  
Ministry of Food and Agriculture



Mr. Kenjiro ONAKA  
Team Leader  
JICA Study Team

The meeting on the Progress Report-I for the Study on Strengthening of Agricultural Cooperatives in Mongolia was held on June 26, 1996 at the meeting room of the Ministry of Food and Agriculture. After the opening of the meeting chaired by Mr. D. Dorligsuren, chairman of Policy and Project Department, Ministry of Food and Agriculture, Mr. K. Onaka, Team Leader of the JICA Study Team, explained the content of the Report consisting of background of the Study, activities, methodology and performance of the Study Team in the First Stage Field Survey. Mr. Onaka also explained that all the results of the survey and studies in this period will be consolidated in the Progress Report-II in order to minimize drastic change and misunderstanding, since the result and recommendation obtained so far are mainly based on the limited data and information which will be supplemented and revised in the Second Stage Field Survey and may be subjected to change. Then, the results were orally presented five major findings as mentioned below:

1. Macro-economic situations for agricultural cooperatives
2. Agriculture and livestock production
3. Marketing system
4. Preliminary assessment of Negdels
5. Present condition of agricultural cooperatives

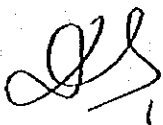
Discussions were made between the Mongolian side and the Japanese side, and the results of the discussions are summarized below;

1. Mongolian side pointed out that the main points of the oral explanation about five main findings mentioned above should have been in the Progress Report-I.
2. Mongolian side requested that the Progress Report-I should have appendices containing data about conditions of the agricultural cooperatives. The Study Team replied to the Mongolian side that these data would be presented in the Progress Report-II
3. Mr. Mizuguchi, JICA expert to the Ministry of Food and Agriculture, asked the JICA Study Team to include the study on the financial situation of major players in the next stage in order to assess the shortage of operation funds. The JICA Study Team answered that such study would be included in the next stage.
4. Mr. Nadmid, chairman of NAMAC, stated that (1) the surveys in this period were conducted by the joint work of the JICA experts and counterparts covering wide area and field, and the content of the Progress Report-I is satisfactory, (2) the Aimag (Prefecture) associations of agricultural cooperatives are formed in 17 in stead of 16 in the explanation, (3) the current major issues on the activities of cooperatives are social



condition of herder household, function of financing and credit, avoidance for orientation to seek profit, and technical services for livestock propagation like artificial insemination.

5. Mr. Lubsandorj, officer of NAMAC, requested the JICA Study Team to obtain the results and recommendation through the close discussion between the both Japanese and Mongolian sides.
6. Mr. Davaadorj, Chairman of the Production and Marketing Department, MoFA, stated that the current study mainly covers the overall agricultural of the country, and requested the JICA Study Team to conduct the study on the agricultural production of the cooperatives in the next stage. The JICA Study Team replied that such studies on the agricultural cooperatives would be conducted.



**Meeting on Progress Report I**  
**List of Participants**

Date: June 26, 1996

**Ministry Food and Agriculture**

Mr. D. Dorligsuren	Chairman of the policy -project department of the MoFA
Mr. G. Davaadorj	Chairman of the production marketing department of the MoFA
Mr. I. Hanimkhan	Deputy Chairman of the policy -project department of the MoFA
Mr. R. Namkhai	Officer of the control division, production and marketing of the MoFA
Mr. G. Khishgee	Officer of the food department of the MoFA
Ms. Ch. Tungalag	Officer of the policy - project department of the MoFA
Mr. C. Puntsagsuren	Officer of the production and marketing department of the MoFA
Mr. D. Chuluunbaatar	Officer of the Production and marketing department of the MoFA
Mr. G. Battomor	Officer of the Production and marketing department of the MoFA
Mr. T. Mizuguchi	Expert of JICA, MoFA

**National Association of Mongolian Agricultural Cooperators**

Mr. B. Gochooxorj	Executive Secretary of the NAMAC
Mr. S. Lubsandorj	Officer of the NAMAC
Ms. J. Narantsatsral	Officer of the NAMAC

**Member of Steering Committee**

Mr. N. Nadmid	President of the NAMAC
Mr. N. Tsagaach	Officer of technology and investment policy department of the NDB
Ms. D. Ojunsuren	Officer of the small, middle enterprises dept. of the Ministry of Trade and Industry

**JICA study team**

Mr. K. Onaka	Team Leader
Mr. T. Nagaya	Marketing Expert
Mr. M. Shono	Expert for Cooperative business
Mr. N. Morioka	Expert for Agricultural Nomadic Society
Mr. H. Yasuda	Marketing Expert
Mr. Y. Tsuda	Agronomist
Ms. A. Ueno	Livestock Expert
Mr. Ba. Baolidao	Interpreter
Ms. C. Yamamoto	Interpreter
Mr. S. Itaya	Assistant



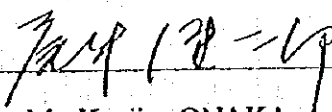
MINUTES OF MEETING  
ON  
PROGRESS REPORT-2  
FOR  
THE STUDY  
ON  
STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN  
MONGOLIA

ULAANBAATAR, DECEMBER 12, 1996



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Mr. Gochogiin DAVAADORJ  
Chairman  
Agricultural Department,  
Ministry of Agriculture and Industry



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Mr. Kenjiro ONAKA  
Team Leader  
JICA Study Team

The meeting on the Progress Report-2 (hereinafter referred to as " Report ") for the Study on Strengthening of Agricultural Cooperatives in Mongolia was held on December 12, 1996 at the conference room of the Ministry of Agriculture and Industry. The meeting was chaired by Mr. G. DAVAADORJ, Chairman, Agricultural Department, Ministry of Agriculture and Industry. Mr. K. Onaka, the team leader of JICA Study Team explained the contents of the Report. Discussions were made between the Mongolian side and the Japanese side. The results of the discussions are summarized below:

- (1) The Mongolian side accepted in principle the contents of the Report.
- (2) The Mongolian side requested that the the Government document would be reflected in the framework of the Master Plan to be formulated in the Interim Report in order to implement the plans smoothly, since the Government document provides the basic development direction of agricultural cooperatives in Mongolia. The JICA Study Team replied that the framework will be referred to the Government document as much as possible in preparation of the framework of the Master Plan.
- (3) The JICA Study Team requested the Mongolian side to organize the Steering Committee for smooth and effective operation of the Study.
- (4) The Mongolian side asked the JICA Study Team about the situation of the Private Herders Association. The JICA Study Team answered that the general information has been collected so far, and more detailed information on the organization and members would be collected during the field survey in the Phase-II in June 1997.

List of Participants

December 12, 1996

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Ministry of Agriculture and Industry

Mr. G. Davaadorj	Chairman of Agricultural Department
Mr. Kh. Maam	Chief of Cooperation and Legislation Division
Ms. Sh. Enkhbayar	Officer of Food Industry Department
Ms. S. Enkhbayar	Officer of Food Industry Department
Ms. Ch. Tungalag	Officer of Economy and Information Division
Mr. H. Ochirhuyag	Officer of Cooperation and Legislation division
Ms. B. Zolzaya	Officer of Cooperation and Legislation division
Mr. T. Mizuguchi	JICA Expert to the Ministry of Agriculture and Industry

Foreign Aid Coordination Unit of Cabinet

Mr. T. Tsevegдорж	Officer in charge of Japan
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Ministry of External Relations

Mr. N. Nishihata	Advisor to Ministry of External Relations
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JICA JOCV Office

Mr. T. Siromizu	JOCV, Mongolia office
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National Association of Mongolian Agricultural Cooperators

Mr. N. Nadmid	President of NAMAC
Mr. B. Gochoodorj	Executive Secretary of NAMAC
Mr. S. Luvsandorj	Officer
Ms. J. Narantsatsralt	Officer

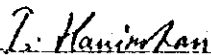
JICA Study Team

Mr. K. Onaka	Team Leader
Mr. T. Yamazaki	Cooperative Organization
Mr. T. Nagaya	Marketing
Mr. N. Morioka	Agricultural Society
Mr. B. Baolidao	Interpreter
Ms. C. Yamamoto	Interpreter
Mr. B. Amartuvshin	Interpreter

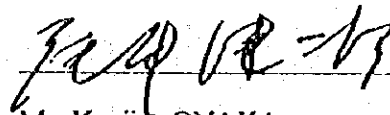
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MINUTES OF MEETING  
ON  
INTERIM REPORT  
FOR  
THE STUDY  
ON  
STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN  
MONGOLIA

ULAANBAATAR, JUNE 16, 1997



Mr. Ivirai HANIMIHAN  
Deputy Director  
Sectoral Policy Regulation Department  
Ministry of Agriculture and Industry



Mr. Kenjiro ONAKA  
Team Leader  
JICA Study Team



Witnessed by  
Mr. Tomio NODA  
Team Leader  
JICA Advisory Team



The meeting on the Interim Report (hereinafter referred to as " Report ") for the Study on Strengthening of Agricultural Cooperatives in Mongolia was held on June 14, 1997 at the conference room of the Ministry of Agriculture and Industry. The meeting was chaired by Mr. Baglatyn ZARIKKAN, State Secretary, Ministry of Agriculture and Industry. Mr. K. Onaka, the team leader of JICA Study Team explained the contents of the Report. Discussions were made between the Mongolian side and the Japanese side. The results of the discussions are summarized below:

- (1) The Mongolian side accepted in principle the contents of the Report.
- (2) The Mongolian side requested that figures in the Report will be confirmed in this Phase-II study period and finalized in the draft final report. The JICA Study Team agreed on this matter.
- (3) The model agricultural cooperatives will be selected through mutual understanding made between Ministry of Agriculture and Industry and the JICA Study Team.

*J. Hamada*

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List of Participants

June 14, 1997

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Ministry of Agriculture and Industry

Mr. B. Zarikkan	State Secretary
Mr. I. Hanimhan	Deputy Director, Sectoral Policy Regulation Department
Mr. B. Bynie	Head of Food and Agriculture Office, Strategic Planning and Policy Department
Mr. A. Dorjpalam	Head of Industry and Trade Office, Strategic Planning and Policy Department
Ms. B. Zolzaya	Officer of State Administration Regulation Department
Mr. T. Mizuguchi	JICA Expert to the Ministry of Agriculture and Industry

National Association of Mongolian Agricultural Cooperators

Mr. N. Nadmid	President of NAMAC
Mr. B. Gochoodorj	Executive Secretary of NAMAC
Ms. J. Narantsatsralt	Officer
Mr. S. Luvsandorj	Advisor

JICA Advisory Team

Mr. T. Noda	Leader
Mr. I. Akiyama	Member (Cooperative Organization)
Mr. A. Suzuki	Coordinator

JICA Study Team

Mr. K. Onaka	Team Leader
Mr. T. Nagaya	Marketing Expert
Mr. N. Morioka	Agricultural Society Expert
Mr. B. Baolidao	Interpreter

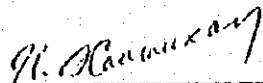
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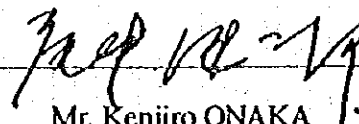
MINUTES OF MEETING  
ON  
SELECTION OF THE MODEL AGRICULTURAL COOPERATIVES  
FOR  
THE STUDY  
ON  
STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN  
MONGOLIA

JULY 2, 1997



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Mr. Ivirai HANIMHAN  
Deputy Director  
Sectoral Policy Regulation Department  
Ministry of Agriculture and Industry



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Mr. Kenjiro ONAKA  
Team Leader  
JICA Study Team

The meeting on selection of the model agricultural cooperatives for the Study on Strengthening of Agricultural Cooperatives in Mongolia was held on July 2, 1997 at the conference room of the Ministry of Agriculture and Industry. The meeting was chaired by Mr. I.Hanimhan, chief counterpart, Ministry of Agriculture and Industry. Mr. K. Onaka, the team leader of JICA Study Team explained how to select the model agricultural cooperatives and decide them based on the attached report that was prepared by the JICA Study Team. Discussions were made between the Mongolian side and the Japanese side. The results of the discussions are summarized below:

- (1) The Mongolian side accepted the methodology of selection of the model agricultural cooperatives and the selected eight agricultural cooperatives that the JICA Study Team proposed.
- (2) The Mongolian side requested that the agricultural cooperatives belonged to the Independent Herder's Association be investigated and several agricultural cooperatives would be selected as the model agricultural cooperatives. The JICA Study Team agreed that two agricultural cooperatives in the Independent Herder's Association would be selected as the model agricultural cooperatives.

*U. Namjiv*

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List of Participants

July 02, 1997

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Ministry of Agriculture and Industry

Mr. I. Hanimhan	Deputy Director, Sectoral Policy Regulation Department
Ms. S. Enhbayar	Specialist, Sectoral Policy Regulation Department
Ms. Ch. Tungalag	Specialist, Strategic Planning and Unified Policy Department
Mr. T. Mizuguchi	JICA Expert to the Ministry of Agriculture and Industry

National Association of Mongolian Agricultural Cooperators

Ms. J. Narantsatsralt	Officer
Mr. S. Luvsandorj	Advisor

JICA Study Team

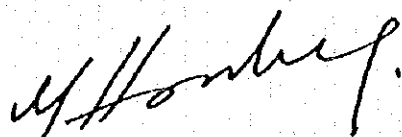
Mr. K. Onaka	Team Leader
Mr. T. Nagaya	Marketing
Mr. N. Morioka	Agricultural Society
Mr. T. Yamazaki	Cooperative Organization
Mr. J. Morioka	Structural Engineer
Mr. H. Tsuchiya	Institution
Mr. M. Shono	Cooperative Business
Mr. H. Yasuda	Marketing for Agro-Processing
Mr. B. Baolidao	Interpreter

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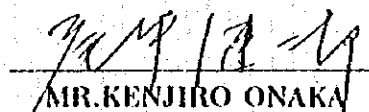
*U. Khamray*

MINUTES OF MEETING  
ON  
DRAFT FINAL REPORT  
FOR  
A STUDY ON STRENGTHENING OF AGRICULTURAL COOPERATIVES  
IN MONGOLIA

ULANBAATAR , OCTOBER 23 , 1997

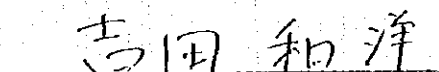


MR.L.NYAMSAMBUU  
MINISTER  
MINISTRY OF AGRICULTURE  
AND INDUSTRY



MR.KENJIRO ONAKA  
TEAM LEADER  
JICA STUDY TEAM

Witnessed  
by



MR.KAZUHIRO YOSHIIDA  
COORDINATOR  
JICA ADVISORY TEAM

The Meeting on the Draft Final Report ( hereafter referred to as "Report" ) for a Study on Strengthening of Agricultural Cooperatives in Mongolia was held on 20 October , 1997 at the Conference room of the Ministry of Agriculture and Industry.

The Meeting was chaired by Mr.D.Buuveibaatar, Chairman, Administrative Department, Ministry of Agriculture and Industry. The list of the participants is attached as annex. On his opening of the meeting, the Chairman expressed his thanks to the continued support of JICA, particularly on agricultural development in Mongolia.

Mr.K.Yoshida, on behalf of the JICA Advisory Team , while expressing appreciation for the effort made by both parties, briefed on the background and proceeding of the study. Mr.Onaka, JICA Study team leader, extended his sincere thanks to the cooperation and assistance given to the team by the people of the Ministry, NAMAC and other related agencies. Based on the Draft Final Report, twenty ( 20) copies of which had been submitted in advance on 17 October 1997, Mr.Onaka explained the contents of the Report consisting of Present conditions, Formulation of the Master Plan, Action Plans and Recommendations.

Discussions were made in a most cordial atmosphere between the Mongolian and Japanese sides. The results of the discussions are summarized below:

The results of the discussions

- (1) The Mongolian side agreed in principle to the contents of the Report.
- (2) The Study Team strongly emphasized the need of the responsible Department/Division to be officially decided for the sound development of the agricultural cooperatives in the country.  
The Mongolian side noted the above and stated that the due consideration is now being made by the Ministry on this issue.
- (3) The detailed review on the Report will be made by the Mongolian side and the comments will be sent, if any, to JICA Mongolia Office by November 20, 1997.
- (4) The Mongolian side agreed that the Final Report would be available to any persons who have interest in the Study results.

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**LIST OF PARTICIPANTS OF THE EXPLANATION AND  
DISCUSSION MEETING ON THE DRAFT FINAL REPORT**

**Date: 20 Oct.1997,**

**Place: Conference room Ministry of  
Agriculture and Industry**

**I. Ministry of Agriculture and Industry**

- |                      |  |
|----------------------|--|
| 1. Mr.D.Buuveibaatar | Chairman of Administration Department                            |
| 2. Mr.B.Bilegt       | Chairman of Sectoral Policy Regulation<br>Department             |
| 3. Ms. Sh.Enkhbayar  | Chairman of Information, Monitoring and<br>Evaluation Department |
| 4. Mr.Hanimhan       | Deputy Chairman of Sectoral Policy<br>Regulation Department      |
| 5. Mr.Dorjpalam      | Head of Industry and Trade Team                                  |
| 6. Mr.Bynie          | Head of Food and Agriculture Team                                |
| 7. Mr.Munkhbaatar    | Minister's adviser   |
| 8. Mr.Davaadorj      | Senior officer, Sectoral Policy<br>Regulation Department         |
| 9. Mr.Puntsagsuren   | Officer, Sectoral Policy Regulation<br>Department                |

**II. NAMAC**

- |                     |                     |
|---------------------|---------------------|
| 1. Mr.Luvsandorj    | Consultant          |
| 2. Mr.Gochoodorj    | Executive secretary |
| 3. Ms.Narantsatsral | Officer             |
| 4. Ms.Munkhzul      | Officer             |

**III. JICA advisory team:**

- |               |             |
|---------------|-------------|
| 1. Mr.Yoshida | Coordinator |
|---------------|-------------|

**IV. JICA Expert**

- |                  |        |
|------------------|--------|
| 1. Mr. Mizuguchi | Expert |
|------------------|--------|

**V. JICA study team**

- |                   |                      |
|-------------------|----------------------|
| 1. Mr.K.Onaka     | Team leader          |
| 2. Mr. H.Tsuchiya | Institutional expert |
| 3. Mr.T.Nagaya    | Marketing expert     |
| 4. Mr.Baolidao    | Interpreter          |

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JICA