

Appendix-IV

Cooperatives

APPENDIX IV COOPERATIVES

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APPENDIX IV

COOPERATIVES

1 HISTORICAL BACKGROUND OF AGRICULTURAL COOPERATIVES

1.1 The Background of the Formation of Negdel

While agricultural cultivation has introduced in a form of state-farms with about one percent of the national land, Mongolia is historically an agrarian economy characterized by nomadic and seminomadic extensive livestock production systems. The vastness of the country's pasture land, its climate and its limited population naturally favor livestock production, in particular extensive pastoral livestock raising. Livestock production provides the majority of rural employment opportunities.

From time immemorial Mongols inhabitants were engaged in hunting at first and later shifted to animal husbandry as their main occupation in life. They lived independently in a nomadic way of life and herded five different species of animals with the ownership of animals. This form of social life for the herders had changed slowly. At the end of 19th and beginning of 20th century, these herders formed a "Khot ail", whereby two to three families move, live and work together as an autonomous cooperating herd management unit. The main function of the Khot ail is to make efficient use of scarce labor by capturing economies of scale through cooperative herd management, and also to function as a small community in order to overcome harsh climate and living requirements. Thus, the Khot ail system can be consider as a basis of modern Mongolian cooperatives.

On the other hand, the modern cooperative movement in Mongol was firstly come forth in a form of consumer's cooperative after the people's revolution in 1921. These cooperatives were founded by raising funds voluntarily, and purchased livestock produce and sold consumer's goods. In the end of 1920s manufacturing cooperatives were also organized on a voluntary basis. Both of these cooperatives existed until 1958 (the former) and to 1972 (the latter), respectively, when these cooperatives forced to joined with state trade organization. In parallel with such cooperatives movement, primitive agricultural cooperatives were born in livestock sector named as "Nokhonlol" (partnership) under the private ownership of livestock. Nokhonlol had almost same function as the Khot ail, and was more systematic and large in scale. During the end of 1920's and the beginning of 1930's where Nokhoklol's system had not fully penetrated into herds' communities, the Government introduced a new compulsory collectivize policy to collectivize labor force and livestock, and to organize agricultural cooperatives named as a "Negdel". This compulsory collectivization had hard consequences because that the Negdel were organized only about 33% of a total population of herdsmen at the end of 1931. Furthermore, almost of them were poor and vulnerable ones in terms of livestock activities. Affluent herdsmen in general were reluctant to participate in Negdels, and prefer to kill their livestock to protest against the compulsory collectivization policy. Thus, the Government's policy had resulted in failure.

In 1932 the Government abolished the compulsory collectivization policy. However, since the Government's fundamental policy had directed to the acceleration of Joint work and collectivization under the socialism country, the Government laid down a model Standard Rule on People's Production Negdel in 1942, and provided the Negdels some preferential

measures in terms of taxation and procurement for facilitating the collectivization of nomadic and seminomadic livestock. Under such circumstances, the number of Negdels increased in from one in 1935 to 183 in 1954, and the number of herdsmen joined to and livestock communized in 1954 were 15,400 and 922,700, respectively. Up to 1955, the Government's main objective for encouraging the establishment of Negdels, however, was rather to popularize the ideology of joint work and management than to execute collectivization. Therefore, individual private livestock management still accounted for large share of livestock production system in Mongolia.

Since the existing Standard Rules of the Negdel established in 1942 had been out of date, a revised Standard Rules was adopted in the First general meeting of cooperators sponsored by the Government in March of 1955. On that occasion, the name of Negdel also decided to be renamed "Agricultural Negdel". The main issues stipulated in the Standard Rules are summarized as follows:

- (a) Introducing a socialism principle (work according to one's ability and receive according to one's work volume);
- (b) Introducing the collectivization on all production measures including livestock;
- (c) Setting up permanent brigades as a fundamental working unit;
- (d) Setting up founds;
- (e) Deciding a eligibility for Negdel not so much the head of a family as an individual over 16 years old;
- (f) Using a working day for the conversion unit of work volume, and for the criteria of benefit's allocation; Minimum working days should be not less than 75 days per year; and
- (g) Setting up a ceiling for the ownership of livestock: 100 heads/house in Khangai area, and 150 heads/house in Gobi desert area.

In addition, the new requirements for membership excluded such persons as; (i) non-workers, (ii) speculators, (iii) non-electorates, etc.

Under the circumstances mentioned above, the Mongolian People's Revolutionary Party decided to introduce a full-scale collectivization policy of livestock at its 13th Session held on 1958. While the collectivization of agricultural sector had been a fundamental and coherent policy of the Party, the major motive why the Government finally took action for the collectivization of livestock are considered to be as follows:

- (a) Cooperative's movement reached at a certain level which make the collectivization possible;
- (b) The Government was requested to take effective measures for supplying agricultural products in compliance with the increment of demand on agricultural produce; and
- (c) The Government was encouraged to strengthen socialism policy because that some Asian and eastern European socialist countries had successfully implemented collectivization in agricultural sector.

On the basis of the decision mentioned above, the Government introduced a bunch of policy for accelerating the collectivization and strengthening of Negdels. These included; (i)

encouragement of agricultural cultivation and effective land use, (ii) assistance for domiciliation, (iii) arrangement for accountancy, (iv) education of workers, and (v) measurement for financial retrenchment. As the result, the collectivization policy was fulfilled to 1959, and the number of Negdels accounted for 389 in which had consolidated 99.3% of Mongolian herdsmen and 73.7% of livestock in the December of that year. On average, each Negdel had 43,000 heads of livestock (a total number of livestock including private ownership was 59,000 heads), 475 management units organized, 1,161 members, and 1,868 of people.

Thus, Mongolian People's Republic established the socialistic production system within the national economy under the new constitution enacted in 1959.

1.2 Development of Negdels

The establishment of Negdels in livestock sector could increase the production output and effectiveness and positively solve social demands of herdsmen. Since 1960 the economic and financial indices of Negdels were improved annually due mainly to the Government policy for strengthening of the physical and technical foundation of production as well as the governmental assistance particularly in terms of credit and technical and financial guidance for Negdels. Thus, Negdels gradually enlarged their scale, and accumulated their production measures coupled with the fact that State Livestock Mechanization Centers were transferred into Negdels during the period of 1961 to 1969. In the period of this time, integration amongst Negdels, and brigades developed.

The nomadic management style has also changed because that Negdels constructed fixed large cattle sheds and wells, provided mowing machinery, and secured fodder in nomad's winter camps for protecting and feeding livestock during harsh winter to spring season. These enabled herdsmen to carry out their systematic nomadism within a rather small sphere and to reside semi permanently at their winter camps.

During the period, an Union of Agricultural Collective Farms (UASF) was founded by the Government's decision to protect the rights and interests of cooperators in 1967.

1.2.1 Production System of Negdel

In 1963, production system consists of brigade, kheseg and suur was adopted as a Negdel's basic production system in order to rationalize Negdel's production while such system had generated spontaneously in some Negdels. Negdels were usually composed of 3 to 5 brigades on average.

The production system of Negdels is summarized as follows:

Brigade is an economic production unit under the Negdel or the state farm, comprising a number of smaller units known as suurs for livestock production. About 50 to 100 households form the brigade. Brigades take over their khesags and suurs, and have a role to achieve the targets instructed through the Government. The most important work for brigades is to allot production and marketing to each khesag and suur, and to supervise their works.

Khesag is a "team" in which make equalization possible on the allocation of both pasture land and labor force. A khesag typically comprises of 20 to 50 households, consisted of 6 to 10 suurs in case of raising small livestock, and 3 to 5 suurs raising big livestock. Khesags also implement a big construction work for the Negdel which is difficult for suur to implement

Suur is the basic herding unit of the Negdel and usually comprise two or three families who are often related. A suur essentially belongs to the livestock sector, where groups of herdsmen and their families move together through the cycle of the seasons and all members of the family take part in the work. Pasture land is allotted to the suur by the brigade. Suurs engage in grazing, rearing, milking, and harvesting of hides, and delivers livestock produce to the brigade. A typical sheep suur might have had stock of 350 breeding ewes, a cattle suur stock of 85 cows, plus lambs and rams, and calves and bulls, respectively. Suurs reported to the manager of the brigade.

1.2.2 Function of Negdel

Since 1960's, Negdels enjoyed various governmental support, and changed their character as a bureaucratic livestock production agency under the control of the Government. The system of direction and supervision between the nation and Negdels was as follows:

Preparation of national agricultural production plan

The National Council of Planning and Economy prepares a national agricultural development plan consisted of both livestock and agriculture sectors taking the national economic situation, agricultural demand and regional agricultural resources into consideration, and transmits it to Ministry of Agriculture, Food and Industry, and Aimags (provinces) for their consideration as shown in Fig. IV-1.1. After receiving the plan, each aimag (Administrative and Managing Board: Aimag's Board) prepares his own plan based on the respective conditions of state farms and Negdels in his territories, and transmit to the state farms, the fodder production farms and the Negdels. Each state farm management bureau, fodder production farm management bureau and Negdel's council drafts their plans whose production targets are usually over the ones indicated by the Aimag's Board, and back them to Aimag's Board. Then, Aimag's Board compiles them into an Aimag's Production Plan which covers all state farms and Negdels within the jurisdiction, and transmits to the National Council of Planning and Economy with his comment. The plan is enacted as a formal national plan after examination of both the Ministerial meeting of the Central Office of People's Revolutionary Party and the Council of People's Commissar.

Preparation of a Negdel's production plan

Each Negdel prepares his own production and management plan under due consideration of the national plan, and manages his activities under the plan. The plan will be categorized as follows:

- (a) Long term plan: setting up a targets realized through long period of time;
- (b) Annual plan: giving to brigade, khesag and suur as a guideline of production and financial targets for each unit; and
- (c) Short term plan: setting up seasonal production plans in terms of breeding, delivery, grazing, harvesting, etc.,.

1.3 Collapse of Negdels

During the twenty years from 1960 to 1980, almost all other organizations related to directly or in directly agricultural and livestock production, particularly engaging in transportation and procurement of agricultural machinery and inputs, were incorporated into state-enterprises or state administrative agencies. Furthermore, consumers' cooperatives and manufacturing cooperatives were also incorporated into the state-enterprises in 1958 and in

1971, respectively. The results are that; many small factories operated in either aimags or som were obliged to close; essential goods for herdsman could not support themselves in rural areas except agricultural produce; and industrial opportunities germinated in the local areas declined. Since state-enterprises were dominated over the country, Negdels were faced with difficulties to negotiate and contract with them on an equal footing. Thus, the autonomous character of the Negdels as a cooperative was severely confined.

At the same time, Negdels in itself were also incorporated into the state administrative structure, and became not so much a cooperative for achieving nomads' needs as a agency for controlling livestock production and supplying raw material to state-enterprises. Moreover, Negdels had some internal difficulties of losing the people's will to work resulted from applying the principle of equality to the negdel's members uniformly.

These problems brought serious stagnation of livestock production in the mid-1980's. The Mongolian People's Revolutionary Party concluded that the stagnation was caused not so much poor weather as poor operation and management of Negdels. On the basis of the conclusion, the Government launched two fundamental policies aiming at the improvement of livestock production in 1987; one was related with the improvement of social infrastructure such as farm worker's dwellings, telecommunication, and services for living, and other was related to the operation and management of Negdels including the introduction of contract or lease base production systems and the modest easing of restrictions on private hard ownership.

The policies stated above, however, were left unfinished due to the drastic change of political and economic structure in Mongolia.

1.4 Re-Organization of Negdels based on the Cooperative's Law

1.4.1 Moving to the Market-Oriented Economy

Since 1986, the government took steps to reduce the role of central planning in resources allocation. The new Government that came to power in October 1990 has abolished the State Planning Commission, and constituted the Ministry of National Development whose role is limited to formulating development policies. The focus has sifted from the achievement of physical targets to policy reforms and restructuring of the economy based on market oriented system. The centerpiece of the Government's economic reform program has been privatization of state-owned assets. The privatization program has initiated since 1991 with the promulgation of the Law on privatization of state ownership and a number of the related laws for providing an enabling legislative framework.

Mongolia's privatization was implemented through free distribution of vouchers that will be used in bidding for publicly owned assets. It had two distinct components: (i) small privatization, which includes small businesses such as shops, restaurants, retail outlets and movable assets, all agricultural assets, livestock, and others; and (ii) the privatization of large state-owned enterprises and partial privatization of further firms. Each citizen born prior to 31 May 1991 was allocated Tug 10,000 worth of vouchers in the form of three red vouchers with a nominal value of Tug 1,000 each, which were tradable and for the purchase of small assets, and one blue voucher with a nominal face value of Tug 7,000, which was not tradable, for the purchase of big assets. Vouchers were given free of charge to families whose monthly income averaged less than Tug 200 per person, while all other families were required to pay a flat nominal fee.

Small properties like shops, restaurants, retail outlets were sold mostly at auctions, arranged by local authorities under guidelines prepared by the Privatization commission, with no reserve prices. At the same time, agricultural assets were distributed to farmers, and most of the country's livestock was offered for sale to herdsman. Each farmer received a plot of

land from his state farm or cooperative, and herdsmen received a share of the livestock held by their cooperatives in exchange for surrendering all of their red and blue vouchers to local privatization committees.

In early 1992, the sale of shares in large state enterprises began, namely in the agricultural, construction, transportation, and trading sectors.

The Government's privatization of about 45 percent of State-owned assets has been virtually completed through the voucher-based scheme. By early 1994, almost all livestock, 2,440 small businesses, 297 agricultural cooperatives and State farms, and 500 non-agricultural medium and large enterprises had been privatized.

Privatization in agriculture resulted in a strong positive supply response. Reflecting higher market-related prices for their output and payment in cash rather than in the form of limited, inferior-quality goods previously provided by middlemen, herdsmen increased their herds from 25 million heads in 1991 to a historical high of 27 million in 1994. The quality of animals improved substantially because of better management and more careful breeding. There was also a shift of production from sheep to goats in reaction to the rise in world prices for cashmere. Furthermore, farmers started to grow fruit and vegetables, especially in the provinces close to the national capital, whereas wheat acreage was reduced in less productive regions.

1.4.2 Establishment of Economic Entities under the Economic Entities' Law

In parallel with the fulfillment of privatization policy mentioned above, the Law of Economic Entities were enacted in 1991. Under the Economic entities Law, by the end of 1991 all enterprises (including state enterprises and Negdels) should convert to one of three modes of ownership: (i) sole individual proprietorship; (ii) horshoo (cooperatives); or (iii) companies. Furthermore, the cooperatives divided into (i) an unlimited cooperative (cooperatives*), and (ii) a limited cooperative (Ltd. cooperative*), and the companies also divided into (i) a limited company whose capital is not less than Tug. 500,000 (holding company*), and (ii) a corporation whose capital is not less than Tug. 5,000,000 (Co., Ltd.*). As of July 1, 1994, a total number of economic entities in Mongolia is 22,626, and is categorized as follows:

(* are the titles of legal status using in the Mongolian Economy and Society in 1944)

Total	Cooperative&partnership			Company			
	Individual Coop.	Ltd. coop	Holder Co.	Co., Ltd	State Co.	Others	
22,626	15,482	573	1,965	505	3,008	1,019	74

Source: Mongolian Economy and Society in 1994, State Statistical Office of Mongolia

Negdels were disbanded in the wake of the privatization of agricultural and livestock production, and most of the farm animals became privately owned. The Som's Negdels were more or less reorganized into the following organizations:

- (a) An organization established newly under the Economic Entities' Law as either a cooperative or a company. However, it is virtually followed the former Negdel.
- (b) An organization called horshoo which mainly engaged in nomads to produce livestock produce; horshoo which produces vegetables and potatoes; and two service companies which purchase and transport agricultural and livestock productions as well as sell daily necessities.

It is assumed that qualitative changes in organizational forms among different Negdels varied greatly depending on the types of assets privatized or on the way those assets were utilized.

Under the completion of privatization program, the number of individual agricultural management units has been increased due to the dissolution of Negdels and the division and privatization of state farms. As shown in the following table, the nation had a total of 66,000 households operated by nomads, and 128,000 nomads engaged in nomadism in 1988, but the respective figures increased sharply to 167,000 households and 377,000 nomads in 1994.

**Numbers of Nomadic Households,
Population and Age Composition of Nomads**

Items	1988	1989	1990	1991	1992	1993	1994	1994/1988
Household	66,323	68,963	74,710	14,9381	143,440	153,647	167,260	2.52
Population	127,557	135,420	147,508	244,973	330,076	347,921	377,148	2.96
Age 16-35	50.6	51.0	55.7	56.5	52.9	53.7	54.3	1.0
36-55	45.5	45.0	40.3	31.2	29.4	27.6	28.2	0.62
56-	3.9	4.0	4.0	12.3	17.7	18.7	17.5	4.49

Source: Mongolian Economy and Society in 1994, State Statistical Office of Mongolia

(c) Reorganization to agricultural cooperatives

In the middle of 1995, the Law of Mongolia on Cooperatives and the Law of Partnership and Company have been established with the abolition of the Law of Economic Entities on May 1995. Both laws have requested that the existing cooperatives and companies established under the Economic Entities Law should be re-registered by the May first on 1996 under either the cooperative law or the company law. Since the registration period was one year, it was postponed to the end of August, 1996. All the existing economic entities were registered.

The Cooperatives Law has been reflected to general international concepts and principles of cooperative as shown in the followings.

(a) Objective

- the cooperatives shall pursue the purpose of increasing incomes of its members and ensuring their common economic interests and needs.

(b) Organization:

- the cooperative shall be established on a voluntary basis, its members shall have the right to join or withdraw from its membership freely.
- every member shall have the right to participate on equal grounds in the management and control of the activities of the cooperative.
- members shall participate in the operation of the cooperative by investing capital and contributing their share to the work.

(c) Allocation of profits

- profit gained shall be distributed among the members on equally fair terms.

(d) Duties of members

- members shall undertake to abide by a Standard Rule, and to carry out their obligations undertaken to the cooperative.

1.5 Evaluation on the Performance of Negdels

Based on the results of the study of historical background of the agricultural cooperatives, assessment to the Negdels are summarized below:

- (a) The collectivization of all production means was established under the socialist production organization of the Negdels which formed Brigades and Suur production units. Under such establishment of organization, Negdels could manage the large scaled farms with the highest potential of production. After collectivization, the productive means were controlled intensively and centrally. Such management realized strengthening of technology of production and increasing productivity, which contributed to meet demand of foodstuff of the people in the country effectively. On the contrary, however, the strict management and bureaucracy for the production enforced huge norm of production on people
- (b) Owing to the establishment of cooperative ownership in the agricultural and livestock production, the productive means became so intensive and efficient beyond a level of the means that the private entities were expected.
- (c) Due to strengthening technique and farm input supply system in the livestock production, the traditional nomadic system for livestock production was largely changed. Permanent livestock house facilities were constructed in the places where herders lived in the winter and spring seasons and prevented livestock from severe coldness. Furthermore, supply of fodder was secured in the Negdel period. The raising of livestock became orderly and scientific. At present, raising system of livestock had changed from nomadic style to orderly semi-settling down nomadic style.
- (d) Negdels played an important role in not only strict intensive control of production but also provision of services such as education, culture and social welfare to the local herders.

On the other hand, there were some demerits about Negdels as follows:

- (a) The livestock raising management was specialized and nomadic/daily work was simplified so that a small group of herders could raise a lot of livestock. However, there occurred labour shortage in the busy farming season such as milking and a delivery of livestock. This means that mutual traditional assistant organization such as "Khot ail" was abolished.
- (b) There was opinion that a symbiotic relationship among the main livestock of horses, sheep, cattle, goats and camels was collapsed.
- (c) Organization of Negdels became so large and too bureaucratic in 1980's that planning and management of raising livestock by reflecting herders's opinion could not be performed. Separation of ownership, production and management of livestock made herders disincentive in production of livestock.

2. AGRICULTURAL COOPERATIVES

2.1 General

The present organization of agricultural cooperatives in Mongolia formally consists of three-tier system as shown in the following Figures:

Level (No.)	Name of Organization (No.)	
National (1)	National Association of Mongolian Agricultural Cooperators (NAMAC: 1)	National Agricultural Union Company (NAUC:1)
Aimag (21)	Aimag Association of agricultural Cooperatives (AAAC) (17)	Aimag NAUC (17)
Som (358)	Som agricultural cooperatives (252)	

Note: The figures in parenthesis are a number of organizations at each level in 1996.

The administrative structure in Mongolia consists of 21 administrative-territorial units, named aimags (prefectures), each with a aimag's capital and a local government headed by an aimag governor. Each aimag is divided into som (local government areas: districts). In general, administrative area of som is rather small than that of Japanese prefecture on average. There are 358 som, each of which is divided into bags consisting of 50 to 350 families each.

The systematic organization of agricultural cooperatives consists of three levels: unit agricultural cooperatives in som, association of agricultural cooperative in aimag (hereinafter called as AAAC), and national association of agricultural cooperative in Mongolia (hereinafter called as NAMAC). A total number of unit agricultural cooperatives are 252. And 17 AAAC, and one national association of agricultural cooperative exist, respectively, at the end of 1995.

Apart from the above, the NAMAC and AAAC both have established companies with private share capital from each member cooperative to carry out economic activities such as agricultural purchasing and sale, etc. since they are prohibited to execute any economic activities.

2.1.1 Unit Cooperative

- Function of Negdels at som

Under the central planned economy, Negdel functioned to provide not only production of livestock but also a social, economical and cultural center of the community with the headquarters of Negdel. In som, there are many facilities constructed by either the Government or the Negdel. These major facilities are shown in the below table. In case of the Government facilities, those facilities are basically operated by som offices, but a part of their working expenses are shared with Negdel.

Name of facilities	Proprietor	Remarks
Hospital	State	a part of delivery expenses shared with a Negdel.
School	State	a part of expenses for a boarding house shared with a Negdel; Maintenance expenditure for a branch school shared with a Negdel.
Kindergarten	State	
Telecommunication	State	Delivering letters from a center of som to villagers is implemented as Negdel's works.
Veterinary hospital	State	Some Negdels have own facilities independently.
Grocery Shop	State	
Power Plant	Negdel	
Cultural facilities	Negdel	
Bath house	Negdel	
Logging house	Negdel	
Restaurant	Negdel	

(In addition to the above, meeting houses were constructed at every brigade and suur.)

2.1.2 Organization and Activities of Agricultural Cooperatives

Negdels were disorganized with the implementation of privatization under the Law on Privatization of National Assets. The current agricultural organizations which have been constituted either cooperatives or companies under the Law of Economic Entities enforced on the May of 1991, were reorganized principally centered on the Negdel's common property divided among old members under privatization. When an old member shared common properties does not want to join in a new organization, adjustment was made by cash payment. In the middle of 1995, the Law on Cooperatives and the Law of Partnership and Company were issued with the abolition of the Law of Economic Entities. Both laws have requested that the existing cooperatives and companies established under the economic entities law should be re-registered by the May first on 1996 under either the cooperative law or the partnership and company law.

2.2 National Association of Mongolian Agricultural Cooperators (NAMAC) and Aimag Association of Agricultural Cooperators (AAAC)

2.2.1 Background

National Union of Negdels (NUN), the predecessor of the present National Association of Mongolian Agricultural Cooperators (NAMAC), was firstly established with 255 affiliated Negdels, 17 internal production facilities units, and 19 sub-internal-Negdels, under the decision of Mongolian government in 1967.

After shifting into market-oriented economy, NUN was re-organized under the new name of "National Union of Agricultural Cooperators (NUAC)" on June 1992 with 17 Aimag Union of Agricultural Cooperators (AUAC) and 4 agricultural enterprises located in Ulaanbaatar under the Law of Economic Entities. The Charter of NUAC was approved by the second general meeting of the representatives of Agricultural Cooperators held on June 1994 at Ulaanbaatar. This Charter also has the provision referring to AUAC (in Chapter IV; Article 15 to 18). Under 17 AUACs, 255 agricultural economic entities were affiliated. NUAC and AUACs were both registered to the Ministry of Justice as a non-profitable legal person.

With the implementation of the Law of Cooperatives in May 1995, replacing the former Law of Economic Entities adopted in 1991, NUAC and AUACs were again changed their name as the National Association of Mongolian Agricultural Cooperators (NAMAC) and the Aimag Association of Agricultural Cooperators (AAAC), and re-registered to the Ministry of Justice with no changed their affiliated members and substance because all non-profitable

organizations in Mongolia should be re-registered at the Ministry of Justice, and should change their stamps by May 1, 1996.

Aimags in which no AAAC organized are Selenge, Darhan Uul, Gobisumber and Orhon because Selenge is the main wheat producing area in Mongolia and has only a few Negdels, and the later three are new aimags established in 1992.

2.2.2 Legal Background and Organization

According to the Mongolian Civil Code (amended on Nov. 1, 1994), legal persons are classified into the followings:

Legal Persons	Profitable legal persons	Cooperatives Partnerships Companies
	Non-profitable legal persons	Volunteer Religious Fund

Both NAMAC and AAAC are laid down as a non-profitable legal person in accordance with the provision of Article 30 of the Cooperatives Law, and can be classified as a volunteer from the standpoint of Civil Code. On the other hand, unit agricultural cooperative is classified as a profitable legal person. In this connection, the public office for the registration is Ministry of Legal Affairs for non-profitable legal persons, and State Central/Aimags Tax offices for profitable legal persons.

As stated above, both NAMAC and AAAC are prohibited to implement any economic activities. For convenience, NAMAC and AAAC have established companies with investments from the affiliated economic entities at national level and aimag level, respectively, to carry out economic activities such as agricultural purchasing and sale, etc. At aimag level, the chairman of AAAC usually holds position saving a president for the company concerned concurrently.

2.2.3 Administration

The national conference, which holds once every four years, is the supreme body of NAMAC. The representatives being to attend the national conference are selected from each AAAC, and a total number of the representatives are determined by a Board of management selected by the national conference; the Board is consisted of 17 chairmen of each AAAC and 8 academics or experts. The members of the executive committee are elected by mutual vote in the Board of management. Current executive committee of NAMAC consists of 7 members; both the chairman and the executive secretary of NAMAC; the president of agricultural cooperative company, the former chairman of NAMAC, both representatives of the Ministry of Agriculture and Food and Agricultural Bank. The Board of the management and executive committee is held at least once per annum and once per month, respectively. Five auditing members are also elected from the national conference, and form the auditing council. The day to day operations of NAMAC are implemented by the chairman, the executive secretary and 5 full-time staffs with workers such as 2 drivers, 3 guards and 3 scavengers.

The organizational structure of AAAC is stipulated basically in the chapter VI of the Charter of NAMAC. The supreme body of each AAAC is a conference of delegates represented the unit agricultural cooperatives joined. The conference is held at least once in two years. Each executive body of AAAC consists of 5 to 7 members selected from the conference of

delegates, and holds meeting every month. While the detail organizational structure of AAACs is set up in their respective standard rules, a little difference can be seen in a number of members on the executive body and a number of staff, etc.

2.2.4 Functions

The activities of NAMAC are stipulated under the Article 11 of its Charter, and summarized as follows:

- (a) To hold the national conference of NAMAC,
- (b) To perform and spread common policy of agricultural cooperatives,
- (c) To offer necessary information for the members,
- (d) To prepare documents and statistics on agricultural cooperatives, and
- (e) To educate and train members, staffs, and employee of agricultural cooperatives.

The activities of AAAC are only stipulated as "To examine and coordinate AAAC's activities with local governments concerned, and to fulfill their legal duties and to obtain national consent for their activities" under the Article 18 of the Charter of NAMAC. Every AAAC has set up their concrete activities in their standard rules, and typical activities of AAAC will be summarized as follows:

- (a) To perform and spread common policy of agricultural cooperatives,
- (b) To liaise between agricultural cooperatives and to adjust of disputes among agricultural cooperatives,
- (c) To offer necessary information for the members of AAAC,
- (d) To prepare documents and statistics on agricultural cooperatives,
- (e) To educate and train members, staffs, and employee of agricultural cooperatives, and
- (f) To commend superior agricultural cooperatives.

2.2.5 Financial Status

The finance of NAMAC is basically covered by its subscription (membership fees). The membership fee is Tug 300,000 / year per member. As shown in the following table, the expenses for the direct activities are only 4-11% of the total expenditure.

(Unit: 1,000 Tug.)

	1993		1994		1995		Remarks
	Tug.	%	Tug.	%	Tug.	%	
Total Revenue	13,085.0	100.0	21,747.3	100.0	14,546.0	100.0	
a. Annual due from AAAC	4,500.0	34.4	7,685.4	35.3	-	-	From Agricultural Bank
b. Rent for Building	2,937.0	22.4	6,140.2	28.2	11,000.0	75.6	Other agr-relate Organizations
c. Subscription	2,800.0	21.4	3,371.6	15.5	3,546.0	24.4	Many defaulters
d. Other	2,848.4	21.8	4,550.1	21.0	-	-	
Total Expenditure	8,531.2	100.0	19,010.6	100.0	16,178.5	100.0	
a. Personnel expenses	1,432.2	16.8	3,067.0	16.1	3,779.0	23.4	
b. Social insurance	193.6	2.3	497.1	2.6	768.0	4.8	For staffs and workers
c. Labor protection	185.6	2.2	167.0	0.8	162.4	1.0	Payment in kind
d. office supplies	75.4	0.9	56.9	0.3	174.9	1.1	
e. Heat, light & water	1,592.5	18.7	2,559.2	13.7	5,287.6	32.7	
f. Communication	1,232.9	14.5	1,325.5	7.0	1,075.6	6.6	
g. Traveling expenses	543.9	6.4	760.3	4.0	211.5	1.3	
h. Cars Maintenance	1,014.4	11.9	872.5	4.6	1,255.4	7.7	
i. Welfare expenses	559.2	6.6	1,235.6	6.5	1,473.1	9.1	special payment for staffs
j. Meeting expenses	691.4	8.1	7,658.4	40.3	715.4	4.4	
k. Information & Training	852.0	10.0	340.0	1.8	128.8	0.8	
l. Foreign relation activities	96.1	1.1	431.3	2.3	889.5	5.5	
m. Other	60.0	0.6	-	-	257.3	1.6	

Major NAMAC's assets consist of one reinforced-concrete building succeeded from NUN, one warehouse, two cars and office fixtures. Part of the building has been leased to other agricultural organizations. The balance sheet of AAAC in 1995 is shown in Table IV-2.1.

2.3 Unit Agricultural Cooperatives Belonged to National Association of Mongolian Agricultural Cooperators

The present conditions of the agricultural cooperatives belonged to National Association of Mongolian Agricultural Cooperators (hereinafter called as NAMAC) were analyzed mainly based on the following information.

- (a) The existing Reports which 16 AAAC (hereinafter as AAAC) submitted to NAMAC at the end of 1995, containing data about 214 unit agricultural cooperatives (hereinafter ACs)
- (b) The results of the interview survey for the 142 unit agricultural cooperatives selected at random that the JICA Study Team conducted during the period of the first stage field survey.
- (c) The results of the interview survey to the chairmen of AAAC and staff of NAMAC.

The data were compiled and analyzed on the basis of the four areas or each aimag level as follows:

- (a) The Eastern area : Dornod, Sükhbaatar and Khentiy aimags.
- (b) The Central area : Töv, Bulgan, Arkhangay and Övörhangay aimags.
- (c) The Gobi Desert area : Dornogobi, Dundgobi, Ömnögobi, Bayankhongor and Gobi-altay aimags.

- (d) The Western Mountain area : Khövsgul, Dzabuhan, Uvs, Khovd and Bayan-Ölgiy aimags

2.3.1 General Information

The number of ACs belonged to NAMAC was 315 in total in 1993 and 301 at the end of 1994, then decreasing to 252 at the end of 1995 as shown in Table IV-2.2. Among 18 aimags except 4 administrative districts of Darkhan, Ulaanbaatar, Erdenet and Gobisunvel, AAAC has not yet been established in Selenge aimag. The number of AAAC is counted at 17 in the whole country. However, Bayanölgiy AAAC is not operating now so actual that the number of AAAC is 16.

There are 348 soms in 18 aimags. About 28% or 96 soms have no ACs belonged to NAMAC in 18 aimags at present. Especially in three aimags in the Eastern Area, there is no ACs belonged to NAMAC in 26 soms in spite that there are 53 soms. A remarkable decrease occurred in three aimags in the Eastern Area. The total number of 56 ACs in 1993 were decreased to 27 ACs at 1995 as shown in Table IV-2.2.

Though the number of ACs belonged to AAAC averages 16, it ranges from 6 to 30, indicating that office work load of the AAAC is quite different among the AAACs.

The number of member's household averages 239 per AC on the four areas level, ranging from 155 at the minimum in the Eastern area to 306 at the maximum level in the Central Area as shown in Table IV-2.3. The number of the ACs comprising 100 to 200 households, 25 % of the number of 215 ACs, is most preferable. The ACs having less than 200 households account for 113 or 52.5 % of the total ACs of 215. This suggests that it should be indispensable to increase membership of ACs taking into herders/farmers within the soms.

The total number of member's households in 16 aimags is estimated at 51,100 households or 33 % of the total number of the herders/farmers household of 153,000 in the 16 aimags in which there are AAACs.

At the privatization period in 1990, the Government provided the coupon with individuals including even children and old men/women. These coupon became share capital of the ACs. The number of membership, therefore, was decided based on the registration of individual membership. Several members in a household were included as the members of the ACs. The memberships in one household averages 3.6, as almost same number of an average family member per household.

As mentioned previously, 49 ACs were dissolved during one year from the end of 1994 to the end of 1995. Among these ACs, 30 ACs were selected at random and the interview survey was conducted for these ACs. The results of the survey is as shown in Table IV-2.4. The form of the management system of the ACs consists of the companies with a limited liability (60%), companies with share-holder (17%) and cooperatives (10%). These forms were registered by the economic entity law enacted in 1990. The average share capital per AC was 9.8 million Tg. The number of livestock head and the number of machinery that ACs held average 5,400 and 10, respectively. The total number of member's household was 8,086. An average number of member's household is 270 with 1,040 population. The number of ACs which were dissolved for less than 2 years from establishment was the largest, and was equivalent to 37 % of the total number of dissolved ACs, and the number of ACs which were dissolved for more than 4 years of those period was 13 %.

The main reasons for their dissolution comprise (i) distrust to cadres and their management of ACs, (ii) decline of business of cooperatives, (iii) increasing persons resigning from ACs, (iv) shortage of operation fund, (v) increasing of debt and (vi) merge. From them, item (i) is the most preferable. There were some cases that the chairman was finally

distrusted from members because he did management giving the highest priority to his individual benefit not to the benefit of the AC acting as personnel broker taking advantage of his position under the keen flow of privatization and market economy. However, previous members of about two third of the dissolved ACs have an intention or hope to establish a new AC again.

At the end of 1995, all the ACs belonged to NAMAC were registered in the economic entity laws enacted 1990. There are three form of management systems consisting of (i) the cooperatives, (ii) companies with a limited liability and (iii) companies with shareholder. Among 214 ACs at the end of 1995, there were 6 cooperatives, 175 companies with a limited liability and 33 companies with shareholder as shown in Table IV-2.5. Although management style registered is different, however, actual organization management and activities are mostly similar and they are regarded to same character as agricultural cooperatives. NAMAC also accepted with no differences.

The cooperative law, and the company and partnership law were set up in June 1995. All the economic entities including the ACs were registered in the above laws. The data on the registration, are not yet available.

2.3.2 Organization and Administration

Administratively there are 358 somas under aimags in the whole country. Under 18 aimags there are 348 somas. Soma is the base of establishment of the enterprises or economic entities related to agriculture and livestock sector. ACs belonged to NAMAC are also not exceptional. In 16 aimags which active AAACs are located, there are 323 somas in total of which 252 somas or 78 % have ACs. Most of these ACs took over the previous Negedel's properties such as the office buildings and their establishments attached, machinery, tools and processing plants as the common properties of the ACs at the time of the establishment of the ACs and started cooperative activities.

In the ACs, every member of the ACs, even in companies with a limited liability, has one vote in the general meeting of members irrespective of the share of capital contributed. The members can receive dividend being taken into account the participation in the activities of the AC by contributing their share to the work, being served by the AC and their contribution made to the AC.

A general meeting of the ACs is held once a year and is competent provide not less than overwhelming majority is recorded to be represented at it. About half of the ACs have 5 board members approved in the general meeting and 30 % of ACs have 7. More than 80% of the ACs appoints 3 auditors in the audit committee as refereed in the Tables IV-2.6 and IV-2.7.

The chairman of the ACs was elected in each AC, but vice chairman who was appointed by the chairman was counted only 22.5 % of the total ACs. Most of ACs have staff for general affairs and an accountant, but the ACs having agricultural specialists and engineers were only 13% to 14 % of the total ACs. However, the number of ACs having those specialists in the East and the Central areas were comparatively higher than that of other areas as shown in Table IV-2.8. More than 80% of the ACs hired less than 8 office staff, but in the Central and the Western mountain areas, the number of the ACs which hire more than 12 office staffs are rather high rate as shown in Table IV-2.9.

The shade of the previous Negdels still remained in the present ACs taking into account of the background of their establishment. Sixty six ACs among 214 ACs are occupied by more than 50 years old chairman as shown in Table IV-2.10 and 75 % of chairman of the ACs have such experiences as cadres of Negdels as shown in Table IV-2.11.

Although the ACs have been newly started, it could not always deny that the new cadres who had raised up in the previous Negdel period would tend to go previous orbit easily.

2.3.3 Business

The results of the interview survey for 142 ACs pointed out that the main business of 99 % of interviewed ACs have the sales business and 78 % purchase business. ACs of which main work is agricultural production are 36 % of the total ACs and ACs depending on mainly livestock production is 70 % as shown in Table IV-2.12.

The ACs of which main work is agricultural production are concentrated to the Eastern Area and the Central Area. The ACs depending on mainly livestock production is located in the Gobi Desert Area.

There are many kinds of business other than sales, purchase, agricultural production and livestock production which are handled by ACs. They are (i) livestock processing business such as butter, cheese, ham and koumiss (fermented mare's milk), (ii) agricultural processing one as wheat flour, baking, confectionery and soft drink, (iii) processing one as leather, (iv) sewing, (v) boots making, (vi) felt production, (vii) timbering, (viii) manufacturing business such as soap, candle making and (ix) management of medical center, buffet and inn. But the main source of income is both sales and purchase business, being more than 80 % of the total income.

Table IV-2.13 shows business of the sale of ACs in 16 aimags in 1995. The total sales income of 214 ACs is 4,806 million Tg, consisting of livestock income of 3,320 million Tg (or 69 %), agricultural products income of 830 million Tg (17 %) and processing/other income of 662 million Tg (14 %). The income from sales of agricultural product of the ACs in the Central area containing of Tov, Bulugan and Arhangay aimags occupies more than 60 % of the total sales income, especially in Bulgan aimag, sales amount of agricultural products show the highest, being 88 % of the total sales income.

On the contrary, in the Gobi Desert area, the sales income of agricultural products occupy only 1 % of the total sales income, but sales income of livestock products is overwhelmingly much income showing more than 90 % of the total sales income.

The AC's own productions of meats and hide/skin are over the consignment amount, being more than half amount. With respect to wool except cashmere, the consignment amount exceeds a little bit over the AC's own production, being 53 % of the total sales amount. On cashmere, the consignment amount from the member herders is overwhelmingly larger, occupying 80 % of the total sales amount as shown in Table IV-2.14.

The total amount of livestock owned by ACs is 375,000 heads or only 1.3 % of the national livestock heads of 28,570,000 in 1995. The sales amount of the AC's own production exceeded the consignment amount from the member herders. This means that the share of the ACs would be a few percent of the total sale and marketed amount of livestock products in the country.

The total sale amount per one AC averages 22.5 million Tg, the total cost 20.2 million Tg and the net profit 2.22 million Tg. The number of the ACs of which profit is deficit accounts for 32 ACs or 15 % of 214 the ACs. In addition, there are 9 ACs or 4 % of 214 ACs of which financial situation could not be assessed because the description of the accounting items in the report is not understandable.

The total cost occupies about 90 % of the total sales income, accordingly the net profit is kept about 10 % of the total income. This means that there are much rooms to be improved because 30 ACs or 14 % of 214 ACs obtained their net profit with over 30 % of the total sales income.

Among the ACs having profit, about half number of the ACs are less than 2 million Tg of profit, 28.6 % of ACs have profit between 2 million Tg to 10 million Tg. The ACs having profit between 10 million Tg to 30 million Tg account for 4.9 %. More than 30 million Tg of profit is found one AC in Tov aimag and Overhangay aimag, respectively as shown in Table IV-2.15.

As for cash sources, 86% of the ACs use their own self-fund. There are no debts from the Banks. Most of the ACs seems to have no term deposits and no use loan from the bank. Details are shown in Table IV-2.16.

Thirty eight % of the 142 interviewed ACs adopted the pre-payment system for consignment sales for the purpose of increasing income to the members. 20 % of the 142 ACs adopted countermeasures of an increasing of consignment fee of livestock. About 18 % of ACs adopt discount sale of consumer goods and 10 % of ACs have service on credit supply of low interest. Details are shown in Table IV-2.17.

The income tax rate for the profit is rather high. In case of 5 million Tg of the profit, the income tax is 1.325 million Tg at the tax rate of 26.5 %. Income tax for the profit of 333,000 Tg is 50,000 Tg or 15 % of the profit. Income tax for the profit of 2.6 million Tg is 0.5 million Tg or 19 % of the profit.

The results of the interview survey shows that 32.4 % of the responded ACs paid tax from 100,000 Tg to 500,000 Tg, followed 23.4 % less than 500,000 Tg of tax amount as shown in Table IV-2.18. In addition to the tax for the profit, ACs paid tax to dividend.

2.3.4 Welfare and Education

The amount of net profit after deducted income tax is allocated to the future investment, welfare and social services, deposit for calamities and dividend to the members. The results of the interview survey indicated that the allocation rate is 31.6 % for investment, 29.8 % for welfare and social services, 1.9 % for deposit for calamities and 36.7 % for dividend on an average as shown in Table IV-2.19. However there is some difference depending on locations. In the East area, allocation to welfare is the highest rate with 47.5 %, on the other hand, allocation to dividend is only 22.9 %. Average net profit per one agricultural cooperative is shown in Table IV-2.20.

In the welfare and social services, many activities such as subsidy to the poor, providing rest room for pregnant women and management of hospital, sanitarium and public baths, etc. have been inherited from those that the previous Negdel carried out.

An educational services are conducted by the ACs. The ACs pay accommodation and fee to members and/or children of members for dispatching the general and /or special training courses held by the central institutions or universities. As the results of interview survey on 142 ACs, 46 persons were dispatched in 1995 as shown in Table IV-2.21. If the same rate apply to all ACs of 252, it was estimated that 82 persons would be dispatched for training during last one year in 18 aimags.

The social and living services conducted by the ACs are so wide, consisting of transportation of gher in move and an emergency case, services to the pregnant, water supply, electric services and etc.,. In addition, the ACs provide Kiosks with Bags located far way from som center in order to sale daily necessary commodities. It is estimated that 5 % of the ACs have no Kiosk, 68 of % one or two kiosks and 27 % more than three kiosks as shown in Table IV-2.22. Supply of daily necessary commodities to members of ACs depends on the produce produced by the own factories of the ACs (see Table IV-2.23) as well as commodities as wheat, sugar and tea, etc. through purchase business of AC.

2.3.5 Opinion and Hope for Future Development

The results of the interview survey shows that 58% of the ACs intend to enroll new members. On the other hand, 86.6 % of ACs replies to want enlarging the scale of AC. As for possibility of the establishment of new AC in the same som, 70 % of AC are negative for establishment of new AC. About 50 % of ACs consider that there is possibility of increasing share capital for enlargement of a scale of AC. About 40 % of ACs have intention to provide veterinary service and 60 % of ACs have not. 74 % of ACs consider that the improvement of facilities such as wells and livestock houses for the member herders is not necessary. Table IV-2.24 shows details.

Hope to reinforcement of the processing facilities is manifold. 20 % of ACs want to reinforce flour mills and in the others item rated at 48 %, followed by bread factories (20 %), slaughter house (7.1 %), store house (5.7 %), fodder crop mixture (2.9 %), milk and its processing (1.4 %) and others (47.9 %). Others include timber factory, felt factory, hide and skins factory, etc., as shown in Table IV-2.25. With respect to facilities that the ACs want to install (see Table IV-2.26), service facilities for members have also varieties and public bath (32%), sanitarium (20 %) and hospital (15 %) seem to be high needs of member herders.

The results of the interview survey indicate that hope that the ACs expect to the Government is also manifold as shown table IV-2.27. About 30 % of ACs expect to receive assistance of operation fund reflecting extremely shortage of agricultural credit. About 18 % of ACs want tax reduction, indicating that the present taxation have become heavy pressure to ACs.

2.3.6 Summary

In the process of transition to the market economy from that of the centrally planned, the Negdels were dissolved. Since then, about six years have passed. During this period, the drastic change of economic and political system was made. And various confusions and difficulties in agricultural credit system, serious inflation, price escalation of commodities, supply of farm input, agricultural support system, marketing system and so on occurred. Such situation puzzled smooth operation of NAMAC, AAAC and ACs. However, NAMAC, AAAC and ACs in each area have continued their activities and kept their organizations under such circumstances. It will be forecast, however, that these present confusions and difficulties around ACs would be continued for a certain period.

In case of the sale business of livestock, there is some competition among ACs, the large-scale meat companies together with naimarchin (broker). To succeed the competition, it would be necessary for ACs to accumulate various experiences.

It is essential that how ACs should organize herders by means of making useful service to them and make a strong organization. At present, about 70 % of the total herders are not yet instituted in ACs. Then, a key point is to organize these herders within ACs.

Needless to say, the followings should be prerequisite for strengthening activities of agricultural cooperatives: (i) setting up of AAAC in Selenge aimag, (ii) activating Bayanolgii AAAC, (iii) establishment of new AC in the som and (iv) enrollment of all herders in som as members of ACs.

Aiming this target, in the first, about 15 % of ACs having a deficit of profit should be made health in management and consignment amount from the member of ACs should be increased rapidly.

In the second, ACs should promote to provide social and living services to the members of ACs as a communal cooperative body for wider area. These services will promote feeling of co-existence with the members and ACs. Then it is expected that all the members be anxious to sale their products through ACs, and this will make one step to be healthy economic organization.

The most important element to promote the above mentioned activities is to keep adequate leaders of ACs. A key of the success is how to keep adequate leaders, especially young leaders, who know the principles of cooperation, are well acquainted with accountant and marketing, have sense of businessman ship, and are with strong faith to serve for people.

3. OTHER COOPERATIVES

3.1 General

There are three cooperatives other than NAMAC in Mongolia as follows:

- (a) Central Union of Mongolian Consumers' Cooperative (MCCU)
- (b) Mongolian Manufacturing Cooperatives Union (MMCU)
- (c) Union of Production and Service Cooperatives of Mongolia (UPSC)

The total number of cooperative is estimated at about 1,100. The number of cooperatives and member households belonged to the above cooperatives are shown in the below table. Details are shown in Table IV-3.1.

Name of Union	Nos. of Entities	Nos. of household
a. MCCU	334	25,227
b. MMCU	361	9,509
c. UPSC	198	507
d. NAMAC	252	51,140
Total	1,107	86,383

3.2 MCCU

The first Mongolian consumers' cooperatives was established in 1921 by mostly poor herdsmen and citizens supporting a cooperative movement. The cooperatives was called "People's Cooperative of Mutual Aid". The cooperative served its members by providing goods and foodstuff at a discount price, processing animal raw materials and furs, and selling them at higher prices. In 1940 the cooperatives trade system made up about 60% of retail trade. However, in 1958 the Government confiscated into the state budget about Tg 100 million, the property of 273.1 thousand Tg of consumers' cooperative members, and transferred the cooperative business activity to the state trade system. From that time until 1990 the consumers' cooperative remained just as a society. In 1990, the consumers' cooperative has been revived due to the demands and initiative of the consumers' society's members, herdsmen, citizens and some trade employees. As of May, 1996, the MCCU consists of 250 cooperatives, 77 limited liability companies and 7 shareholder companies.

3.3 MMCU

The historical background of MMCU is the facts that the first Mongolian hand making cooperation was established in 1931, and the "Central Union of hand makers" was also organized in 1940 (renamed in 1950 as the "Mongolian Production Cooperation (shops). At the end of 1971, cooperators accounted for 29% of wood making industry, 23% of leather manufacturing, 28% of porcelain and plastic producing. In 1972, however, the Mongolian Production Cooperation (shops) had to be changed into the state organization with the confiscation of the property (corresponding to Tug 450 million over) formed by 13,000 members of 139 shops. The members of cooperatives, companies and small producers are over 600 covering about 15,000 employees in 1995. Local small entities have engaged in such activities as processing raw material, garments, and wooden handicraft with the employees of about 5 to 10. As of sep. , 1996, the MMCU comprises 123 cooperatives, 175 limited liability companies and 63 partnership.

3.4 UPSC

The many economic entities particularly cooperatives have engaged in small scale production and services sector. At the end of 1980's where was changed to the open door policy, the Government encouraged to established new economic entities based on the friendship with the purpose to mobilize all resources, to form new working places, to reduce unemployment under the new economic environment created by the new economic system. These entities have worked independently in many economic sectors, moreover, have organized their Unions in cities and aimags. In 1990 the Union of Production and Service Cooperatives of Mongolia (UPSC) has been established with the members of 2,000 economic entities. A number of average employee in these entities is about 10. About 60% of members engage in productivity sector like garments, 25% in services sector like transportation, cleaning etc., and other 15% in retail sale particularly food shops. As of Sep., 1996, the UPSC consists of 80 cooperatives, 34 limited companies and 84 partnership.

3.5 The Cooperatives Unions

3.5.1 Activities

Each Union has been established and registered as a non-profitable juridical person under the Cooperatives' Law. Therefore, the activities of each Union resemble with one another since Unions are prohibited to engage in economic activities. These Unions' activities can be summarized as follows:

- (a) To protect the rights and interests of its members,
- (b) To perform and spread common policy of cooperatives,
- (c) To render support to members in matters of the production, work and services, and social questions etc.,
- (d) To offer necessary information for the members,
- (e) To prepare documents and statistics on agricultural cooperatives, and
- (f) To educate and train members, staffs, and employee of cooperatives.

3.5.2 Organizational Structure

The principal members of the Unions consist of the unit rural cooperatives in aimags and Soms. Organizational structure of Unions has basically been stipulated in their Standard Rules, and resembled with one another. In general, the supreme governing body of each Union is a national conference of all member and/or representatives held once in four year. The national conference establishes a supreme council for management and a auditing

committee, and elects their members. The supreme council for management holds meetings not less than once in a year, and examine the basic policy of the Union. A executive committee of Union, which is usually elected by the supreme council, is responsible for every-day activities under the guidance of the supreme council. The auditing committee also holds meeting not less than once in a year, and is responsible for the auditing of Union. A fixed members of each committee in Unions are usually set in the supreme council of each Union, respectively, and vary each other's in accordance with its number of the members.

The following table shows the fixed numbers of respective committees in MCCU and NAMAC, respectively:

	Supreme Council	Supreme Auditing Committee	Executive Committee
MCCU	74	7	9
NAMAC	25	5	7

3.5.3 Finance

The capital of each Union consists mainly of members' subscriptions, voluntary contributions, issued or bought shares, and income for share capital invested to related organizations. So far any governmental financial assistance have not been given to any Unions.

3.5.4 Others

Through the TACIS Program of the European Unions, MCCU and UPSC have cooperated in the project to be implemented by the Mongolian Business Development Agency.

4. OTHER DATA

Data of the 1995 annual reports submitted by unit agricultural cooperatives are compiled and shown in Tables IV-4.1 to IV-4.8.

Tables

Table IV-2.1 Balance Sheet of Aimag Agricultural Cooperatives in 1995

(unit: 1,000 Tg)

Name of Aimag	Income		Expenditure				Balance			
	member fee/ donation	other	total	salary/deposit of pension	office operation fee	travelling cost		expenditures for special business	fee to NAMAC	total
(A) Eastern area										
1. Dornod	-	1,287.7	1,287.7	802.8	326.1	40.7	221.4	300.0	1,691.0	-403.3
2. Sukhbaatar	500.0	1,467.8	1,967.8	1,300.9	308.2	25.2	67.5	300.0	2,001.8	-34.0
3. Hentiy	450.0	1,440.3	1,890.3	851.8	517.9	59.9	97.8	300.0	1,827.4	62.9
sub-total	950.0	4,195.8	5,145.8	2,955.5	1,152.2	125.8	386.7	900.0	5,520.2	-374.4
(%)			53.5	20.9	2.3	7.0	16.3	100.0		
(B) Central area										
4. Selenge	-	-	-	-	-	-	-	-	-	-
5. Tov	769.4	1,920.0	2,689.4	1,170.7	637.3	55.2	367.2	300.0	2,530.4	159.0
6. Bulgan	2,409.7	300.0	2,709.7	550.6	1,160.7	52.0	25.5	300.0	2,088.8	620.9
7. Arhangay	480.2	961.9	1,422.1	551.9	415.5	56.2	1,035.7	300.0	2,359.3	-937.2
8. Ovornhangay	1,785.0	3,055.0	4,840.0	2,104.0	1,506.0	180.0	360.0	300.0	4,450.0	390.0
sub-total	5,424.3	6,236.9	11,661.2	4,377.2	3,719.5	343.4	1,788.4	1,200.0	11,428.5	232.7
(%)			38.3	32.5	3.0	15.6	10.5	100.0		
(C) Gobi Desert area										
9. Dornogobi	764.7	750.0	1,514.7	567.5	527.3	50.0	44.2	300.0	1,489.0	25.7
10. Dundgobi	250.6	3,154.4	3,405.0	1,131.0	681.6	56.1	94.2	300.0	2,262.9	1,142.1
11. Ornogobi	150.0	1,096.7	1,246.7	443.9	154.1	55.8	16.1	300.0	969.9	276.8
12. Bayanhongor	526.5	1,791.1	2,317.6	483.3	1,376.6	13.8	59.0	300.0	2,232.7	84.9
13. Gobialtay	900.0	1,400.0	2,300.0	892.8	600.0	63.8	393.4	300.0	2,250.0	50.0
sub-total	2,591.8	8,192.2	10,784.0	3,518.5	3,339.6	239.5	606.9	1,500.0	9,204.5	1,579.5
(%)			38.2	36.3	2.6	6.6	16.3	100.0		
(D) Western Mountain area										
14. Khubogul	350.0	429.2	779.2	617.1	39.5	59.0	135.7	300.0	1,151.3	-372.1
15. Dzauhan	116.0	1,456.2	1,572.2	814.0	205.0	107.9	145.3	300.0	1,572.2	0.0
16. Urs	350.0	300.0	650.0	771.9	429.9	301.0	986.0	300.0	2,788.8	-2,138.8
17. Hovd	300.0	-	300.0	*	*	*	*	300.0	300.0	0.0
18. Bayanolgii	-	-	-	-	-	-	-	-	-	-
sub-total	1,116.0	2,185.4	3,301.4	2,203.0	674.4	467.9	1,267.0	1,200.0	5,812.3	-2,510.9
(%)			37.9	11.6	8.1	21.8	20.6	100.0		
Total	10,082.1	20,810.5	30,892.4	13,054.2	8,885.7	1,176.6	4,049.0	4,800.0	31,965.5	-1,073.1

Data source: office file of NAMAC in 1995

Table IV-2.2 Number of Unit Agricultural Cooperative Belonged to Namac

Name of Aimag	1993	1994	1995			
			Total	No. of AC Reported	No. of AC Reported	Number of Som
(A) Eastern area						
1. Dornod	23	13	6	6	-	16
2. Sukhbaatar	15	12	11	11	-	14
3. Hentiy	18	17	10	10	-	23
sub-total	56	42	27	27	0	53
(B) Central area						
4. Selenge	-	-	-	-	-	21
5. Tov	15	12	12	10	2	28
6. Bulgan	12	13	9	9	-	16
7. Arhangay	29	29	30	13	17	20
8. Ovorhangay	34	29	28	27	1	22
sub-total	90	83	79	59	20	107
(C) Gobi Desert area						
9. Dornogobi	13	14	14	14	-	17
10. Dundgobi	16	16	12	12	-	16
11. Omnogobi	9	13	10	10	-	15
12. Bayanhongor	26	25	17	10	7	20
13. Gobi-altay	12	21	19	19	-	19
sub-total	76	89	72	65	7	87
(D) Western Mountain area						
14. Khubogul	27	20	24	14	10	24
15. Dzauhan	27	19	21	21	-	26
16. Urs	26	28	23	23	-	20
17. Hovd	4	12	6	6	-	17
18. Bayanolgii	9	8	-	-	-	14
sub-total	93	87	74	64	10	101
Total	315	301	252	215	37	348
(1) Total number of households	66,465	72,240	60,228	51,140		
(2) The number of household/agr. cooperative	211	240	239	238		
(3) soums in cities						10
(4) total number of soum						358

AC; Agricultural Cooperatives.

Data source: NAMAC office file

Table IV-2.3 Scale of Agricultural Cooperatives

Name of Aimag	Scale of Agricultural Cooperatives								Number of agri. cooperative	Total number of household	An average number of household/agri. coop.
	>50	50-100	100-200	200-300	300-400	400-500	500-600	>600			
(A) Eastern Area											
1. Dornod	4	1	1	-	-	-	-	-	6	335	56
2. Sukhbaatar	4	-	4	-	2	1	-	-	11	1,740	158
3. Hentiy	3	1	3	-	-	2	-	1	10	2,101	210
sub-total	11	2	8	-	2	3	-	1	27	4,176	155
(B) Central Area											
4. Selenge	-	-	-	-	-	-	-	-	-	-	-
5. Tov	4	-	3	1	1	-	-	1	10	1,698	170
6. Bulgan	-	-	7	2	-	-	-	-	9	1,692	188
7. Arhangay	3	1	4	1	1	2	1	-	13	2,782	214
8. Ovorhangay	-	3	2	5	4	2	4	7	27	11,863	439
sub-total	7	4	16	9	6	4	5	8	59	18,035	306
(C) Gobi Desert Area											
9. Dornogobi	3	1	3	4	2	-	1	-	14	2,581	184
10. Dundgobi	1	-	3	2	3	2	-	1	12	3,988	363
11. Omnogobi	5	1	-	1	1	2	-	-	10	1,684	168
12. Bayanhongor	-	4	2	1	2	-	-	1	10	2,070	207
13. Gobialtay	4	2	6	2	1	3	1	-	19	3,650	192
sub-total	12	8	14	10	9	7	2	2	65	13,973	215
(D) Western Mountainous Area											
14. Khubsgu	-	1	2	6	1	1	2	1	14	4,375	313
15. Dzauhan	3	1	4	5	4	3	1	-	21	5,251	250
16. Urs	4	3	10	4	2	-	-	-	23	3,243	141
17. Hovd	1	1	-	1	-	1	-	2	6	2,087	348
18. Bayanolgii	-	-	-	-	-	-	-	-	-	-	-
sub-total	8	6	16	16	7	5	3	3	64	14,956	234
Total	38	20	54	35	24	19	10	14	215	51,140	238
(%)	18.1	9.3	25.1	16.3	11.2	8.8	4.7	6.5			

Remarks: This table was prepared on the basis of data of 215 agricultural cooperatives among the total number of 252. All data are from NAMAC.

Table IV-2.4 The Survey Results of Agricultural Cooperatives belonged to Namac which were Dissolved (1/2)

No. of sample	Name of Aimag	Form of entity (1)	Date of set-up	Date of dissolution	Reasons of dissolution (2)	Number of other corporation in soum	Number of households of AC(3)	Number of member of AC	Number of member when dissolved	Share capital (million Tg)	Number of livestock	Number of machinery	Hope of new AC establishment
1	Dornod	XK	Jan-92	Feb-93	3,4	4	82	450	230	25.0	6,500	28	yes
2	do.	H	Jan-91	Dec-95	1	1	6	28	10	8.0	?	12	yes
3	do.	BBKK	Apr-92	Mar-94	3	0	54	170	130	1.1	4,600	3	no
4	Hentiy	BBKK	1992	May-95	1,2	0	38	120	80	3.6	9,800	4	no
5	do.	BBKK	Apr-92	May-95	2,3	3	44	321	125	22.5	5,700	4	yes
6	do.	BBKK	Jan-94	Oct-95	2	2	610	2,301	2,301	11.6	3,700	9	yes
7	do.	BBKK	1992	May-95	2,3,4	1	557	1,450	557	3.6	800	7	yes
8	do.	BBKK	1992	Aug-94	3	1	109	218	218	16.1	12,300	14	yes
9	Tov	XK	1991	Aug-95	2,3	1	176	1,316	1,316	5.4	17,000	16	yes
10	do.	XK	Nov-91	Feb-94	6	6	195	1,017	1,017	?	20,000	16	yes
11	Dornogobi	*	Jan-92	May-96	1,2,3	6	3	13	17	0.5	?	1	no
12	Omnogobi	*	1954	Jun-94	1,2,4	?(4)	350	1,500	730	54.0	44,000	16	yes
13	Bayanhongor	BBKK	1993	May-95	2,3	?	193	619	239	1.5	194	2	yes
14	do.	*	Mar-91	Apr-95	2	?	350	1,250	1,250	3.0	12,000	7	yes
15	GobiAltay	BBKK	Nov-91	Apr-94	4	?	530	2,120	1,140	15.6	?	3	yes
16	do.	BBKK	Feb-91	Jun-95	4	?	752	1,320	530	19.6	?	2	yes
17	do.	BBKK	Sep-91	Dec-92	4	?	217	1,100	393	7.7	?	?	no
18	Khubsugolu	BBKK	Dec-91	Jan-96	3	?	423	859	859	13.0	?	8	no
19	do.	H	1992	Jan-96	6	?	32	110	110	8.8	440	8	yes
20	Dzabhan	H	Feb-92	May-95	6	2	358	1,841	1,007	2.9	?	21	yes
21	do.	*	May-93	Mar-96	6	2	113	428	428	2.9	50	8	no
22	Urs	BBKK	Dec-91	Oct-93	6	1	328	1,100	880	21.0	24,000	24	no
23	do.	BBKK	Aug-92	Jan-96	1,6	2	130	250	364	2.5	90	14	yes
24	do.	BBKK	Oct-91	Oct-93	4,6	?	320	1,260	565	?	?	7	no
25	do.	BBKK	Oct-91	Jan-93	6	3	617	2,069	920	?	?	26	yes
26	Hovd	BBKK	Nov-91	Feb-93	4	?	365	1,876	1,276	4.0	?	6	yes
27	do.	XK	Nov-91	Dec-92	4	1	405	1,572	210	9.6	?	5	no
28	do.	XK	Nov-91	Dec-92	4	1	129	814	150	5.3	?	3	no
29	do.	BBKK	Sep-91	Sep-92	2,3,4	1	350	2,000	800	20.0	?	18	yes
30	do.	BBKK	Mar-92	Feb-94	4	?	250	1,712	473	5.1	?	6	yes
Total						30	8,086	31,204	18,325	293.9	161,174	298	20-yes, 10-no

Data source: The results of the JICA field survey conducted in September 1996

- (1): XK: share-holder company, BBKK: a limited company, H: a cooperative, *: not identified.
 (2): criteria of reasons, 1: increase of debt, 2: decline of business of AC, 3: increasing members resigning from AC, 4: distrust to cadres and their management of AC, 5: merge and 6: shortage of operation fund
 (3): AC means the agricultural cooperatives belonged to NAMAC.
 (4): ? means no data available.

Table IV-2.4 The Survey Results of Agricultural Cooperatives belonged to Namac which were Dissolved (2/2)

Form of entity		
Form	number of AC	(%)
cooperative	3	10
limited liability company	18	60
share-holder company	5	17
not identified	4	13
total	30	100

Number of agricultural cooperative classified by years until its dissolution		
year	number of AC	(%)
<2	11	37
2-3	6	20
3-4	9	30
>4	4	13
total	30	100

Feature of AC dissolved		
Items	Total	average/AC
Nos. of household	8,086	270
Nos. of population	31,204	1,040
Nos. of member when dissolved	18,325	611
share capital/fund	294	10
Nos. of livestock	161,174	5,372
Nos. of machinery	298	10

The reason why AC were dissolved		
Items	number*	(%)
increase of debt	5	11
decline of business of AC	10	22
increase of member resigned from AC	10	22
distrust to cadres and their management	12	27
merge	0	0
shortage of operation fund/other	8	18
total	45	100

*: number of response

Hope of re-establishment of AC		
Items	number*	(%)
yes	20	67
no	10	33
total	30	100

*: number of response

Data source: The results of the JICA field survey conducted in September 1996
 AC means the agricultural cooperatives belonged to NAMAC which were dissolved.

Table IV-2.5 Form of Agricultural Cooperatives belonged to Namac as of End of 1995

Name of Aimag	Cooperatives		Limited company		Share-holder company		Total	
	number	number of member	number	number of member	number	number of member	number	number of member
(A) Eastern area								
1. Dornod	0	0	3	202	3	133	6	335
2. Sukhbaatar	1	21	10	1,719	0	0	11	1,740
3. Hentiy	1	402	7	1,339	2	360	10	2,101
sub-total	2	423	20	3,260	5	493	27	4,176
(B) Central area								
4. Selenge	0	0	0	0	0	0	0	0
5. Tov	0	0	7	890	3	808	10	1,698
6. Bulgan	0	0	7	1,326	2	366	9	1,692
7. Arhangay	0	0	13	2,782	0	0	13	2,782
8. Ovorhangay	0	0	27	11,863	0	0	27	11,863
sub-total	0	0	54	16,861	5	1,174	59	18,035
(C) Gobi Desert area								
9. Dornogobi	1	10	8	1,339	5	1,232	14	2,581
10. Dundgobi	0	0	12	3,988	0	0	12	3,988
11. Omnogobi	2	19	8	1,665	0	0	10	1,684
12. Bayanhongor	0	0	10	2,070	0	0	10	2,070
13. Gobialtay	0	0	13	2,625	6	1,025	19	3,650
sub-total	3	29	51	11,687	11	2,257	65	13,973
(D) Western Mountain area								
14. Khubogul	0	0	14	4,375	0	0	14	4,375
15. Dzauhan	0	0	13	2,752	8	2,499	21	5,251
16. Urs	1	142	22	3,101	0	0	23	3,243
17. Hovd	0	0	2	570	4	1,517	6	2,087
18. Bayanolgii	0	0	0	0	0	0	0	0
sub-total	1	142	51	10,798	12	4,016	64	14,956
Total	6	594	176	42,606	33	7,940	215	51,140

Data source: This table was prepared on the basis of data of 215 agricultural cooperatives.
All data are from NAMAC.

Table IV-2.6 Number of Agricultural Cooperatives Classified by The Number of Board Members of Directors

	Number of the board member				Total
	3	5	7	9	
Eastern area	3	11	5	0	19
Central area	4	13	14	0	31
Govi Desert area	3	19	13	1	36
Western Mountain area	11	24	8	1	44
Total	21	67	40	2	130
(%)	16.2	51.5	30.8	1.5	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.7 Number of Agricultural Cooperatives Classified by The Number of Auditors

	Number of the auditor				Total
	1	3	5	7	
Eastern area	0	17	0	0	17
Central area	1	25	6	0	32
Govi Desert area	1	31	5	1	38
Western Mountain area	2	33	8	0	43
Total	4	106	19	1	130
(%)	3.1	81.5	14.6	0.8	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.8 Number of Agricultural Cooperatives by Number of Staff of Installed Position

	Kind of official position								Total	Average number/ agr. cooperative
	Chairman/ director	sub-chairman or sub-director	General affair	Accountant	Secretary/ Driver	Agricultural expert	Engineer			
Eastern area	21	4	21	21	18	19	5	5	114	5.4
Central area	34	13	31	34	21	28	9	5	175	5.1
Govi Desert area	41	7	38	40	27	35	2	4	194	4.7
Western Mountain area	46	8	46	32	20	32	5	5	194	4.2
Total	142	32	136	127	86	114	21	19	677	4.8
(%)	100.0	22.5	95.8	89.4	60.6	80.3	14.8	13.4		

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.9 Number of Agricultural Cooperatives Classified by The Total Number of Staff

	Number of the cooperatives and companies				Total
	3-5	6-8	9-11	12-14	
Eastern area	11	10	0	0	21
Central area	8	13	7	6	34
Govi Desert area	21	17	0	3	41
Western Mountain area	24	13	2	7	46
Total	64	53	9	16	142
(%)	45.1	37.3	6.3	11.3	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.10 Number of Unit Agricultural Cooperative belonged to Namac Classified by Age of Chairman or Director

Name of Aimag	Number of agr. cooperative	Age of chairman or director		
		<40	40-50	>50
(A) Eastern area				
1. Dornod	6	1	3	2
2. Sukhbaatar	11	5	2	4
3. Hentiy	10	4	4	2
sub-total	27	10	9	8
(B) Central area				
4. Selenge	-	-	-	-
5. Tov	10	2	4	4
6. Bulgan	9	3	6	-
7. Arhangay	13	5	5	3
8. Ovovhangay	27	8	11	8
sub-total	59	18	26	15
(C) Gobi Desert area				
9. Dornogobi	14	2	6	6
10. Dundgobi	12	1	9	2
11. Omnogobi	10	2	6	2
12. Bayanhongor	10	3	5	2
13. Gobi-altay	19	9	7	3
sub-total	65	17	33	15
(D) Western Mountain area				
14. Khubogul	14	1	6	7
15. Dzauhan	21	3	12	6
16. Urs	23	3	10	10
17. Hovd	6	0	1	5
18. Bayanolgii	-	-	-	-
sub-total	64	7	29	28
Total	215	52	97	66
(%)	100.0	24.2	45.1	30.7

Source: NAMAC office file on the basis of 215 reported agricultural cooperatives

Table IV-2.11 Number of Agricultural Cooperative Classified by Pre-Occupation of Chairman or Director

Name of Aimag	Number of agr. cooperative	Chairman of Negdel				Accountant of Negdel	Other cadres of Negdel	Others
		Negdel	Negdel	Negdel	Negdel			
(A) Eastern area								
1. Dornod	6	1	2	3	-	-	-	
2. Sukhbaatar	11	0	1	6	4	-	-	
3. Hentiy	10	2	-	7	1	-	-	
sub-total	27	3	3	16	5	-	-	
(B) Central area								
4. Selenge	-	-	-	-	-	-	-	
5. Tov	10	2	3	2	3	-	-	
6. Bulgan	9	2	-	4	3	-	-	
7. Arhangay	13	2	2	5	4	-	-	
8. Ovovhangay	27	6	4	5	12	-	-	
sub-total	59	12	9	16	22	-	-	
(C) Gobi Desert area								
9. Dornogobi	14	7	1	5	1	-	-	
10. Dundgobi	12	5	1	5	1	-	-	
11. Omnogobi	10	2	1	6	1	-	-	
12. Bayanhongor	10	2	1	4	3	-	-	
13. Gobi-altay	19	-	2	10	7	-	-	
sub-total	65	16	6	30	13	-	-	
(D) Western Mountain area								
14. Khubogul	14	4	2	5	3	-	-	
15. Dzauhan	21	4	5	8	4	-	-	
16. Urs	23	3	1	13	6	-	-	
17. Hovd	6	3	1	2	-	-	-	
18. Bayanolgii	-	-	-	-	-	-	-	
sub-total	64	14	9	28	13	-	-	
Total	215	45	27	90	53	-	-	
(%)	100.0	20.9	12.6	41.9	24.7	-	-	

Source: NAMAC office file on the basis of 215 reported agricultural cooperatives

Table IV-2.12 Number of Agricultural Cooperatives Classified by Main Production and Main Business in 1995

Areas	Number of samples	Kind of Production		Kinds of Business					
		livestock	agri. crops	Sale	Purchase	Processing of livestock	Processing agr. crop	Transportation	Others*
Eastern area	21	18	11	21	19	4	4	-	15
Central area	34	19	17	31	19	5	6	2	16
Gobi Desert area	41	28	7	41	35	7	3	-	12
Western Mountain area	42	32	15	43	35	4	1	14	29
Total	138	97	50	136	108	20	14	16	72
(%)		70.3	36.2	98.6	78.3	14.5	10.1	11.6	52.2

*: including business on sale of timbers, bread, cakes, soft drinks, candies, business of medical centers and business on hotels/restaurant

Data source: The results of the JICA field survey conducted in September 1996.

Table IV-2.15 Number of Agricultural Cooperative Classified by Scale of Profit in 1995

Name of Aimag	Scale of profit (million Tg)						
	< -1	-1~0	0~0.5	0.5~2	2~10	10~30	>30
(A) Eastern area							
1. Dornod	1	0	1	2	2	0	0
2. Sukhbaatar	2	1	2	1	5	0	0
3. Hentiy	0	1	2	2	5	0	0
sub-total	3	2	5	5	12	0	0
(B) Central area							
4. Selenge	-	-	-	-	-	-	-
5. Tov	2	0	2	3	2	0	1
6. Bulgan	3	0	0	2	3	1	0
7. Arhangay	1	1	2	4	3	0	0
8. Ovorhangay	4	2	8	8	4	0	1
sub-total	10	3	12	17	12	1	2
(C) Gobi Desert area							
9. Dornogobi	0	1	1	4	5	2	0
10. Dundgobi	0	2	1	3	4	1	0
11. Omnogobi	0	1	3	1	4	1	0
12. Bayanhongor	0	0	5	4	1	0	0
13. Gobialtay	2	1	5	6	3	2	0
sub-total	2	5	15	18	17	6	0
(D) Western Mountain area							
14. Khubogul	0	2	2	3	6	0	0
15. Dzauhan	0	2	6	7	3	1	0
16. Urs	1	3	6	3	6	2	0
17. Hovd	0	0	0	3	3	0	0
18. Bayanolgiy	-	-	-	-	-	-	-
sub-total	1	7	14	16	18	3	0
Total	16	17	46	56	59	10	2
(%)	7.8	8.3	22.3	27.2	28.6	4.9	1.0

Data source: Office file of NAMAC

Table IV-2.16 Number of Agricultural Cooperatives Classified by Cash Sources

Areas	Term deposit	Insurance	Debt	Self-fund	Total
Eastern area	0	0	0	21	21
Central area	0	7	7	32	46
Govi Desert area	0	0	2	40	42
Western Mountain area	0	0	5	36	41
Total	0	7	14	129	150
(%)	0	4.7	9.3	86.0	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.17 Number of Agricultural Cooperatives which Consider Countermeasures for Increasing Income to The Members

Areas	Discount sale of consumer goods	Pre-payment system	Service on credit supply of low interest	Subsidy system	Cheaper sale of goods made in AC	Increasing of consignment fee of livestock	Subsidy to the poor	Total
Eastern area	1	15	1	0	0	20	9	46
Central area	13	12	8	6	2	6	4	51
Govi Desert area	6	32	5	0	0	14	1	58
Western Mountain area	17	19	7	1	1	2	3	50
Total	37	78	21	7	3	42	17	205
(%)	18.0	38.0	10.2	3.4	1.5	20.5	8.3	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.18 Number of Agricultural Cooperatives Classified by Scale of Payment of Income Tax

Areas	Scale of payment of income tax (1000Tg)						Total
	<50	50-100	100-500	500-1000	1000-5000	>5000	
Eastern area	2	1	7	2	3	0	15
Central area	6	3	9	4	6	1	29
Govi Desert area	10	1	6	8	6	0	31
Western Mountain area	8	3	14	6	6	0	36
Total	26	8	36	20	20	1	111
(%)	23.4	7.2	32.4	18.0	18.0	0.9	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.19 Condition on Allocation to Profit

Areas	Number of samples	Amount (unit: 1,000Tg)				Total	Percentage (%)			Total	
		Investment	Welfare	Deposit for calamities	Dividend		Investment	Welfare	Deposit for calamities		
Eastern area	14	6,664	10,620	0	5,168	22,337	29.6	47.5	0.0	22.9	100.0
Central area	24	27,923	13,000	2,241	18,564	61,728	43.2	21.1	3.6	30.1	100.0
Govi Desert area	31	16,706	14,389	828	23,970	55,893	29.9	25.7	1.5	42.9	100.0
Western Mountain area	36	11,235	21,314	430	25,363	59,641	19.9	36.1	1.1	43.0	100.0
Total	105	62,973	59,323	3,699	73,065	199,060					
(%)		31.6	29.8	1.9	36.7	100.0					

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.20 Condition on Allocation to Average Net Profit per One Agricultural Cooperative

Areas	Investment	Welfare	Deposit for calamities	Dividend	Total (unit: 1,000Tg)
Eastern area	472	739	0	365	1,596
Central area	1,163	542	93	774	2,572
Govi Desert area	532	464	27	773	1,803
Western Mountain area	326	592	17	705	1,640
Average	600	565	35	695	1,895

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.21 Number of Trainees who The Agricultural Cooperatives Dispatched

Areas	Numbers of trainees			Total
	University	General	professional	
Eastern area	0	0	0	0
Central area	2	1	15	18
Govi Desert area	0	2	9	11
Western Mountain area	1	2	14	17
Total	3	5	38	46
(%)	6.5	10.9	82.6	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.22 Number of Agricultural Cooperatives Classified by The Number of Kiosks

Areas	Numbers of KIOSK					Total
	0	1	2	3	>4	
Eastern area	0	1	16	1	3	21
Central area	3	16	8	1	6	34
Govi Desert area	2	19	9	4	7	41
Western Mountain area	2	22	3	3	12	42
Total	7	58	36	9	28	138
(%)	5.1	42.0	26.1	6.5	20.3	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.23 Processing Factories Owned by The Agricultural Cooperatives

Areas	Wheat processing factories		Sewing factories		Milk processing factories		Hide and skins processing factories		Shoe making factories		Wooden making factories		Repairing factories		Soft drink factories		Felt-shoes making factories		Fodder processing factories		Felt making factories		Soap making factories		Candle making factories		Total
	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	
Eastern area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
Central area	8	2	8	0	1	7	6	6	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	35
Govi Desert area	3	4	0	0	1	6	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0	1	0	2	19	19	
Western Mountain area	3	17	3	0	0	13	11	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	49	
Total	19	23	11	3	3	26	20	2	2	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	116	
Total amount of sale in 1995(1,000 Tg)	70,001	26,656	13,642	1,171	409	22,988	26,469	583	2,600	676	1,607	260	1,057	168,119													
Average amount of sale/one AC	3,684	1,159	1,240	390	136	884	1,323	292	650	676	1,607	260	529	1,449													

Data source: Office file of NAMAC (on the basis of 215 reported AC)

Table IV-2.24 Opinion with Regard to Enrolment of New Member, Enlargement of AC, Possibility of New AC Establishment, Increasing of Share Capital, Possibility of Veterinary Services Provided by AC and Improvement of Livestock Facilities

Areas	enrolment of new member		enlargement of AC		Total		possibility of establishment of new AC		Total		possibility of increasing share capital		Total		provision of veterinary service by AC		Total		improvement of infra-structure such as wells and livestock houses		Total	
	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no
	Eastern area	12	9	14	0	14	20	1	20	21	10	11	14	21	7	14	21	4	16	4	16	20
Central area	14	20	34	8	33	18	15	18	33	10	24	18	34	18	16	34	11	23	11	23	34	34
Govi Desert area	36	17	53	3	43	40	12	40	52	28	22	50	52	16	36	52	16	31	16	31	47	47
Western Mountain area	27	18	45	37	44	17	28	45	45	23	23	46	46	21	25	46	7	37	7	37	44	44
Total	89	64	153	116	134	106	45	106	151	71	80	151	153	62	91	153	38	107	38	107	145	145
%	58.2	41.8	100.0	86.6	100.0	70.2	29.8	70.2	100.0	47.0	53.0	100.0	100.0	40.5	59.5	100.0	26.2	73.8	26.2	73.8	100.0	100.0

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

Table IV-2.25 Number of Agricultural Cooperatives which Want Reinforcement of Processing Facilities

Area	wheat mill		bread factory		fooder crop mix.		store house		slaughter house		milk processing		milk and its others*		Total
	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	
Eastern area	4	3	0	0	0	0	0	0	0	0	0	11	11	18	18
Central area	9	7	0	1	1	1	1	1	1	1	1	16	16	35	35
Govi Desert area	1	0	0	1	7	0	0	0	0	0	0	14	14	23	23
Western Mountain area	14	11	4	6	2	1	26	26	64	64	64	64	64	64	64
Total	28	21	4	8	10	2	67	67	140	140	140	140	140	140	140
%	20.0	15.0	2.9	5.7	7.1	1.4	47.9	47.9	100	100	100	100	100	100	100

Data source: The results of the JICA field survey conducted in September 1996 (on the basis of 142 samples)

*: including processing factory of timber, felt, skin, hides, primary materials, electric powers, etc.

Table IV-2.26 Facilities that Agricultural Cooperatives want to Install

Areas	Kiosk	Hospital	Medical center	Bathing facilities	Communication	Cleaning facilities	Others	Total
Eastern area	1	0	0	2	0	0	0	3
Central area	3	5	6	7	2	3	0	26
Govi Desert area	2	0	2	8	0	1	3	16
Western Mountain area	3	8	9	11	2	3	6	42
Total	9	13	17	28	4	7	9	87
(%)	10.3	14.9	19.5	32.2	4.6	8.0	10.3	100.0

*: including business on sale of timbers, bread, cakes, soft drinks, candles, business of medical centers and business on hotels/restaurants

Data source: The results of the JICA field survey conducted in September 1966.

Table IV-2.27 Hope that Agricultural Cooperatives want for The Government

	Tax reduction	Assistance to operation fund	Protection of crop production from livestock	Protection of rights and benefit of producer	Abolishment of double taxation	Protection of rights of agricultural cooperative	Reduction of rental fee of land use	Counter-measures against unemployment	Infrastructure of electric supply, roads, etc.,
Eastern area	12	15	0	4	2	2	0	0	
Central area	9	18	4	6	2	1	2	1	
Govi Desert area	8	17	0	3	0	4	0	2	
Western Mountain area	12	18	0	1	0	0	0	2	
Total	41	68	4	14	4	7	2	5	
(%)	17.7	29.4	1.7	6.1	1.7	3.0	0.9	1.7	2.2

	Enlightenment to herders on AC	Information of marketing	Training of person	Development for small and medium scale company	Improvement of the present law	Counter-measures for the poor	Protection counter-measures to farmers	No hope	Total
Eastern area	0	0	0	4	12	0	2	0	53
Central area	2	1	2	4	2	0	0	1	57
Govi Desert area	1	1	0	2	11	0	6	0	55
Western Mountain area	4	0	0	7	11	3	6	0	65
Total	7	2	2	17	36	3	14	1	231
(%)	3.0	0.9	0.9	7.4	15.6	1.3	6.1	0.4	100.0

Data source: The results of the JICA field survey conducted in September 1966.

Table IV-3.1 Number of Households of The Four Cooperative Associations in Mongolia

Association	Cooperative		Company with a limited liability		Company with share-holder		Partnership and sole proprietorship		Total	Date of nos. of cororations of H.H and households	
	Nos.	Nos. of H.H	Nos.	Nos. of H.H	Nos.	Nos. of H.H	Nos.	Nos. of H.H			
NAMAC	6	594	175	42,606	33	7,940	0	0	214*	51,140*	Dec. '95
MCCU	250	15,610	77	9,561	7	56	0	0	334	25,227	May '96
MMCU	123	2,545	175	6,050	0	0	63	914	361	9,509	Sep. '96
UPSC	80	294	34	108	0	0	84	105	198	507	Sep. '96
Total	459	19,043	461	58,325	40	7,996	147	1,019	893	35,243	
(%)	51.4	54.0	51.6	165.5	4.5	22.7	16.5	2.9	100	100	

Data source: NAMAC, MCCU, MMCU AND UPSC

NAMAC: National Association of Mongolian Association of Cooperators

MCCU: Central Union of Mongolian Consumer's Cooperative

MMCU: Mongolian Manufacturing Cooperatives Union

UPSC: Union of Production and Service Cooperatives of Mongolia

*: This is the number of reported unit agricultural cooperatives and the total number of unit agricultural cooperatives is 252 at the end of 1995.

So number of households of the 252 agricultural cooperatives is expected to be more.

Table IV-4.1 1995 Annual Report of NAMAC Member Cooperatives (Items No.1 to No.3) (1/5)

Cooperative Name	1. Organization of the Cooperative member of NAMAC					2. Information of Member's Position							3. Execution of Member's Expense and Social Services											
	Average Code	Average Name	Nature of cooperative	Nature of company	Size	Related to Home and Company		General Meeting			No. of directors	No. of Representatives in Council	Date of Registration	Training		Expense of Labor Protection		Expense of Health Record		Pre-shipment room		Total		
						Members (Household)	Family members	Times of Meetings	Members to be trained	Members attended				Average percentage of attendance (%)	Persons	Expense	Persons	Expense	Persons	Expense	Persons		Expense	
																								107%
UN-01	15/04	Tanjungkaman	C	Kambing	148	448	12	1	157	274	83.9	5		1995-12-09										
UN-02	15/04	Kaya Banjar	C	Kambing	250	1,170	50	4	711	450	62.9	7		1995-12-09										
UN-03	15/04	Pangkajene	C	Kambing	120	724	20	3	170	149	87.0	9		1995-12-09	1	200	20					85	3	2

Table IV-4.1 1995 Annual Report of NAMAC Member Cooperatives (Items No.1 to No.3) (2/5)

Cooperative Name	1. Organization of the Cooperative member of NAMAC					2. Information of Member's Position							3. Execution of Member's Expense and Social Services												
	Average Code	Average Name	Nature of cooperative	Nature of company	Size	Related to Home and Company		General Meeting			No. of directors	No. of Representatives in Council	Date of Registration	Training		Expense of Labor Protection		Expense of Health Record		Pre-shipment room		Total			
						Members (Household)	Family members	Times of Meetings	Members to be trained	Members attended				Average percentage of attendance (%)	Persons	Expense	Persons	Expense	Persons	Expense	Persons		Expense		
																								107%	107%
ZA-01	8/24	Sanjaya	C	Perikanan	298	675	43	1	151	395	87.7	4		1995-02-12											
ZA-02	8/24	Sanjaya	C	Perikanan	230	538	218	1	210	165	81.0	6		1995-02-12											
ZA-03	8/24	Sanjaya	C	Perikanan	170	318	58	1	58	38	64.7	7		1995-02-12											

Table IV-4.3 1995 Annual Report of NAMAC Member Cooperatives (Items No.6 to No.8 1/4) (1/5)

Cooperative Code	Along Coast	I. Economic Indicators of Agriculture Cooperatives (2/5)										II. Economic Indicators of Livestock						III. Economic Indicators of Fisheries																					
		Gross sales income		Total Expenses		Net Sales Income		Profit		Loss		Total Profit		Income tax		Net Profit		Members		Agriculture		Employees in Fisheries (Part-time)		Officials		Total		Core net					Non-core net					By net	
		107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y			
UV-01	15	4,404	2,591	1,814	1,814	2,591	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	

Table IV-4.3 1995 Annual Report of NAMAC Member Cooperatives (Items No.6 to No.8 1/4) (2/5)

Cooperative Code	Along Coast	I. Economic Indicators of Agriculture Cooperatives (2/5)										II. Economic Indicators of Livestock						III. Economic Indicators of Fisheries																					
		Gross sales income		Total Expenses		Net Sales Income		Profit		Loss		Total Profit		Income tax		Net Profit		Members		Agriculture		Employees in Fisheries (Part-time)		Officials		Total		Core net					Non-core net					By net	
		107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y	107y			
ZA-01	15	22,300	13,925	8,375	8,375	13,925	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	8,375	

Table IV.4.3 1995 Annual Report of NAMAC Member Cooperatives (Items No.6 to No.8 1/4) (5/5)

Cooperative Code	I. Financial Statements of Agricultural Cooperatives (20)											II. Financials of Enterprise						III. Production and Sales of Products (14)																									
	Operating Statement of Agricultural Cooperatives (20)						Merchandise			Agriculture			Employed in Owns (20/25/30)			Offshore			Total			Cash sales					Production of Sales of Products (14)																
	Other sales income		Total Expenses		Avg Sales Income		Net Profit														Total sales					Total sales					Total sales												
	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g	107g				
AR-01	4	182,820	32,249	28,161	786	28,161	201	149	18	1,240	36	17,232	28	3,258	12	2,454	35	20,367	43	40	40	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994		
AR-01	4	182,820	32,249	28,161	786	28,161	201	149	18	1,240	36	17,232	28	3,258	12	2,454	35	20,367	43	40	40	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994	107g	1994

Table IV-4.4 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 2/4) (3/5)

Cooperative Name	Sheep										Goats										Poultry										Pigs and Swine										Sheep and										Cattle										Caprine									
	Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales																								
	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price																														
	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g																														
BC-26	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00																														

Table IV-4.4 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 2/4) (4/5)

Cooperative Name	Sheep										Goats										Poultry										Pigs and Swine										Sheep and										Cattle										Caprine									
	Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales																								
	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price	Production	Commitment	Total amount	Sales amount	Average price																														
	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g	kg	kg	kg	kg	10 ³ g																														
BC-26	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00	15	15	15	15	1.00																														

Table IV-4.5 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 3/4) (1/5)

Cooperative	U.S. and Non-U.S. Sales																					Foreign					Non-Farm Total					Farm					Total								
	Production					Commodity					Total					Production					Commodity					Total					Production					Commodity					Total				
	Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales									
	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total			
UC-01	11	11	11	3	2,000	14	14	14	2	2	2	13	13	13	10	10	10	1	1	1	12	12	12	13	13	13	10	10	10	1	1	1	12	12	12	13	13	13							

Table IV-4.5 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 3/4) (2/5)

Cooperative	U.S. and Non-U.S. Sales																					Foreign					Non-Farm Total					Farm					Total								
	Production					Commodity					Total					Production					Commodity					Total					Production					Commodity					Total				
	Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales					Total sales									
	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total	Prod	Comp	Total			
UC-02	26	26	26	10	1,800	36	36	36	10	10	10	26	26	26	20	20	20	6	6	6	26	26	26	26	26	26	20	20	20	6	6	6	26	26	26	26	26	26							

Table IV-4.5 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 3/4) (3/5)

Cooperative Name	Production of Major Products (in \$)																													
	Soy and non-soy annual						Soy and non-soy small annual						Peanuts				Nut (other than soy)				Soy Flour or Meal				Others					
	Total sales						Total sales						Total sales				Total sales				Total sales				Total sales					
Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	
00	01	02	03	04	05	00	01	02	03	04	05	Head	Head	Head	Head	Head	Head	00	01	02	03	04	05	00	01	02	03	04	05	
00-01	10	10	10	10	10	270.8	270.8	270.8	270.8	270.8	270.8	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Table IV-4.5 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 3/4) (4/5)

Cooperative Name	Production of Major Products (in \$)																												
	Soy and non-soy annual						Soy and non-soy small annual						Peanuts				Nut (other than soy)				Soy Flour or Meal				Others				
	Total sales						Total sales						Total sales				Total sales				Total sales				Total sales				
Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price	Production	Compost	Total amount	Same amount	Same sales	Average price
00	01	02	03	04	05	00	01	02	03	04	05	Head	Head	Head	Head	Head	Head	00	01	02	03	04	05	00	01	02	03	04	05
00-01	10	10	10	10	10	270.8	270.8	270.8	270.8	270.8	270.8	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Table IV-4.6 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 4/4 & No.9) (3/5)

Cooperative Name	Lemon Total					Total Gross (Cash/Check)										Total Sales					Fruit					Vegetable					Other goods					Total amount to Cooperative						
	Production	Sales	Cost	Retail	Lift	Production					Retail					Production	Competition	Total amount					Production	Competition	Total amount					Production	Competition	Total amount					Cash	Check	Cash	Check	Cash	Total
						107g	107g	107g	107g	107g	107g	107g	107g	107g	107g			107g	107g	107g	107g	107g			107g	107g	107g	107g	107g			107g	107g	107g	107g	107g						
CO-26	1700	1524	219	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					

Table IV-4.6 1995 Annual Report of NAMAC Member Cooperatives (Items No.8 4/4 & No.9) (4/5)

Cooperative Name	Lemon Total					Total Gross (Cash/Check)										Total Sales					Fruit					Vegetable					Other goods					Total amount to Cooperative						
	Production	Sales	Cost	Retail	Lift	Production					Retail					Production	Competition	Total amount					Production	Competition	Total amount					Production	Competition	Total amount					Cash	Check	Cash	Check	Cash	Total
						107g	107g	107g	107g	107g	107g	107g	107g	107g	107g			107g	107g	107g	107g	107g			107g	107g	107g	107g	107g			107g	107g	107g	107g	107g						
CO-27	2627	2296	1721	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					

Table IV-4.7 1995 Annual Report of NAMAC Member Cooperatives (Items No.10 & No.11) (3/5)

Cooperative Code	10 Soil Area Cultivation										11 Technical Equipment											Electricity Diesel engine Custom engine			
	by farm							Truck			Machinery					Annual Cost									
	Total land Sown area for next season	Plough area for next season		Total ploughing area	Canal	Wheel	Plough	Vegetation	Plough area (fromillage)	Fallow land	Vehicle used Tractor 20/100	Tractor 20/150	Tractor 20/150	Tractor 20/150	Others	Tractor	Tractor	Tractor	Tractor	Tractor	Tractor	Total Cooperator's Members'	Annual Cost Cooperator's Members'	Annual Cost Cooperator's Members'	Annual Cost Cooperator's Members'
	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Tractor 20/100	Tractor 20/150	Tractor 20/150	Tractor 20/150	Tractor 20/150	Tractor	Tractor	Tractor	Tractor	Tractor	Tractor	Cooperator's Members'	Cooperator's Members'	Cooperator's Members'	Cooperator's Members'
BU-01	3																								
BU-02	3																								
BU-03	3																								
BU-04	3																								
BU-05	3																								
BU-06	3																								
BU-07	3																								
BU-08	3																								
BU-09	3																								
BU-10	3																								
BU-11	3																								
BU-12	3																								
Total	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Average	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Table IV-4.7 1995 Annual Report of NAMAC Member Cooperatives (Items No.10 & No.11) (4/5)

Cooperative Code	10 Soil Area Cultivation										11 Technical Equipment											Electricity Diesel engine Custom engine			
	by farm							Truck			Machinery					Annual Cost									
	Total land Sown area for next season	Plough area for next season		Total ploughing area	Canal	Wheel	Plough	Vegetation	Plough area (fromillage)	Fallow land	Vehicle used Tractor 20/100	Tractor 20/150	Tractor 20/150	Tractor 20/150	Tractor 20/150	Tractor	Tractor	Tractor	Tractor	Tractor	Total Cooperator's Members'	Annual Cost Cooperator's Members'	Annual Cost Cooperator's Members'	Annual Cost Cooperator's Members'	
	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Ha	Tractor 20/100	Tractor 20/150	Tractor 20/150	Tractor 20/150	Tractor 20/150	Tractor	Tractor	Tractor	Tractor	Tractor	Cooperator's Members'	Cooperator's Members'	Cooperator's Members'	Cooperator's Members'	
DC-01	3																								
DC-02	3																								
DC-03	3	1400	300	400	400	400	1 18			300															
DC-04	3																								
DC-05	3																								
DC-06	3																								
DC-07	3																								
DC-08	3																								
DC-09	3																								
DC-10	3																								
DC-11	3																								
DC-12	3																								
Total	30	1400	300	400	400	400	1 18			300															
Average	30	1400	300	400	400	400	1 18			300															

Table IV-4.8 1995 Annual Report of NAMAC Member Cooperatives (Items No.12 & No.13) (1/5)

Cooperative Code	Year	12 Purchased Rice and Goods of Mass Consumption																		13 Ownership of AC																					
		Total amount		Wheat		Rice		Maize		Sugar		Tobacco		Tea		Cloth		Canvas for Car		Oil Cow		Foil		Foil books		Cotton		Others		Male	Female	Age	Capacity	Average Ownership							
		Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	10 ³ g													
LV-01	15	740	3.2	5.3																																	45				
LV-23	15	76 842	159 8	20 789	187	330	56	802	21	820	4 843	3 427	5 841	4 385	16 878	4 556	66	7 154	87	1 674	1 338	3 256	25	726	2 826	1 878	9	0												47	
ZA-01	17	8 877	37.3	47.6	0.4	22.1	60	0	127	3 352	4 818	4 026	5 526	2 892	3 567	1 058	218	4 329	247	3 129	438	1 267	1 764	11 378	411	426	140	50											49		

Table IV-4.8 1995 Annual Report of NAMAC Member Cooperatives (Items No.12 & No.13) (2/5)

Cooperative Code	Year	12 Purchased Rice and Goods of Mass Consumption																		13 Ownership of AC																				
		Total amount		Wheat		Rice		Maize		Sugar		Tobacco		Tea		Cloth		Canvas for Car		Oil Cow		Foil		Foil books		Cotton		Others		Male	Female	Age	Capacity	Average Ownership						
		Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	Amount	Value	10 ³ g												
ZA-07	8	1 750	36.0	65.0	0.3	14.2			0.7	35.0	136	80																												48
GA-01	15	21 229	24.9	11 290	2.9	62.9			1.8	66.0	506	329																												53
GA-11	15	6 845	25.3	3 825	3.5	12.5			2.0	100.0	110	71																												59

Table IV-4.8 1995 Annual Report of NAMAC Member Cooperatives (Items No.12 & No.13) (3/5)

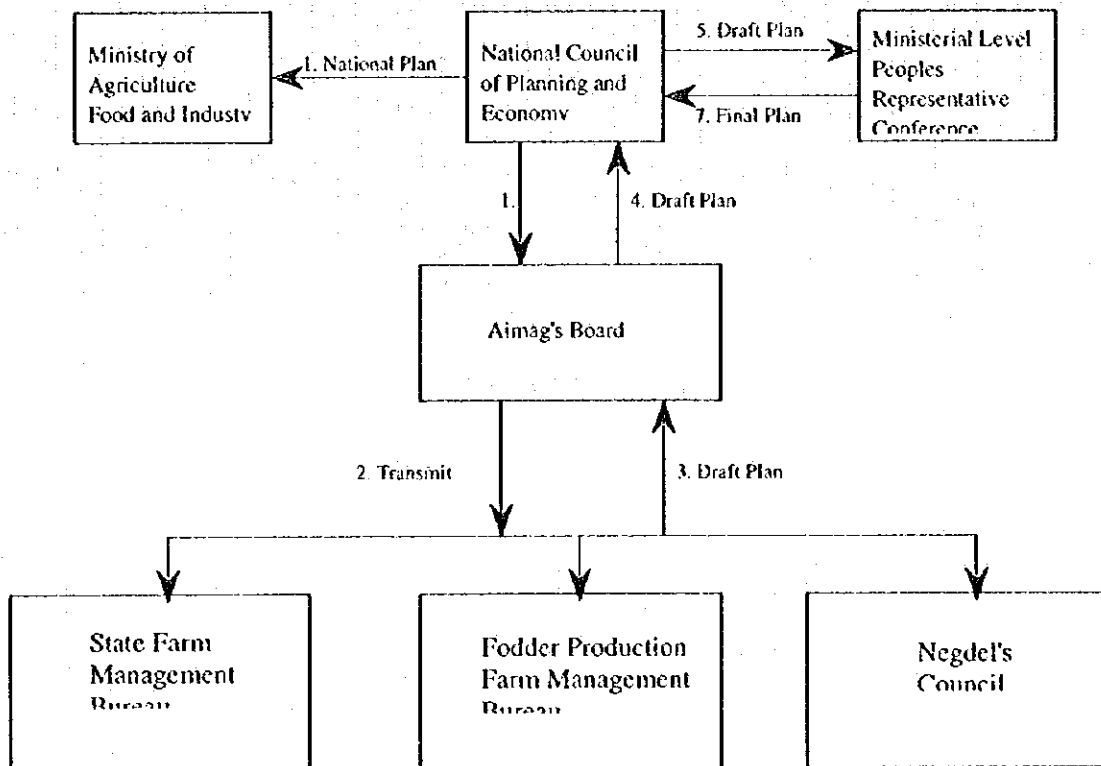
Table with columns for Cooperative Code, Amount/Value for Wheat, Rice, Millet, Sugar, Tobacco, Tea, Cashew, Cassava for Gel, Gel Cover, Fat, Fall boots, Cotton, Others, Male, Female, Age, Sex, and Occupation. It contains data for various cooperatives and their members.

Table IV-4.8 1995 Annual Report of NAMAC Member Cooperatives (Items No.12 & No.13) (4/5)

Table with columns for Cooperative Code, Amount/Value for Wheat, Rice, Millet, Sugar, Tobacco, Tea, Cashew, Cassava for Gel, Gel Cover, Fat, Fall boots, Cotton, Others, Male, Female, Age, Sex, and Occupation. It continues the data for various cooperatives and their members.

Figures

Fig. IV-1.1 Procedure of National Agricultural Production Plan



Remarks: Final plan will be transmitted to the production units again through the same route of 1 and 2.

Data source: Economic and organizational basis of agricultural production, 1977

Attachments

Судлаачийн нэр Мэдээлэл өгсөн хүний нэр албан тушаал
аймаг 1996 оны сар өдөр
В N

Судалгааны маягт 05
Тарж, татам буугдсан хоршоо, компани
(解款会社/株式会社/解款会社)

Аймаг (県) Сум (村)

Хоршоо, компани (株式会社/会社)

Байрладаг газар: (所在地)

1. Хэдийд байгуулагдсан бэ? (хувьчилсаны дараа) (設立年(民元))

2. Үүсгэн байгуулсан ерхийн тоо (家族人世帯数)

3. Түүний хүн ам (бүгд) (総人数)

4. Гишүүн байсан хүний тоо (解款所の総人数)

5. Эзэмшиж байсан хөрөнгө (дүрмийн сан) (基金)

6. Малын тоо (畜産頭数)

7. Машин техникийн тоо (所有機械)

8. Тарах болсон шалтгаан (解款の理由)

1. Өр эхэссэн (倒産の理由)

2. Үйлдвэрлэл буурсан (赤字の増大)

3. Хоршооноос гарах хүмүүс өлширсон (借入金の増大)

4. Хоршоо компанид итгэлгүй болсон (ойлгохгүй болсон) (不信任の増大)

5. Хоёр компани нэгдсэн (合併)

6. Бусад (その他)

9. Тараах тухай шийдвэр хаанаас гарсан, хэдийд (оч, сар, өдөр, шийдвэрийн нэр)
(出元と日付/解款会社/出元/日付)

10. Тарсаны дараахь өр авлагын барагдуулалт (解款後の債権清算)

11. Тарах үед байсан дарга, нябогийн нэр овог (解款時の社長/役員/氏名)

12. Тэд одоо хаана ямар ажил хийж байгаа (上記各人の現在の仕事)

13. Тарсаны дараахь гишүүдийн санал, сэтгэгдэл (解款後の株主の意見/感想)

14. Тарсан тухай орон нутгийн байгууллагын дүгнэлт, цаашид яах гэж байгаа болох
(解款後の関係機関からの評価/今後の予定)

15. Өөр ямар аж ахуйн нэгж суманд байгаа?
(他にどの会社)

16. Хоршоо, компани байгуулах саналтай хүмүүс бий эсэх
(返済希望/希望のある人/有無)

17. Хоршооны тухай хуулийг хэрхэн сурталчилсан болох
(返済希望/希望のある方法)

Судлагчийн нэр (调查员名)

АН

Судалгааны маягт 01

ҮНДСЭН МАТЕРИАЛ (基础材料)

Аймаг (省)

Хоршооны нэр (简称)

Сум (乡)

Оршин буй газар (所在地)

1. Эргэлэн буй үйлдвэрлэл, үйл ажиллагааны чиглэл (主要生产经营行业)

- 1. МАА (畜牧业)
- 2. Газар тариалан (农业)
- 3. Борлуулалт (贸易)
- 4. Худалдан авах (购买)
- 5. МАА-н боловсруулалт (加工)
- 6. Газар тариалангийн боловсруулалт (加工)
- 7. Бусад (其他)

2. Нийгэм соёлын үйлчилгээ (主要社会团体)

- 1. Амралт сувилал (旅游)
- 2. Эхчүүдийн байр (学校)
- 3. Соёлын үйлчилгээ (文化)
- 4. Бусад (其他)

3. Захиргааны орон тоо, албан тушаалын нэрээр (行政机构)

- 1. Захирал (领导)
- 2. Дэд захирал (副领导)
- 3. Ня-бо (会计)
- 4. Агрономч (农业)
- 5. Ижтэн (技术)
- 6. Бичээч (文书)
- 7. Жолооч (司机)
- 8. Нярав (管理)

4. Гишүүдийн тоо өрхөөр (1995 оноор) (1995年管理)

- а. Малчин (牧民)
 - б. Тариачин, механикжуулагч (农业机械)
 - в. Ажилчин (工人)
 - г. Албан хаагч (职员)
 - 5. Үүсгэн байгуулагчдын тоо (创始人)
 - 6. Гаднаас хөлсөөр ажиллаж буй хүний тоо (聘用人员)
- Үүнээс: Байнгын ажилчин (固定职工)
Түр ажилчин (临时工)

7. Дүрмээ битлүүлж, улсын бүртгэлд орсон он, сар, өдөр, гэрчилгээний дугаар (登记日期, 证书编号)

8. Бүх гишүүдийн хурал хийсэн он, сар, өдөр (1995.1.1-нээс хойш) (1995年1月1日以来)

9. Төлөөлөн удирдах зөвлөлтэй эсэх (гишүүдийн тоо) (是否有领导/成员)

10. Удирдах зөвлөлийн гишүүдийн тоо (领导机构/成员)

11. Хянан шалгах зөвлөлийн гишүүдийн тоо (түүний дотор ня-ботой эсэх) (审计委员会/成员)

12. Сургалт, мэргэжил дээшлүүлэх ажил (хоршооны хөрөнгөөр) (培训/经费)

а. Их дээд сургууль, коллежид сурч буй (大学/成人教育)
б. Түр курс (мэргэжилтэн бэлтгэх)-д сурсан (短期/成人教育)

в. Мэргэжил дээшлүүлэх дамжаанд сурсан (专门/成人教育)
13. Ажил зохион байгуулах төсөлтэй эсэх (бий бол ямар төрлийн, хичнээн төгрөгний) (是否/经费)

14. Худалдааны нэг салбарын тоо (худалддаг, хүлээн авдаг дэлгүүр, агент) (商业/批发)

15. Суманд ажилладаг оёр төрлийн хоршоо, аж ахуйн нэгж (нэр, аж ахуйн хэлбэр, орлого мян.төг) (合作社/企业)

а. Бүх төрлийн мах (肉类)
б. Ноос (хонь, тэмээний ноос хамт) (羊毛/羊)

в. Ноолуур (麦类) (小麦)
г. Арьс шир (бод, ботгийн хамт) (皮革/动物)

17. Газар тариалангийн бүтээгдэхүүнийг хаана, ямар тээвэрээр нэг бүрийг ямар үнээр тушаасан болох. Үүнд: (产地/运输/价格)

- а. Үр тариа (谷物)
- б. Төмс (牲畜)
- в. Хүнсний ногоо (蔬菜)

18. Бүтээгдэхүүн борлуулахад гарах тээврийн зардлыг
а. Хоршоо хариуцдаг (合作社)

б. Хоршоо хариуцдаггүй (其他)

СУДАЛГААНЫ МЭЯГТ 03

ХОРШООГОО ЦААШИД ХӨГЖҮҮЛЭХ САНАЛ
(可倫坡の発展を促すための提案)

- Хоршоог хөгжүүлэхэд юу дутагдаж байна? Ямар бэрхшээл байна? (удирдлагын, үзэл бодлын, сэтгэл зүйн, боловсон хүчний, техникийн, зохион байгуулалтын)
(可倫坡の発展を促すための提案)
(可倫坡の発展を促すための提案)
- Иргэд, малчид яагаад хоршооноос гараа? (若手民の脱退理由)
- Хоршоо, компанийн хуулийг хэрхэн сурталчилж байна вэ? (可倫坡の発展を促すための提案)
- Гишүүн нэмж элсүүлэх үү? (可倫坡の発展を促すための提案)
- Хоршоогоо томруулах үү? (可倫坡の発展を促すための提案)
жижиглэх үү? (可倫坡の発展を促すための提案)
- Шинэ хоршоо үүсэх ямар болоцоо байна вэ? (可倫坡の発展を促すための提案)
- Гишүүдээс хөрөнгө нэмж оруулах боломж (санал) бий юу? (可倫坡の発展を促すための提案)
- Мал эмнэлгийн үйлчилгээ эрхлэх боломж? (可倫坡の発展を促すための提案)
- Хөдөө аж ахуй (мал, тарианы)-н ямар салбар эрхэлж болох вэ? (可倫坡の発展を促すための提案)

Ашиг, түүний хуваарьлалт (利益とその配分)

- Ашигтай эсэх (利益の有無)
- Ашиг юунаас ордог вэ? (収入源)
- 1995 оны бүх ашиг (1995年度の利益)
- Ашгаас татварт төлсөн (法人税)
- Үлдсэн цэвэр ашиг, үүнийг хуваарьласан нь: (純利益の配分)
а. Үйлдвэрлэлд зохиулсан сан (事業再投資資金)
б. Нийгэм-соёлын хэрэгцээний сан (社会文化事業資金)
в. Гэнэтийн аюул, нөөцийн сан (災害準備金)
г. Нэгдөл ашигт хуваасан нь: (年間配当金/株主配当)
Үүнээс: а. Хувь хөрөнгөнд ногдох нь: (自己資本への配当)
б. Хоршооны үйлчилгээнд оролцсонд: (可倫坡の発展を促すための提案)
в. Биеэр ажилд оролцсонд: (若手への配当)
- Санхүүгийн тайлан гаргахад гадны туслалцаа авдаг эсэх: (авдаг бол хаанаас, хэнийг авсан) (外部からの支援/助成金の活用)
- Тайлангаа хугацаанд гаргасан эсэх: он, сар, өдөр (決算期間中の報告/決算状況)
- Санхүүгийн дотоод тогтолцооны хэлбэр (зээл, даатгал, хадгаламж г.м) (銀行内での資金配分)
- Гишүүдээ мөнгөжүүлэхэд ямар тусламж үзүүлдэг вэ? (可倫坡の発展を促すための提案)
- Банктай харьцдаг журам (хүү, төлбөрийн тоо, төрөл) (銀行との取引条件/利息/手数料)
- Хоршооны өр төлбөрийн байдал? (負債状況)
а. Банкны уртын зээл (短期借入金/借付金)
б. Богино зээл (借入金/借付金)
в. Гишүүдэд төлөх өр (可倫坡の発展を促すための提案)
г. Бусад байгууллага хүмүүст төлөх өр (可倫坡の発展を促すための提案)
д. Гишүүдээс авах авлага (可倫坡の発展を促すための提案)
е. Бусдаас авах авлага (可倫坡の発展を促すための提案)

10. Худаг хашаа өөртөө нэмж барих шаардлага бий эсэх (井戸、貯水池、貯水塔、貯水池、貯水池、貯水池)
11. Жижиг үйлдвэрийн ямар төрлийг хөгжүүлсе гэж боддог вэ? (小型工場、貯水池、貯水池、貯水池)
12. Сумандаа ямар үйлчилгээг харууцан бий болгож болох вэ? (эмчилгээний, сувиллын, халуун усны, холбооны, хими, цэвэр угаалга г.м) (貯水池、貯水池、貯水池、貯水池、貯水池)
13. Ахуйн үйлчилгээ, худалдааны ямар цэг салбар эрхлэх саналтай болох? (貯水池、貯水池、貯水池、貯水池)
14. Төр захиргаанаас ямар тусламж үзүүлдэг вэ? (貯水池、貯水池、貯水池、貯水池)
15. Төр захиргаанаас ямар тусламжийг хүсдэг вэ? (貯水池、貯水池、貯水池、貯水池)

Үүнээс: (内訳)
 - Малчид (牧民)
 - Тариаланч, механикжуулалт (牧民、机械师)
 - Бусад ажилчид (其他工作人员)
 7. Машин, техникийн тоо (所有机械)
 Үүнд:

- а. хөнгөн тэрэг (轻便车)
- б. гинжит трактор (联合拖拉机)
- в. дугуйт трактор (带轮拖拉机)
- г. үр тарианы комбайн (谷物联合收割机)
- д. эдийн засгийн үзүүлэлт, хөвсрэлт маягтаар (经济、统计、报表)

1996 оны сар өдөр
 Б N

Судлачийн нэр
 Мэдээлэл өгсөн хүний нэр албан тушаал

СУДАЛГААНЫ МАЯГТ 04
 ТАЙЛАН ГАРГААГУЙ АЖ АХУЙГААС НЭМЖ
 АВАХ МЭДЭЭЛЭЛ

Аймаг(县)..... Сум(苏木)..... Хоршоо(说明)(统计、报表)

Байрладаг газар(所在地)

1. Тайлан гаргаагүй шалтгаан (统计、报表、未报、理由)

2. Бүртгэл, тайлангийн ажилд тохиолдолж буй бэрхшээл:
 (统计、报表、工作中、发生、的、困难、问题、等)

3. Аймгийнхаа санхүү, татварын албанд тайлан гаргаж тушаасан эсэх
 (是否、向、自治区、财政、税务部门、申报、过)

4. Гишүүн өрхийн тоо (家庭成员数)

5. Тэдгээрийн хүн ам (人口)(性别、年龄)

Үүнээс хөдөлмөрийн чадвартай (其中、劳动力)

6. Компанид нийт ажиллагсдын тоо (所在、单位、人数)

Үүнээс 1. Захиргааны: (行政、人员)

а. дарга, захирал (干部)

б. орлом дарга, мэргэжилтэн (主任、技术员)

в. эдийн засагч, нябо (经济师、会计)

г. бичээч, бичиг хэрэг (书记、文书)

д. Жолооч (司机)

е. Бусад (其他)

Үйлдвэрлэл дээр ажиллагсад: (生产、人员)