


資 料

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資料 1. S / W、M / M、T / R

SCOPE OF WORK
FOR
THE STUDY
ON
THE POSTAL SERVICE IMPROVEMENT PLAN
IN
MONGOLIA
AGREED UPON BETWEEN
THE MINISTRY OF INFRASTRUCTURE DEVELOPMENT,
THE MONGOL POST COMPANY
AND
THE JAPAN INTERNATIONAL COOPERATION AGENCY


Ulaanbaatar, November 2, 1999



Rentsen BUD
Director General,
Strategic Planning and Integrated Policy Department
Ministry of Infrastructure Development



M.E. Jaakhuu BAATARKHUU
Director General,
Mongol Post Company



Hideo Miyamoto
Leader of the Preparatory Study Team,
Japan International Cooperation Agency



I . INTRODUCTION

In response to the official request of the Government of Mongolia, the Government of Japan decided to conduct the Study on the Postal Service Improvement Plan in Mongolia (hereinafter referred to as "the Study") in accordance with the relevant laws and regulations in force in Japan.

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

The present document sets forth the Scope of Work for the Study.

II . OBJECTIVES OF THE STUDY

The objectives of the Study are:

- (1) to formulate a master plan for the improvement of postal service, and
- (2) to pursue technology transfer to counterpart personnel in the course of the Study.

III . STUDY AREA

The Study will cover all post offices and the organizations concerned with postal service in Mongolia.

IV . SCOPE OF THE STUDY

1. Collection, review and analysis of related data and information
 - a. social and economic conditions
 - b. existing postal service facilities
 - c. data on living conditions
 - d. on-going and planned projects relevant to the Study
 - e. laws, regulations and policies on postal services
 - f. other relevant data and information
2. Field reconnaissance
 - a. the general post office, post office in Ulaanbaatar and local post offices
 - b. distribution network
3. Identification of the existing facilities and equipment concerned with postal service and distribution network
4. Analysis of existing postal service and extraction of current problems
 - a. management and financial situation
 - b. organization and institution
 - c. human resource
 - d. distribution network (transportation system)

5. Research on customer's need intended as follows
 - a. governmental organizations
 - b. private companies
 - c. households
6. Forecast of socio-economic changes and future demand for postal service
7. Formulation of basic strategy of Master Plan
8. Formulation of Master Plan for the Postal Service Improvement
 - a. postal service improvement plan
 - operation and maintenance
 - distribution network
 - facilities and equipment
 - b. new services strategic plan
 - c. plan for organizational and institutional aspects
 - d. human resource development plan
 - e. cost estimation
 - f. financial plan
 - g. evaluation(financial evaluation, organizational and institutional evaluation, technical evaluation, socio-economic evaluation)
 - h. Formulation of program for implementation and prioritization
9. Implementation of technology transfer seminar

V. SCHEDULE OF THE STUDY

The Study will be carried out in accordance with the tentative schedule as attached in the appendix. The schedule is tentative and subject to be modified when both parties agree upon any necessity that will arise during the course of the Study.

VI. REPORTS

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

1. Inception Report:

Twenty (20) copies at the commencement of the first work in Mongolia.

2. Progress Report:

Twenty (20) copies at halfway of the first work in Mongolia.

3. Interim Report:

Twenty (20) copies at the end of the first work in Mongolia.

4. Draft Final Report:

Twenty (20) copies at the end of the second work in Mongolia. The Government of Mongolia shall submit its comments within one (1) month after the receipt of the Draft Final Report.

5. Final Report:

Final Report will consist of Main Report, Supporting Report, Data Book and Summary. Fifty (50) copies will be submitted within one (1) month after the receipt of the comments on the Draft Final Report.

VII. UNDERTAKINGS OF THE GOVERNMENT OF MONGOLIA

1. To facilitate the smooth conduct of the Study, the Government of Mongolia will take the following necessary measures:

- (1) To secure the safety of the Japanese study team (hereinafter referred to as "the Team")
- (2) To permit the members of the Team to enter, leave and sojourn in Mongolia for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees
- (3) To exempt the members of the Team from taxes, duties, fees and any other charges on equipment, machinery and other materials brought into Mongolia for the conduct of the Study
- (4) To exempt the members of the Team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Team for their services in connection with the implementation of the Study
- (5) To provide necessary facilities to the Team for remittance as well as utilization of the funds introduced into Mongolia from Japan in connection with the implementation of the Study
- (6) To secure permission for the Team to enter into private properties or restricted areas for the implementation of the Study
- (7) To secure permission for the Team to take all data and documents (including photographs and maps) related to the Study out of Mongolia to Japan
- (8) To provide medical services as needed, expenses for which will be chargeable to the members of the Team.

2. The Government of Mongolia shall bear claims, if any arises, against the members of the Team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the member of the Team.



3. Mongol Post Company (hereinafter referred to as "MPC") shall act as a counterpart agency to the Japanese Study Team under Ministry of Infrastructure Development (hereinafter referred to as "MOID") and also as a coordinating body in relation with other governmental and non-governmental organizations for the smooth implementation of the Study. MPC shall, at its own expense, provide the Team with the followings, in cooperation with other organizations concerned:

- (1) available data and information related to the Study
- (2) counterpart personnel
- (3) suitable office space with necessary equipment
- (4) credentials or identification cards
- (5) an appropriate number of vehicles with drivers.

VIII. UNDERTAKINGS OF JICA

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

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

IX. CONSULTATION

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

Appendix

TENTATIVE SCHEDULE

MONTH	1	2	3	4	5	6	7	8	9	10	11	12	13
WORK IN MONGOLIA	[REDACTED]									[REDACTED]			
WORK IN JAPAN	[REDACTED]						[REDACTED]					[REDACTED]	
REPORT PRESENTATION	△ IC/R			△ P/R			△ IT/R			△ DF/R		△ F/R	

REMARKS: IC/R : Inception Report

P/R : Progress Report


IT/R : Interim Report

DF/R: Draft Final Report

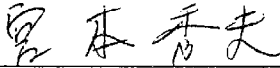
F/R : Final Report

MINUTES OF MEETING
ON
THE SCOPE OF WORK
FOR
THE STUDY
ON
THE POSTAL SERVICE IMPROVEMENT PLAN
IN
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Ulaanbaatar, November 2, 1999



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Director General,
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M.E. Jaakhuu BAATARKHUU
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In response to the official request of the Government of Mongolia, the Government of Japan decided to conduct the Study on the Postal Service Improvement Plan in Mongolia (hereinafter referred to as "the Study") in accordance with the relevant laws and regulations in force in Japan.

The Japanese Preparatory Study Team (hereinafter referred to as "The Team") organized by JICA, headed by Mr. Hideo Miyamoto visited Mongolia from October 20 to November 3, 1999 for the purpose of discussing the scope of work for the Study.

The Team carried out field survey, exchanged views and had a series of discussion with representative of Ministry of Infrastructure Development (hereinafter referred to as "MOID") and Mongol Post Company (hereinafter referred to as "MPC") and other organizations concerned. "List of attendants" appears in the Attachment.

Both sides have discussed the Scope of Work for the Study.

The following is the summary of discussion between both sides.

I . CONTENT OF THE STUDY

Both sides agreed the major elements of the scope of the Study as follows.

1. The postal service improvement plan for long-term sustainable development

Diagnosis of the present problems in MPC indicated lack of investment fund, low income per capita, deteriorated facility and equipment, the inefficient organization of the postal service system.

Long-term sustainable development plan has to be worked out in order to improve financial condition of MPC and to perform sustainable development through efficient postal service administration and management, adequate operation and maintenance of the facilities and equipment concerned and expansion of postal network as well as human resources development.

2. Implementation of customer's needs research and development of new service strategic plan

The clear direction and scope for new service strategic plan will be developed. Based upon the results and analysis of customer's needs research, the plan for the new service strategy will be developed in close consultation between both sides. Cost estimation of necessary infrastructure for new postal service development is a part of the Study.

It is expected that new service strategic plan will be introduced, following the customer's needs research in close consultation between both sides.

3. Designing of postal savings plan

It is agreed that introduction of postal savings plan should be determined on the basis of the result of the on-going study, "The Study on the Support for the Economic Transition and Development" which is expected to be completed by the end of March, 2000.

4. Expansion of existing postal network

It is recognized that postal service can be measures of information transmission. The present postal network will be reviewed for the purpose of improving timeliness of delivery and reliability of the postal service.

Postal network throughout the country will be expanded, taking into consideration of its various contribution to public service such as health, safety net as well as rural development.

5. Strengthening of the existing postal service

Mongolian side is making attempts to improve the existing postal service at present, and a number of staffs have been newly allocated at the postal offices in districts (suman). According to assessment of the existing postal service, a set of proposals to strengthen it will be made. At the same time cost estimate necessary for implementation of these proposals will be also made.

6. Human resources development plan

It is confirmed that human resources development plan will be formulated from the point of view of capacity development as well as institutional building in all the post offices and other organizations concerned.

II. IMPLEMENTATION OF THE STUDY

1. Since it is important and necessary to work together among organizations concerned, it is agreed that a Steering Committee consisting of MOID, MPC, Ministry of Finance and other organizations concerned will be established.
2. Since the Study will be implemented by the joint efforts between the JICA consultant team and the Mongolian personnel, it is agreed that the appropriate Mongolian personnel will be assigned to take part in the work.
3. Workshop and seminars will be held, when appropriate, in order to make sure the full utilization of the Study outputs, to disseminate the Study outputs among people concerned including general public, and to conduct smooth technology transfer.
4. MPC will provide the office space for the JICA consultant team in Ulaanbaatar.
5. The consultant team will undertake the field survey with Mongolian counterpart, when the field data is not available enough.
6. JICA will not be able to bear the Mongolian personnel cost including travel cost, according to the JICA regulation.

III. Others

1. The Team explained the procedure of JICA technical cooperation and process of development study, and Mongolian side understood it.
2. Both sides agreed that Study reports would be made open to the public to promote transparency and accountability of the Study as well as to disseminate the Study outputs.
3. The team requested that MPC would provide vehicles with drivers necessary for the Study at its expense. However, MPC explained the difficulty to accept this request due to financial constraint.

APPENDIX
LIST OF ATTENDANTS

(Mongolian Side)

Ministry of Infrastructure Development

1. Mr. Rentsen BUD, Director General, Strategic Planning and Integrated Policy Department
2. Mr. Gombo BASANJAV, Director, Strategic Planning and Integrated Policy Department
3. Mrs. Batbayar TUNGALAG, Senior Officer, Strategic Planning and Integrated Policy Department

Mongol Post Company

1. Mr. M.E. Jaakhuu BAATARKHUU, Director General
2. Mr. Dalai TUGSOO, Deputy Director General
3. Mrs. Batsukh PUREVSUREN, Director of General Affairs Division
4. Mr. Orig TOMUR, Chief, Planning and Postal Financial Service Section
5. Mr. Batdamba SAMBUU, Chief, Accounting Section
6. Mr. Enebish SANDAGDORJ, Specialist, Planning and Postal Financial Service Section
7. Mrs. Baldan ZANDANSUREN, Specialist, Planning and Postal Financial Service Section
8. Mr. Namsrai TOMURKHUU, Specialist, Operational Division
9. Mr. Nergui BOLDBAATAR, Specialist, Operational Division
10. Mrs. Lkhamsuren TSETSEGSUREN, Specialist, General Affairs Division
11. Mr. Purevsuren BATSUREN, Specialist, Accounting Section
12. Mr. FEODOR GANBAATAR, Specialist, General Affairs Division

(Japanese Side)

Preparatory Study Team

- | | |
|----------------------------|--------|
| 1. Mr. Hideo Miyamoto | Leader |
| 2. Mr. Kazunobu Suzuki | Member |
| 3. Mr. Akihiko Nozaki | Member |
| 4. Mr. Teruo Kawakami | Member |
| 5. Mr. Yasuhide Shigematsu | Member |
| 6. Ms. Sanae Abiko | Member |
| 7. Mr. Shigeya GOTO | Member |

Application for the technical cooperation (Development Study) by the Government of Japan

1. Project digest

(1) **Project title**

Elaboration of Master plan for assisting Mongolian Postal Service
(hereafter called "Master plan")

(2) **Location**

Ulaanbaatar city, all province and somon centers
Please refer to annex-1

(3) **Implementing agency**

- **Name of the Agency**

Communication's department (here after called CD), Ministry of Infrastructure
And Development cooperated with Mongol Post Company (hereafter called MPC).

-**Number of staff of the Agency**

Headquarters	24
Executive officer	51
Assistance officer	20
Operative staff	409
Total	503

-**Budget allocated to the Agency**

MPC

- 570,000,000 tugrugs

The MPC receives subsidy from the Government every year for investment and Operational financial loss.

The postal loss and investment cost are financed by the Communications assets Company up to September 1996 and from the beginning of October they are financed by the communications Assets Company up to September 1996 and from the beginning of October they are financed by post's and telecommunication's department by the joint decision of the Ministry of Infrastructure Development and the Ministry of Finance.

The following table shows the classification of Government subsidy:

	Investment	loss
1995	70,000,000	108,000,000
1996	100,580,000	85,580,000
1997 (plan)	211,600,000	317,224,500

-Organization chart (see attached annex – 2) for MPC

(4) Justification of the project

- present situation of Mongolian Postal Service

The postal service in Mongolia has been operated as a part of the telecommunication Business for a long time, however, it was separated from the telecommunications business and became an independent government company with the establishment of "Mongol Post Company" on November 1, 1994 by in the order of the Ministry of Infrastructure Development. The company has been forced to minimize size of the service by the rapid development in the telecommunications service, economic recession, etc., and carrying a deficit of 186 million tugrugs as of 1996. The Mongol Post Company is strongly requested to become independent by the seeking measures for efficient operations, introducing new services, etc.

At present the MPC provides the postal service by 503 staffs and 43 post offices in Ulaanbaatar and aimags (provinces) centres.

The MPC provides the following services all over the Mongolian country.

- Letter
- parcel
- EMS
- Fax service
- Express
- Subscription of foreign and national publications
- Telephone
- Sale of some daily goods

Air routes

- Domestic air routes

There are 12 air routes between Ulaanbaatar and aimags. The mail transportation between Ulaanbaatar and aimags is executed 2-3 times a week.

- International air routes

MPC exchanges International mail in closed dispatch with 12 countries via China and Russia. Mail dispatch via Beijing is made 3 times a week for EMS and twice a week for order Categories. Dispatches for Moscow are made twice a week.

Surface routes

Postal vans / trucks /

There are 95 trucks owned by MPC. Twenty eight of these trucks are very old. At present mail delivery from aimags is made to 305 somons in 182 routes covering over 62000 Kilometers.

Domestic mail dispatches between Ulaanbaatar and aimags are made 3 times a week by train, 3 times a week by public bus

Collection and delivery frequency

MPC collects all postal items twice a day from post offices using their own cars. The mail is delivered on Monday – Friday twice a day, once on Saturday.

Postal Mechanization

Postal mechanization has not been implemented yet. Almost all work is done by hand.

Financial situation

Postal revenue and expenditure

Year	Revenue	Expenditure	Balance
1995	328,289,900	435,173,600	-106,883,700
1996	480,502,200	570,729,400	-90,227,200
1997(plan)	1,000,760,000	1,317,989,000	-317,224,500

-Sector of development policy of national government

Dynamic and efficient improvement of infrastructure is essential for socio-economic Development of the country. Especially improvement of quality of postal service and expansion of the postal network are recognized to be one of the most important factor for the economic, cultural and educational development of the country.

The policy statement of the Mongolian Government on the postal development states followings:

- Formulate master plan on postal development
- Strengthen existing postal network and expand the postal traditional services
- Introduce postal saving and insurance services

-Problems to be solved in the sector

There are following three main problems to be solved in Mongolian Postal services

- Lack of fund and facilities
- Inefficient organization of Postal operation system
- Lack of knowledge and experience in the field of service planning and new services such as postal saving and insurance services

-Outline of the project.

- To prepare the Master plan for development on Mongolian Postal Service up 2010
- To prepare a list of project to be realized with priorities in order to solve the above mentioned problems

- Purpose (Short-time objective) of the project

1. introduction of new services such as correspondence course, special discount services for main customers, seasonal special services, etc.
2. Increase of revenue from advertisement
3. Enrichment of facilities
4. Delivery of service to the premises by efficient use of postal car
5. Reasonable and efficient location of indoor postal facilities
6. Conduct of sales promotion activities
7. Inviting foreign consultant and experts

- Goal (Long term objectives) of the project.

- Expansion of the existing network cover the remote areas
- Establishment of E-mail service
- Introduction of Postal and Postal insurance Services.
- Conducting of training course for postal services

- Prospective beneficiaries

- Provide by good quality postal services and meet customers demand
- Improve the financial station of MPC
- Contribute in the economy of the country

-The project's priority in the National Development Plan or Public Investment Program

The policy statement of the Mongolian Government on the postal development states following:

- formulate master plan on postal development
- strengthen exiting postal network and expand the postal traditional services
- introduce postal saving and insurance services

- (5) Desirable or scheduled time of the commencement of the Project.
December, 1997

- (6) Expected funding source and assistance (including external origin)

Japanese Government technical assistance

- (7) Other relevant Project, if any

No

II. Terms of reference of the proposed Study

- (1) Necessity justification of study.

The purposes of the Study are:

- Assess the current situations of the postal network
- Investigate needs of the customers
- Define the types of the new services
- Calculate the expected financial and economic indexes of the MPC.
- Review the necessities of the introduction of new equipment and technology of Postal service
- Assess the current human resource of MPC
- Formulate HRD plan of MPC

- (2) Necessity justification of the Japanese Technical Cooperation

The Mongol Post Action Plan was established as result of twice survey on present situation of Mongolian postal services in July and August, 1995 and from September 23 to October 8, 1996 by JICA experts.

Therefore the Japanese side has got understanding about our today's situation and know the way to overcome present difficulty.

In addition, Mongolian side has much interesting in the developing of cooperation with the Japanese side for the establishing the know-how formulation of postal service planning and techniques etc.

- (3) Objectives of the study

To prepare a basic plan for development of postal services and expanding the postal network in Mongolia up to 2010, including short-term and long-term program. To prepare a draft technical standards and technology of new postal services.

- (4) Area to be covered by the study

The study area shall cover Ulaanbaatar, all aimag and somon centres (see annex I)

- (5) Scope of the study

Collection of data and information related to the study: Postal traffic, charge, postal transportation route, etc.

(6)	Study schedule	1997	1998
	Study in Mongolia	May - June	
	Study in Japan	July - August	
	Inception Report	end of August	
	Study in Mongolia	September - October	
	Study in Japan	November	

Final report

- (7) Expected Major Outputs of the study
- Establishment of Data base of postal services
 - Creation of basis for Master plan formulation
- (8) Request of the Study to other donors agencies, if any
- No
- (9) Other relevant information, if any
- No

III. Facilities and information for the Study team, etc.

- (1) Assignment of counterpart personal of the implementing agency for the Study (number, academic background, etc.)
- Highly - educated engineers and economists will work as counterpart:
- 3 communications engineers.
 - 3 planning economists
 - 2 traffic and charging economist
 - 1 electronic engineer
- (2) Available data, information, documents, maps, related to the Study.
- Map of Mongolia
- Map of postal route in Ulaanbaatar
- Map of postal routes in aimags (provinces)
- Mail volume by years and months
- Postal traffic, charge, revenue, expenditure
- Postal trucks
- Post offices

Post equipment

Post offices building and date of constructed

General information of administrative units of Mongolia

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

There are not serious matters for the security to conduct the study.

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

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

The Project will not have negative impacts on environment.

(2) **Anticipated environmental impacts (both natural and social) by the Project, if any**

The Project would improve traffic of Postal service by introduction the new service .

(3) **Women in main beneficiaries or not**

Almost 70% of postal staffs are women. Therefore women are the main beneficiaries regarding the work condition, improvement
However general impact of this project would improve living condition of all mongolian people through in direct influence on economic development.

(4) **Project components which required special consideration for women (such as gender difference , woman specific role, woman's participation), if any**

No

(5) **Anticipated impacts on woman caused by the Project, if any**

The Project would improve quality of postal service. Therefore it has more possibilities to improve working condition of the women working in the post and it also impacts on the women's cultural and education development throughout the country.

(6) **Property reduction components of the Project, if any**

No

(7) **Any constraints against the low income people caused by the Project**


No

Undertaking of the Government of Mongolia

In order to accomodate a smooth and efficient conduct of the Study , the Government of Mongolia shall take necessary measures:

- 1) to secure the safety of the Study team.
- 2) To permit the members of the Study team to enter, leave and sojourn in Mongolia in connection with their assignments there in, and exempt them from alien registration requirement and consular fees.

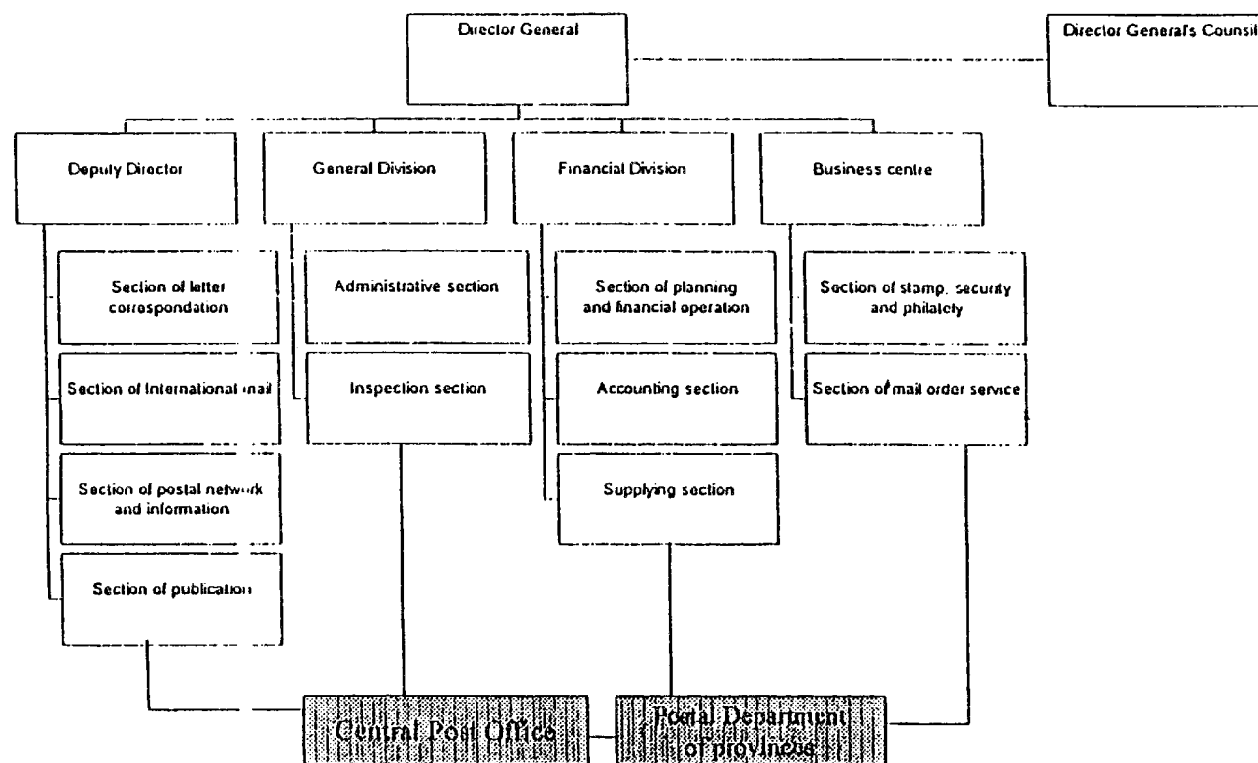
- 3) To exempt the Study team from taxes, duties and other charges on equipment, machinery and other materials brought into and out of Mongolia for the conduct of the Study
 - 4) To exempt the Team from income tax and charge of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Study.
 - 5) Team for their services on connection with the implementation of the Study.
 - 6) To secure permission or entry into private properties or restricted areas for the conduct of the Study.
 - 7) To secure permission for the study to take all data, documents and necessary materials related to the Study out of Mongolia to Japan.
 - 8) To provide medical services as needed. Its expenses will be chargeable to members of Study Team
 - 9) The Government of Mongolia shall bear claims, if any arises against member of the Japanese Study team resulting from, occurring in the course of or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the member of the Study Team.
 - 10) MPC shall act as counterpart agency to the Japanese Study Team and also as coordinating body in relation with other governmental and non-governmental organization and non-governmental organization and concerned for smooth implementation of the Study.
- The government of Mongolia assured that the matters referred in this form will be insured for a smooth conduct of the Development Study by the Japanese Study Team

Signed: 
Titled: Mr. G. Basanjav
General director
Communications Department

Ministry of Infrastructure Development
On behalf of the Government of Mongolia

Date: December 9, 1997

Organization chart of MPC



資料 2. 主要面会者リスト

主要面会者リスト(11月3日－11月9日)

11月3日	モンゴル郵便公社	B.Purevsuren T.Tomor	総務部長 財務部長
11月4日	モンゴル郵便公社	B.Purevsuren T.Tomor	総務部長 財務部長
	インフラ開発省	G.Basanjab B.Purevsuren	戦略計画統合政策局局长 郵便公社総務部長
	モンゴル郵便銀行	D.Oyunjargal	社長
11月5日	郵便電気通信庁	I.Norovjab	経済局議長
	モンゴル郵便公社	B.Purevsuren T.Tomor	総務部長 財務部長
11月8日	モンゴル商工会議所	S.Demberel	会頭
	モンゴル郵便公社	B.Purevsuren T.Tomor	総務部長 財務部長
11月9日	モンゴル郵便公社	J.Baatarkhuu B.Purevsuren T.Tomor	社長 総務部長 財務部長

資料 3. Questionnaire

1. 総論

- (1) 郵便会社設立の法的根拠、「郵便会社法」的なものはあるか。
公営会社か（資本金、出資者など）
- (2) 政府・インフラ開発省の監督・行政責任、予算、決算、幹部の任命権者

2. 郵便事業

- (1) 郵便事業に対する〈95 年以降の数値は〉
- (2) 96.11 モンゴル郵便アクション・プランの実行度、状況〈実行済みのもの○、実行時期の決まっているもの△、実行時期も決まっていないもの×〉

3. 関連事業

- (1) 郵便貯金実施のニーズと障壁
- (2) 簡易保険事業実施のニーズと障壁
- (3) 通信販売ニーズと障壁
- (4) 通信教育ニーズと障壁

4. 郵便競争事業

- (1) DHL 等競争サービスの状況（サービス名、サービス開始年度、規模、年度別、品目別輸送統計、料金体系）
- (2) 同上、国民の評価、ニーズ、認知度、利用度、満足度

5. 物流体制の現状

- (1) 集配車、集配設備等車両・コンテナ・郵袋等運搬器具
- (2) 区分機、コンベヤー、その他局内施設および物流機器
- (3) 郵便番号読み取り機

6. 物流インフラの現状

- (1) 道路による郵便輸送
- (2) 鉄道による郵便輸送
- (3) 航空による郵便輸送

7. 将来の郵便物流

- (1) “Post to Door” 体制確立のニーズと障壁

8. 市場調査についての基本事項

- (1) 市場調査に対する行政の基本的な考え方
- (2) 市場調査に対する郵便会社の考え方、過去の実施経験、利用度
- (3) 市場調査に対する国民の受容度、協力度、基本的な考え方

9. 市場調査の実施

- (1) 人員、予算、企画、立案、集計、解析の考え方
- (2) 民間マーケティング・リサーチ会社の利用・料金

組織・経営について

1) 次の機関の組織図

(構成部局名、現在の部局の責任者氏名、各部局の構成員数)。

インフラ開発省

郵便公社

中央郵便局

郵便銀行

切手銀行

2) インフラ開発省の次の部局の郵政に関する権限と責任。

Integrated Policy & Strategy Planning Department

Communication & Information Division

Post & Telecommunication Agency

3) 郵便公社の Director General, Deputy Director General のプロフィール。

4) 上記幹部の任免プロセス。

5) 郵便局の職員職種別構成、できれば年齢構成も。

6) 郵便事業の業務の流れを説明する図または解説書があれば、その資料。

7) 郵便事業の数字データ。

種別の国内、国際郵便物数の動向。県別局別の郵便物取扱い件数。郵便局数。郵便自動車数および走行延べキロ数。

またこれらのデータは、どのように収集され、保存されているか。コンピュータは利用されているのか。

8) 郵便料金の設定プロセス。

9) 郵便公社について。役員、従業員の業績評価制度はあるのか。給与・賃金はどのように決定されるのか。

10) 従業員への福利厚生（年金、保健、託児所、社宅など）はどのようなものがあるか。

11) 労働組合（省、郵便公社、郵便局）はあるのか。

12) 郵便および郵便関連事業、関連機関の統廃合、民営化についてのモンゴル政府の方針。

財務・会計について

- 1) 郵便公社の予算の作成・承認プロセス。
- 2) 郵便公社の会計帳簿は、単式簿記か、複式簿記か。
- 3) 記帳はすべてまたは一部コンピューター化されているか。
- 4) 帳簿にはどのようなものがあるか。会計処理の流れはどのようになっているか。
- 5) 現金出納の管理。
- 6) 預金による出納はあるか。
- 7) 支払いは現金か。振込みによる支払いはあるか。
- 8) 地方の郵便局の出納はどのように管理しているか。
- 9) 財務・会計にかんする規則・取扱いマニュアルはあるか。
- 10) 郵便公社の会計報告について。
年何回報告されるか。事業別、場所別の会計は行っているか。
 - 11) 会計報告は監査を受けるのか。
 - 12) 公社内部の業務についての監査は実施されているのか。
 - 13) 資産（建物、備品、トラックなど）はどのように管理されているのか。
資産台帳は作成されているのか。
 - 14) 直近5年度の収入・支出報告書、または、もしあれば損益計算書。
 - 15) 上記収入の事業別内訳。
 - 16) 上記支出の費目別明細。またもしあれば、事業別、場所別内訳。
 - 17) 直近5年度の貸借対照表。もしなければ、各資産の直近年度末の内訳別残高。
- 18) 今年度の予算。
- 19) 直近5年度の郵便・その他のサービスの料金。
- 20) 直近5年の職種別、階層別賃金。

資料４．収集資料リスト

資料リスト（収集資料）

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	Mongol Post Company /Annual Report 1998	A4	12	Original	1	Mongol Post Company		
	Mongol Post Bank/Company Profile	A4	9	Original	1	Mongol Post Bank		
	Mongol Post Bank/Financial Data	A4	4	Original	1	MPB		
	Mongol Post Bank/Clients' Composition	A4	4	Copy	1	MPB		
	Balance Sheet of Mongol Post Bank	A4	1	Copy	1	MPB		
	Revenue of MPC	A4	1	Copy	1	MPB		
	Expenditure of MPC	A4	2	Copy	1	MPC		
	Balance Sheet /Profit & Loss Statement	A4	14	Copy	1	MPC		
	Chart of Accounts	A4	10	Copy	1	MPC		
	Volume of Mail Items	A4	1	Copy	1	MPC		
	Salary of MPC employees	A4	1	Copy	1	MPC		
	Organization Chart	A4	1	Copy	1	MPC		
	Executive's CV	A4	3	Copy	1	MPC		
	Management Staff of MPC	A4	1	Copy	1	MPC		
	List of Postal Tariff	A4	8	Copy	1	MPC		