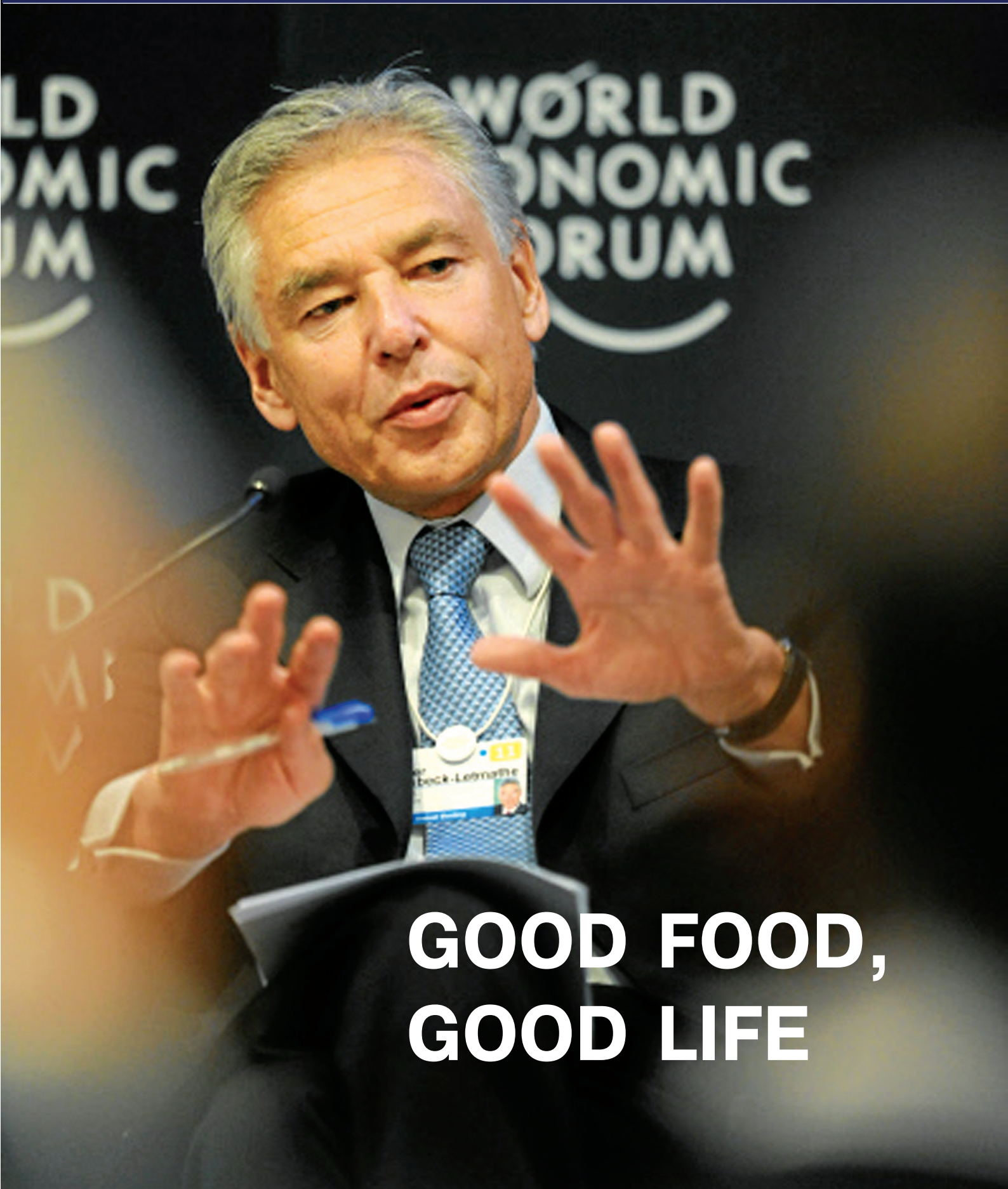
For a green development

MONGOLIAN ECONOMY

The Payoff from Elections

Ride the Wave

Mongolian Economy and Business Magazine April, 2012. № 007 (017) www.mongolianeconomy.mn



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For a Green Development

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LETTER FROM THE EDITOR



Warm times are approaching. Unfortunately, with the election at the front doorstep everyone seems to have time for nothing else. With this in mind, *Mongolian Economy* delivers the article "The Payoff from Elections" about how as the elections approach the mining sector is losing steam. Apparently governments as well as foreign and domestic companies are having the same sloppy attitude. The only ones busy lately are politicians and their staffs.

In a society currently consumed by politics *Mongolian Economy* also brings to our readers an interview with successful businessman Peter Brabeck-Letmathe, the chief executive officer of the world-renowned Nestle food company.

The spring winds in Ulaanbaatar have trash performing its dances, and wearing sunglasses or masks seems to have become a necessity. For this latest issue are highlights on garbage management.

Would you believe that Japan, which leads the world in its environmental efforts, was even dirtier and grimier than Mongolia in 1960? In "Cleaning up the Capital", read how Japan managed to get rid of its garbage in just 10 years. What management techniques did Japan, with a population that once threw out its waste through windows, choose to become so clean?

Though the elections are nearing, the county's development is going forward. A new era of bond offerings is beginning for the Mongolian financial market. The report "Ride the Wave" gives a closer look at this development.

Deputy Editor I. Otgonjargal

We Care About the People Even Before They are Born



There is no one single fountain of wisdom. The more spread out from where you get your ideas and the more you listen, the more likely you'll have your own creative ideas...8

The Payoff from Elections

Parliamentary elections naturally have a huge impact on the economy. Society is filled with those who take advantage of election season...13



Boldbaatar: Active mind leads to money making news business...21



A new type of business called "content business" is new to this sector. It is a business where you make money by actively thinking up new ideas...21

Cleaning Up the Capital

When asked what is the secret to how Japan was cleaned up Satoshi replied, "There are no secrets. The major cause to ridding ourselves of our garbage was changing the mindset of our citizens"...26



БИЗНЕС

8 We Care About the People Even Before They are Born

12 Producing Good-Quality Products for Society is Social Responsibility

13 The Payoff from Elections

15 Unlocking Mongolia's Green Coal Potential

17 Boiling Khanbogd

ECONOMY

19 Ride the Wave

21 Boldbaatar: Active Mind Leads to Money Making News Business

26 Cleaning Up the Capital

ECONOMY



The Bank of Mongolia has conducted a survey among citizens on expected inflation last month. The survey included 1,013 residents from 135 quarters of nine districts.

The survey results concluded that citizens expected inflation to rise up to 16.7 percent in three months, 15 percent in six months, and that it would reach 14.1 percent after a year. They also said that inflation would reach an average of 9.6 percent within a year.

Source: Bank of Mongolia

In a February 2012 review of the Mongolian economy by the World Bank, it noted that Mongolia is currently in an unstable phase. These economic winds might blow even stronger against Mongolia due to prevailing risks within the global economy as well.

With elections nearing, domestic economic conditions are becoming hazy. Until the Stability Fund of Mongolia becomes adequately stocked, the counry remains at the mercy of commodity prices.

During the 2008-2009 crisis China held on to its infrastructure to support its domestic economic policy. Now the country is trying to find another solution because global growth has slowed down.

Source: Asian Development Bank

BANKING AND FINANCE

Mongolia's banking sector has rebounded since the financial crisis of 2009, reported the Asian Development Bank. However, credit grew by 70 percent compared with last year.

"Although this is exciting the economy, it`s weakening the banking sector as well. Thus, the Bank of Mongolia should monitor the possible risks and enforce the right ratios established by regulations", advised the Asian Development Bank. The organization also said that the Mongolian economy still leans heavily on raw material price fluctuations and changes to international markets.

It concluded that the mid-term goal is to regulate profits from natural resource fairly, introduce mechanisms to promote responsibility and transparency, and to improve economic and political institutions.

Source: Asian Development Bank

INTERNATIONAL TRADE

In the first quarter of this year, Mongolia has traded with 113 countries. The circulation of international goods reached USD 2.342 billion, of which USD 883.8 million is from exports and USD 1.458 billion from imports.

The international trade balance faced a loss of USD 164.7 million, which is an increase of USD 18.8 million (12.9 percent). The total circulation of goods increased by 28 percent, of which exports comprised 19.1 percent and imports 34 percent. Minerals, jewel stones, metals, raw and finished leather, fur goods, coins, textile products, automobile and airplane equipment comprised 98 percent of all exports.

Source: Mongolian National Statistics Authority

BUSINESS

The National Innovation Committee /NDIC/ and Mercy Corps have started implementing an innovation voucher programme, beginning March this year, for the first time in Mongolia.

The initiative is meant to assist the development



of intercommunications among research organisations, universities, and schools and business organisations by supporting innovative ideas from small-and medium enterprises.

First, projects developed by individuals and organisations that want to improve their businesses or start a new business with an innovative project will be selected. Such projects will be selected from 15 of Mongolia's 21 provinces, such as such as Arkhangai, Bayankhongor, Bayan-Ulgii, Gobi-Altai, Gobisumber, Dornod, Dundgobi, Zavkhan, Uvurkhangai, Umnugobi, Sukhbaatar, Khovd, Khuvsgul and Uvs Aimags.

There are over 90,000 private enterprises, of which 50,000 are active. These enterprisers employ an estimated 900,000 workers and make up 73.7 to 74.3 percent of gross domestic product and 30 percent of taxed incomes. Investment from the private sector would reach MNT 19.3 trillion in 2016, with national investment comprising 54 percent.

The first step, making government service easier, was completed in 2011. Special warrants and licenses were cut by 30 percent. Internet customs, taxing, and business services have been commissioned in 21 provinces and the capital.

Source: Mongolian National Innovation Committee

OIL

The government has decided to reduce taxes imposed on national oil companies. Mongolian companies purchase oil from Russia at very high costs. Thus, the govern-

ment has opted to aid national companies with



this tax cut. These companies create jobs and seek out innovative technologies while working at full capacity.

Source: The government of Mongolia

PRODUCTION

The Mongolian National Innovation Committee (NDIC) has developed production goals for 2010 to 2016. The list of planned activities includes creating reserves of raw material, future plans for rural infrastructure, and production linked to foreign-market supply and demand.

The plan includes 23 light-industry and food factories, 27 construction material factories and 10 heavy-industry factories planned for construction. It also planned for technological centres in Darkhan-Uul and Baganuur.

Source: Mongolian National Statistics Authority

INFRASTRUCTURE

The Mongolia National Innovation Committee (NDIC) is researching the possibility for making the city of Darkhan a model city. A team was established, headed by Deputy Minister M. Enkhbold, to develop a programme to create this model.

Darkhan lies along the railway system that links China and Russia. It also has a power plant, is connected to the central electrical grid, and has developed infrastructure



such as communication systems. Thus, organisers believe the city has great potential to becoming the model city they hope it to be, as well as the potential to attract investors.

Source: Mongolian National Innovation Committee

Parliament has decided to pay off its MNT 2.8 billion worth of debt for imported electricity between 2008 and 2009 to Russia and China.

The debt collected by the state-owned Western Energy Network will be paid off using the government`s reserve fund. Mongolia experiences a loss of up to MNT 16.1 for each kilowatt it receives from its two large neighbours for energy consumption in western Mongolia. A session to discuss connecting the Gobi provinces and Zavkhan Aimag to the electrical was held where the Central Region Energy Network was renamed the National Energy Network.

Source: The government

HUMAN DEVELOPMENT

The Mongolian National Innovation Committee (NDIC) reported that in the next five years a total

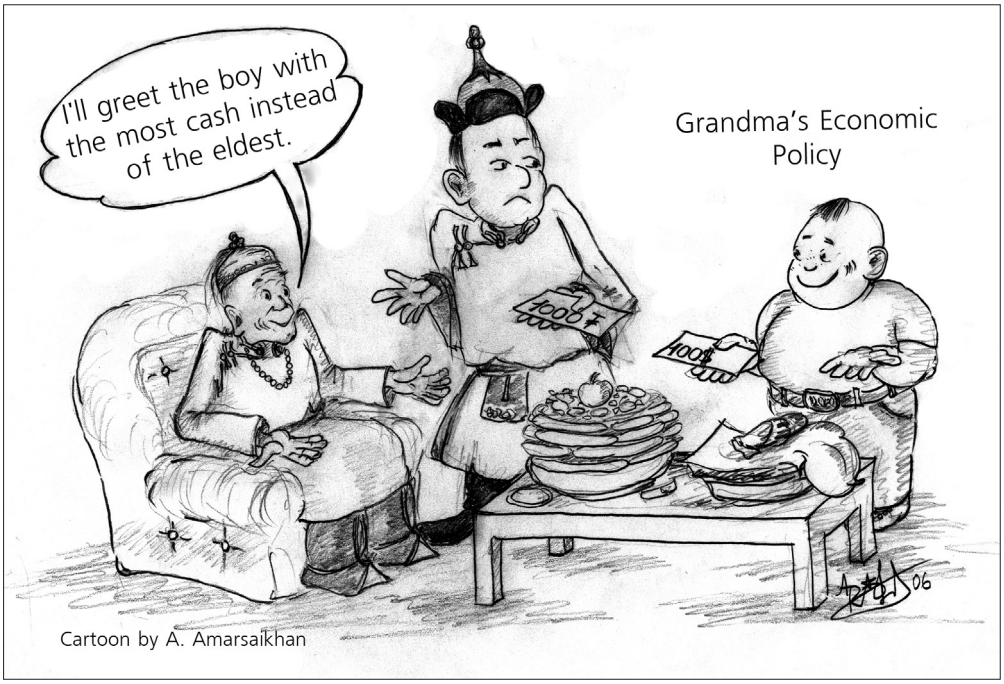


of 6,877 engineers and technicians, and 33,585 professional workers will be needed in Mongolia.

The number of employers in the private sector reached 56,797 by the end of 2011. That is an increase of 2,508 workers, or 4.6 percent. The number of people that have reached the aged of employment has grown, resulting in greater demand for employment.

Mongolia`s registered number of unemployed reached 50,100, a 22.8 percent increased compared with last year.

Source: Mongolian National Innovation Committee (NDIC) and the Mongolian National Statistical Office



BUSINESSMAN



GOOD FOOD, GOOD LIFE

There is no one single fountain of wisdom. The more spread out from where you get your ideas and the more you listen, the more likely you'll have your own creative ideas.



Peter Brabeck-Letmathe was born in 1944 in Austrian Villach. He studied Economics at the University of World Trade in Vienna. Brabeck-Letmathe joined Nestle in 1968 as a salesman, and later became a specialist for new products. His career within the group included a span of almost 10 years in Chile (1970–1980), first as national sales manager and later as director of marketing. In 1981, he was appointed managing director of Nestle Ecuador and in 1983, President and managing director of Nestle Venezuela. In October 1987, he was transferred to Nestle's international headquarters in Vevey. In 1997 he was selected as chief executive officer of Nestle S.A., and had acted in this position 2008. Currently he works as a chief of the board of directors. ››

Describe the start of your career.

When I started at Nestle 44 years ago (I have been with this company for almost my whole life) I started as an ice cream salesman In Austria, which was not abnormal at that time because there was one of the these good old principles that that was where you started in business in a fast moving consumer good company. Business is on the sale side.

You don't make the money when you produce a product or administer, you make the money when you sell the product. That is where we started

Today Nestle is the one of the leading companies in the world? What is the secret to its success?

Well, there is no secret. I think there are several important factors which have led to success. The first one is a long-term vision. You have to ensure that decisions are in favor of the long-term development of your company. Not the short term profit maximization, but the long term creation of value, both for society and shareholders.

The second one is that you should have a deep respect for your consumers. There is no global consumer. You cannot read the consumers of the world as if they were the same. There is a huge difference between the consumers of Mongolia, China, and Japan. They are not the same; therefore you have to have a high level of decentralisation in decision making. The decisions which are affecting consumers are all made on the local level. The third one is that you need to have a very strong financial basis.

What principles does Nestle conform to all of its products for all demographics?

Nestle stands for good food and good life during your whole life. As matter of fact, we care about the people even before they are born. The pregnant mother is already a consumer of ours.

Then afterwards we assure that children have good starts and therefore good lives. We have infant nutrition and accompany you through your youth with products like Milo, which helps you develop yourself. And then we move up through the whole life span through coffee and culinary products. At the end of the day we also have products which are more for the senior population. We really care for all stages of life

Mongolia's longest running company is only 20 years old. What kind of experiences from Nestle's long history can you share with Mongolian companies and entrepreneurs to ensure a similar lifetime of success?

There are two or three main aspects which make a success of a company. In our case, it was certainly also an approach to disruptive innovation. We did not accept that what was and what existed was necessarily the best. We looked into something that was on purpose disruptive, and this can be applied to every part of your organisation.

If you take VR for example, it is the world's leader of soluble coffee. We invented Nespresso, which is a completely disruptive approach to how to sell and serve a coffee. Or we have in a similar way a disruptive innovation in the tea system, which we have just launched.

But you can also apply it to the organisation itself. I think this idea about disruptive innovation and creating gaps for your competitor is something that is valued for any company, even a Mongolian one.

In Nestle's four decades of operation, what kind of troubles

has it experienced that it was able to overcome?

When working for 44 years there are an enormous number of obstacles, like we all must face in life. By keeping a constructive approach, even to obstacles and risks, you always find a way to transform an obstacle into an opportunity. Risk and opportunity are very close together and sometimes it just depends on your mindset. If you look at it positively, you might find an opportunity in even the biggest obstacle.

What makes someone a true leader in business?

For me, a successful business leader is the one who helps his company progress from one stage to the next one. A successful business leader is the one who will assure that the company he is servicing will continue to succeed even after he is gone. That is what I would call a successful leader.

Mongolian professionals are talking about corporate responsibility now. Mongolia looks to be at the beginning stages of this development. They feel that social responsibility is supplying monetary contributions and producing events. What do you think this concept means?

I would say it is certainly not philanthropic, to give away money. We have a primary responsibility to our shareholders and I don't think a CEO has the right to spend the company's money on philanthropy. Philanthropy can be done by those who have ownership over the money, so shareholders themselves. If the owner wants to do something with his own money, that is okay. But it is not okay for the CEO to use the money of the shareholders.

I consider real social responsibility when a company embeds in its main strategy the creation of value for both the shareholders and society at the same time. We call this creating shared value and this is the concept of corporate social responsibility that we are moving forward.

Can you name an example?

It's very simple. If you take a factory in an emerging market outside of a city, in a small village, the impact you have on society is very big because probably you won't find any prepared people. You have to start training people before you even begin building the factory. You will not find suppliers. You will not find the mechanics and electricians you need. You have to train and prepare them, and work with the suppliers that are around to assure that you have a good supply.

The social impact that you would have would be very big, and you would create value to that society. Operations must have a waste water plant, for example, and perhaps the village doesn't have one. You could allow the village to put all of its water into your waste water treatment, and then you have a society. By doing what you're doing, but consciously theorizing the concepts that best optimise the value for society, this is how a company should take care of its corporate social responsibility.

What opportunities do you see for Mongolia?

I've been here twice as the chairman of the German Water Resource Group, which is a public-private partnership housed in the World Bank in Washington. I've been here mostly to discuss with the Mongolian government opportunities and how to support the government in their strive to improve water management. It was not as the chairman of Nestle.

Having said this, I of course had the opportunity to see the political, social and economic development of Mongolia, which is very encouraging. This also brings to my mind new opportunities for Nestle in Mongolia.



What do you think of water protection in Mongolia? Who is responsible for its protection?

Water is the most precious raw material for humankind; therefore everybody has to protect water. This is not the responsibility of just one or an institution. It is the responsibility of every single one who has the privilege to live on this planet. Unfortunately, we do not respect water in the manner that is necessary to assure long-term sustainability. That is why we are so worried about it.

Mongolia is now considering its transition to a green economy. What thoughts and advice can you give on this?

The so-called green economy is a trend you will see in many economies of this world. As a matter of fact, I've participated in the green week of the Copenhagen government, the worldwide green summit, and I think this is now a shared preoccupation. What we are realising today is that the way we use natural resources is not sustainable. We cannot feed and keep happy 10 billion or 11



billion people on this planet if we continue to use resources as we do today. We have to get into a new economy which is resource-lighter. We have to dematerialise a part of our economic development and that is what is basically behind the slogan of the green economy. We have to be more efficient in resource usage and dematerialise economic development.

Yesterday you met Mongolia's policymakers. What do you think their attitude towards water policy is?

Well, I was very impressed. I met the president of Mongolia the first time in Davos in a panel on natural resources, and I talked about water and his immediate reaction was to turn around and say, "look what you've been saying is so relevant to Mongolia that I want you to consider becoming a partner". It was out of this conversation that the Mongolian government thought to organise a forum on water on 3 June last year, where I participated to give an overview of the challenges Mongolia faces. Over the next year we got a bit deeper into the subject. I was very happy to be able to sign together with the Prime Minister this declaration to the environment.

I think with everyone I have spoken with, I was absolutely impressed by their understanding of the importance of the water issue to the future of Mongolia, but also their political and emotional commitment to water.

Where do you think global business trends are heading?

We are certainly in a very vulnerable time. Changes are happening which were not foreseeable. I could talk about the Arab Spring, for example, or the different crises. That's one aspect. The second is a more positive one and that is we have very strong democratic growth, and this means new opportunity and obligations to ensure that everyone on this world has access to the right nutrition. Coming from a company that focuses on good food leading to good life, I feel positive about the next coming years.

Who do you feel are your competitors in the Mongolian market and how do you compete with them?

We are without a doubt the biggest coffee company in the world by quite a big distance. Today more than 25 out of 100 coffee cups in the world are NesCafe. We are continuously growing our business substantially above the market and continuously improving our leadership position.

The other companies are perhaps more focused on coffees, but there is still a big trench. We have a leverage that is quite unique, and I'm sure we'll keep up this leadership. We have also launched new coffees like Nespresso and coffee systems like NesCafe Dolce Gusto, and different longer-lasting coffees, such as cappuccinos. We cover all coffee consumption in the most of the different manners they are drunk.

What book has most impacted your life and perspective?

Every book has its own merit. I'm reading, but I would not be able to identify any one book that really had the biggest impact. I have learned more from direct conversation with politicians and business leaders. I have also learned from leaders elsewhere, such as artists. I have very good friends in both the music world and painting world, from whom I am learning just as much as I am from business people. There is no one single fountain of wisdom. The more spread out from where you get your ideas and the more you listen, the more likely you'll have your own creative ideas.

The last book I read was Investing in Change /by Gowers Andrew/, which was about investing in the financial system and what would be needed to change the financial system. It gave me some new perspective.

Do you like drinking coffee?

Oh yes, of course that is my breakfast. First thing is a cup of coffee and a little drop of chocolate. ■

TOP PRESENTATION

PRODUCING GOOD-QUALITY PRODUCTS FOR SOCIETY IS SOCIAL RESPONSIBILITY



DR. MICHAEL BUERSCH
Member of the Board, Center for Corporate Citizenship Germany, Former member of German Parliament, 1997-2009

Defining CSR /Corporate Social Responsibility/

There is not one understanding of CSR applicable to the entire world. Every country, region, and business sector has to find its own answer to what role, rights, and responsibilities are applied to business in society. We have common key elements of CSR. These are fair labour standards, environmental impact, community investment, cross- sector collaboration, anti-corruption transparency, and economic responsibilities to shareholders.

Meeting the economic, ecological, and social challenges of today is a joint effort of business, government, academia, and civil society is required. These four spheres of influence must align their strengths, skills, and competencies; and bring all of their innovative and responsible forces from each sector to the table. We have entered "the era of partnership" (Simon Zadek).

Roles of Government

CSR has become a political issue. Governments today are not only responsible for the legal framework of markets and companies, provision to infrastructure, and the redistribution of wealth to society. Their additional task is to cooperate and co-implement nationwide CSR strategies to encourage responsible business practices, support multi-stakeholder meetings and negotiations, and to set their own organizational agenda.

The government, however, must cooperate with the business sector. Although Germany has gained experiences on inter-sector cooperation, it still faces confrontations. There are many cases when government, civil society, and business argue with each other. This is the era of cooperation, not confrontation.

Roles of Civil Society

It can be said that the non-governmental organizations (NGOs) define a company's CSR policy. A mining company impacts all regions of a nation. Three million people are involved in the self-help movement in Germany. All of this shows that CSR is linked with other policies.

Civil society organizations, especially NGOs, play an important role in setting CSR agenda as activists and watchdogs, as well as partners in community development. They also serve their communities by supporting its least advantageous members and empower communities through collective action, volunteerism, and self help.

Roles of Business

The business of business is more than business. It is shifting from compliance and philanthropy to actively addressing environmental and social issues. Companies nowadays don't have any other responsibilities than only paying their taxes. However, responsible cooperation has become essential. It is important to collaborate on a national strategy to promote companies that are socially responsible. The government has to promote responsible companies. You cannot create businesses in a society that fails.

The business sector's role has become significant. The companies have started to pay attention to environmental and social issues within the legal framework, sponsoring programs, and contributing to charitable activities. Producing good-quality products for society is corporate responsibility. ■

DISCOVER MONGOLIA

THE PAYOFF FROM ELECTIONS

BY B. BAYARTOGTOKH

> "If the parties pushed the issue of building and manufacturing factories to process finished products and railways, theywould have gained one more vote"



Parliamentary elections naturally have a huge impact on the economy. Society is filled with those who take advantage of election season. The mining sector in particular anxiously awaits the outcome of the election.

"The 10 percent loss to the 2011 budget and distributing MNT 805 billion nationwide has made Mongolia a country with an election economy", said National University of Mongolia Professor at the School of Economic Studies B. Batmunkh in an article. "The Mongolian economy has become too political, thus development following the norms has become very limited. The demand for money regarding elections has built up the economy".

Becoming elected often means making promises the government cannot afford, adding greater pressure to the economy. Some economists criticise that political parties have demonstrated that they are willing to put the economy at risk in order to fulfill their promises.

Budget expenses have grown to 52 percent of the country's gross domestic product, compared to 27 percent in 2005. Investors are irritated that politicians, who only plead for the allegiance of citizens, would fetter the further development of the mining sector. It is already spring in tempting, unexplored Mongolia, the heart of Central Asia. The sensations of elections have already been echoing in the Parliament House. "There is no other country that distributes 10 percent of its [gross domestic product] to the nation. Doing so, Mongolia has created a brand new "election economy", noted the International Monetary Fund /IMF/ and World Bank.

"Mining investments are divided between the MNT 21,000 allowances from the Human Development Fund, salaries and student assistance. And these make those investments ineffective and nugatory", said Kh. Vladimir, the chief executive officer CEO of the National Minerals Association.

Can Mongolia transfer a copper-based budget into one the figures around coal? Is it reasonable that Mongolians celebrate election into office at the cosy of coal profits, while thouse officials spend their terms in office paying for their promises? Statistics show that 98 percent of Mongolia's exports are mining products. However, Mongolia must create something from a treasure that can be depleted into something that is more sustainable.



"If the parties pushed the issue of building and manufacturing factories to process finished products and railways, they would have gained one more vote", said the academic T. Namjim.

Influences from the Mining Industry

The investments that come from political parties are not from their own pockets, but from profits generated from Mongolia's natural resources. In the past, political parties have sustained by simply paying for their promises. Meanwhile, Mongolia has not yet taken advantage of the added profits from producing value-added products.

In order to fulfill the promises made by politicians, mining commodities have been priced much lower than global market prices. In the "Asian Development-2012" report Mongolia is reported to expect 15 percent economic growth this year and 17.5 percent the next. An economist at the Asian Development Bank, L. Amar, said that this rapid economic growth demands investment in infrastructure and stable macroeconomic conditions. More budget income means more election promises adding to budget expenses. The world has striven to create the inexhaustible with the assets gathered from minerals such as copper, coal, iron ore and fluorspar. Indeed, the mining industry should be used to lead the economy, not as an election slogan.

"Economic growth is a numbers game, independent from politics, and measured by supply and demand", said Ts. Batsukh, a lecturer at the Institution of Finance and Economic Studies. Economic growth is a result of exporting raw minerals.

"We could create many things through mining investment. Is it really necessary to halve Tavan Tolgoi only for the sake of the elections?" asked B. Adiya, a herder from Dundgobi Aimag during the Mongolian Economic Forum.

Miners vs. Pols

The mining sector and politicians stand face to face in a ring, ready for a match. It is time to separate mining from greedy politics. Exploration should be done by miners, budgeting by politicians. Angola, Nigeria, Sudan, Congo are known for their bitter experiences for having failed to do so. Analysts of the World Bank have warned if election promises continue to turn investments into ashes, then Mongolia's jumping growth might suffer from a hard landing.

An economist at the Bank of Mongolia, S. Bold, said the more politicians make promises the more inefficient the mining industry becomes as profits convert into MNT 21,000 monthly allowances.

In a speech regarding Mongolia's latest economic frontier, N. Altankhuyag, the head of the Democratic Party, said, "Lazy minds are conquering society and the gap between the rich and poor is growing bigger. Life expectancy and the level of education are falling. These are the results of our ill economy".

It would be great if his words became guidelines for his party to follow. Living expenses and the price of essential goods have risen as the promises made by politicians have grown bigger. The promise to distribute MNT 1.5 million and shares to Erdenes-Tavan Tolgoi has not faded away. Demanding citizens and promising politicians stand face to face. A support mechanism meant to aid the less fortunate in society has become a campaign platform that embraces the entirety of society.

Representatives of the mining sector have said that mining companies running exploration activities devote 10 percent of their expenses to their social license. Instead of eroding the value of mining products with petty promises, the government should put more effort into supporting the endeavors of the mining industry. ■

OPINION

UNLOCKING MONGOLIA'S GREEN COAL POTENTIAL

Peabody Energy is the world's largest private-sector coal company and a global leader in clean coal solutions. With 2011 sales of 251 million tons and $8 billion in revenues, Peabody fuels 10 percent of U.S. power and 2 percent of worldwide electricity. The company serves customers in more than 25 nations on six continents.



BY ARSHAD SAYED /Arshad Sayed is Peabody Energy's President for Mongolia and India/

It was once again a great pleasure to attend the Mongolia Economic Forum (MEF) Participants at the recently-concluded MEF discussed a number of issues central to Mongolia's development, though two themes stood out: how to make Mongolia's economy "greener" and how to make the country's energy sector more competitive to benefit the country and its people.

Given Mongolia's abundance of coal and other energy-rich natural resources, many Forum participants described a future in which Mongolia is acknowledged as an "Energy Paradise." In order to achieve this title, the global companies fortunate to be part of this exciting phase in Mongolia's energy resource development must ensure that the nation becomes a world model for safety, social responsibility, environmental management and technology.

Peabody Energy was once again a proud participant in this year's Forum, which creates an important venue for stakeholders from government, businesses and civil society organizations to contribute to a dialogue that will ensure the quality of Mongolia's mining sector is commensurate with the quantity it produces.

Global mining companies have a unique opportunity to apply international best practices to Mongolia's growing resource sector, and it is our responsibility to work with government and policy-makers to ensure that "Energy Paradise" is a fitting description for Mongolia's coal industry.

There is a broad consensus that coal will continue to be a reliable, viable and scalable fuel to drive Mongolia's economic growth and social development. Coal is the resource that will supply the energy Mongolia's needs to support its next phase of growth and improve the quality of life for Mongolians.

There is a direct correlation between coal use and economic progress, where a rise in coal use mirrors a rise in Gross Domestic Product (GDP). It is no coincidence, for instance, that China is the world's fastest-growing economy, the world's largest energy user and largest coal user. China's GDP is set to climb more than 275 percent in the next 20 years and coal use is expected to increase substantially over the same period. As Mongolia's own economy advances, the nation will need an enormous amount of energy to support its growth. Coal will remain among the most cost effective ways to supply this energy, thereby ensuring that all Mongolians have greater energy access.

Mongolia will also reap significant economic benefit from the nation's coal exports, which have grown exponentially in recent years. Coal production increased from 9.8 million tons in 2008, to 30.9 million tons in 2011 and by 2020 it is expected to reach 100 million tons of coal.

At the Forum, participants spent a considerable amount of time discussing ways to ensure that Mongolia transforms from a "brown" economy to a "green" economy. Peabody Energy's vision is that its "green coal" operations in Mongolia will be of significant

economic and social benefit to the nation, while using advanced coal technologies to achieve the ultimate goal of near-zero emissions.

Peabody is advancing low emissions, low carbon coal projects in the United States, China and Australia. In China, Peabody is the only non-Chinese equity participant in the 650 megawatt GreenGen power plant and carbon research center. GreenGen is moving through testing and commissioning of its first 250 megawatt unit and ultimately will include carbon capture and storage for enhanced oil recovery. It will be the world's largest near-zero emissions coal-fueled power plant at full capacity. Technologies such as these hold great promise for changing the way coal-based energy is produced.

Peabody believes we should achieve environmental excellence in both coal use and coal mining. In Mongolia, Peabody completed the nation's first coal mine restoration project at the former *Ereen* coal mine near Bulgan province, restoring the area to healthy grasslands that are four times more productive than nearby native areas. Peabody collaborated with the Ministry of Nature, Environment and Tourism, other government agencies and local university partners and the company engineers in the project.

The Ereen project used Peabody's global expertise in environmental excellence in coordination with local scientific studies on the site conducted in cooperation with the Mongolian Agricultural University. This technology transfer effort yields a strong understanding of best practices in land restoration.

Technology is the key to driving sustainable progress in the mining sector. Peabody is a global leader in advancing low-cost, low-carbon energy solutions that balance the need for energy with a commitment to act for the benefit of the people who work at our mines and live in the communities that surround them.

Peabody Energy is proud to be named as a partner to help unlock the enormous potential of Mongolia's resources. To ensure that Mongolia has a "green coal" future, we must continue to apply our global best-practices in the areas of safety, operations, environmental and social responsibility. In doing so, we will only be doing what has been a tradition in Mongolia – respecting mother nature so that she in turn nurtures not just this generation, but generations to come.

With its rich coal deposits and its prime geographical location, Mongolia has the opportunity to develop a world-class coal industry, while creating a global model for energy resource development and social responsibility. Together, we can achieve this goal and when we do, we will truly have created the energy paradise that Mongolia has the potential to become. ■



PROJECT

BOILING KHANBOGD

National companies have started constructing power lines, which would supply constant electricity to Khanbogd residents, who have welcomed the 21st century with candles.

No snow rests on the hills of Khanbogd Soum. Spring snow in this place usually melts within a week, typical for the Gobi Desert. Snowflakes fall from the sky as raindrops. Although there are no lakes to see in the Gobi, one can see indications of what used to be an ocean. Silky sands, the smell of ramson and wild leeks, and soft warm winds all make up the essence of the south Gobi. Amid the glowing warmth of the landscape, the sun burns like an oven. A mysterious blue mirage appears. It is a herd of rare wild camels.

Experienced herders stand strong against the dry and severe weather. In the Gobi live wild horses, zebras, wild camels and Gobi bears, not to mention the residents who have refused to leave their homeland. And there is also Oyu Tolgoi, the mine that has given Mongolia its international recognition.

Apparently everyone knows the name Khanbogd. Its weather forecast is always shown on news reports. In this well-known Gobi village lingers the »



smell of development from the construction projects initiated by mining companies. There are not many trees, bushes or green areas at Khanbogd. However, the developers of the Oyu Tolgoi project have recently initiated a rehabilitation project for five hectares of land at the project site.

Local residents have also found a solution to their energy needs. National companies have started constructing power lines, which would supply constant electricity to Khanbogd residents, who have welcomed the 21st century with candles.

Vice President of Rural Development and the Social Department of the eponymous mining firm Oyu Tolgoi T. Bayarsaikhan: "We have donated over MNT 30 billion to the cultural, economical and social development of Umnugobi Aimag over the past three years".

The company has also invested MNT 100 billion for a new educational centre for its worker training program at Khanbogd, the biggest investment in Mongolia's history. Also, 72 local residents have been included in an English language programme to improve their skills. These people have learned professional skills such as how to process documents when applying for a job and how to successfully give a job interview.

Currently, 12 infrastructure projects are underway by various national individuals and companies.

"We are implementing a micro credit programme to help and support small, and medium businessmen and entrepreneurs who want to expand their businesses", said B. Serjmaa of the National Purchase Development Department of Oyu Tolgoi. "This is where local stable development should start".

"The credit fund was established with MNT 1.5 billion with access provided at XacBank and Khan Bank, which both allot credit on easy terms to local businesspeople. As for today, over 50 small and medium businesspeople have taken credit and started to expand their businesses".

The Oyu Tolgoi mine is closely located to Khanbogd. The price of copper have risen by 12 percent in the first quarter of 2012. The price increase is related to the fact that China, which consumes 40 percent of world's copper, has strengthened its monetary policy.

"With the commissioning of the Oyu Tolgoi mine in the third quarter of this year, the world's copper market will soon be dependent on Mongolia", reported the Bloomberg newswire.

People can now live in the Gobi region without headache. Welcome to the Gobi. It supplies everything a person could desire. ■

NEWS IN STATISTICS

• MNT 7.8 trillion (USD 6 billion): the amount of investment before the commissioning of the Oyu Tolgoi mine.

• MNT 4.5 trillion (USD 3.5 billion): the amount of investment made to the Oyu Tolgoi project in 2011.

• MNT 320 billion (USD 250 million): the amount of taxes taken from the investors of Oyu Tolgoi.

• MNT 900 billion (USD 700 million): the amount of taxes that will be paid by Oyu Tolgoi investors before its commissioning.

• MNT 10.4 billion (USD 8 million): the amount of daily procurement expenses from the Oyu Tolgoi mining firm's shareholders for its copper and gold project.

• Thirty percent: the percentage of annual income (MNT 800 billion (USD 626 million)) that the Mongolian government will get from the Oyu Tolgoi project.

• Thirty-five percent: the percentage of growth domestic product that the Oyu Tolgoi mine will contribute once it reaches full capacity.

• Fifteen-thousand: the number of employees the project employees, of which over 10,000 are Mongolian.

• Three-thousand: the number of Mongolian employees at the moment of commissioning.

• Ninety percent: the percentage of Mongolian workers at the Oyu Tolgoi mine (approximately 3,000 workers)

• No less than 75 percent: the percentage of contracted Mongolian workers to Oyu Tolgoi's direct operations.

• No less than 70 percent: the percentage of engineers who have worked at the Oyu Tolgoi mine for 10 years since the beginning of its exploration.

• Fifty-five percent: the percentage of profit that would be generated from taxes paid for the exploration of natural recourse, fees and dividend from Oyu Tolgoi to the Mongolian

Төлбөртэй нийтлэв



BONDS

RIDE THE WAVE

XacBank is about to release the third in a series of debt offerings since March. Will investors put out even more cash for another Mongolian enterprise?

BY TERRENCE EDWARDS

Foreign investors are finally getting their chances to dive right into the Mongolian growth story. The recent wave of debt offerings in the past few months—beginning with the Development Bank of Mongolia, followed by Mongolian Mining Corp, and now Golomt Bank—is a culmination of two years of excitement generated from news of the mining boom. While all three will help keep the momentum going as Mongolia badly needs the capital to continue pushing growth, these offerings have set benchmarks to attract new investors.

Golomt is likely hoping to ride the wave of sold-out debt offerings of its two predecessors from this year. XacBank had its own USD 300 million debt offering planned, but has recently decided to put that deal on hold. The Development Bank of Mongolia reported orders 13 times its offering of USD 580 million, totaling USD 6.6 billion, followed by orders of USD 5.5 billion for Mongolian Mining's own USD 600 million debt offering.

Shiny and New

A string of international debt offerings has built up a nice momentum for foreign investment into Mongolia. ING Bank has helped put together all but the last offering by Golomt so far, including the first offering put out by Trade and Development, with an initial offering of USD 150 million in 2007. These latest offerings, however, have both sold out within a day, showing a great deal more enthusiasm towards the fledgling mineral-based economy.

"What's central here is even after the Development Bank's offering, there were still investors willing to underwrite a further USD 600 million for Mongolia Mining Corp.", said Howard Lambert, of ING Bank.

For investors, Mongolia presents the image of something shiny and new—not to mention full of promise. Emerging nation staples to investment such as China and Indonesia have higher grades, with the highest yields having already



passed. Those investments have grown overcrowded, Lambert said, as they have become hot investment targets, so investors are looking for a country with strong fundamentals for success yet need to attract new investors with greater incentives than its competitors, such as Mongolia.

"Investors are venting full of steam, pumped with liquidity globally and looking for an opportunity", said Lambert. "These offerings give investors an opportunity to diversify away from crowded trades with scope for upside in a dynamic growth environment".

These offerings are also an introduction for Mongolia to the world. News of Mongolia's thundering development and lightning speed growth has peaked investor interest in recent years since its recovery from its 2009 economic troubles. Now that Mongolia is back on track for economic expansion, so too are investors, but still very few opportunities exist and there is not many past offerings or activities for investors to reference.

Investment into the financial sector is one way to tap into Mongolia's growth potentials. Mining start-ups will continually need capital for their exploration, development, and production costs. So it makes sense Mongolian banks are becoming a target for foreign investors. Similarly, both Golomt and Trade and Development have each had private equity purchases from large multi-nationals.

"We believe that [the Development Bank and Mongolia Mining] and similar issues will be key channels for international capital flows into Mongolia, and a catalyst for Mongolia's expected growth in the next decade", said Frontier Securities Chief Investment Strategist Dale Choi in a note to investors. "This transaction sets the foundation to fund enormous domestic infrastructure investment needs expected to be in range of USD 50 billion in the near future".

Choi went on to attribute weaknesses in the global economy to the added success of these offerings, stating, "The timing was everything".

Going Forward

The offerings are a bit of game changer for future offerings, not to mention that at least one moderator has changed the stats. Moody's Investor Services has begun revising its ratings of Mongolian institutions. In light of the 2008 credit crisis in the United States and the more recent European debt crisis, it opted for a new policy that ties non-financial and financial institutions more directly to the sovereign rating of the country it is based in. Rationalising that a Mongolian bank is only as strong as the country it operates in, the credit raters will go back to downgrade Mongolian banks to put them in line with the sovereign rating.

"All issuers in the same sovereign environment are exposed to some degree to the transmission of shocks across sectors in the economy and the domestic banking system", wrote Moody's in an official release explaining its new policy. "In addition, they are subject to defensive sovereign actions that can include austerity measures, changes in tax or regulatory policies, and interference during a crisis".

Last March Moody's assigned a rating of B1 to the Development Bank of Mongolia as a reflection of the sovereign rating. Following the guidance of its new policy, the firm predicts that all four of Mongolia's rated banks would fall one notch in the criteria of financial strength, from all four's current rating of "D-".

From here on investors can take a look at these sales passed as benchmarks to help them decide whether investments to Mongolia and its private sector are valued accurately. Enterprises and institutions will be able to use them as price points as well and perhaps even use them to help determine prices and yields more beneficial to them, as the demand is already proven.

An institution cannot claim greater strength than the sovereign, leaving sovereign offerings (or quasi-sovereign, sovereign-guaranteed debt, in the case of the Development Bank's offering) the most trustworthy. A coal producer such as Mongolian Mining cannot make the same claim, especially as its financial performance is so dependent on commodity prices. So while the Development bank could offer bonds with interest of about 6 percent, Mongolia Mining had to up its interest to about 9 percent, even with a similar ratings from credit raters.

The downgrades are not likely to dissuade investors from Mongolian institutions as they can see the reasoning for the credit ratings and can look at past investments. It can be assumed that future investors would be repeats from the recently passed offerings or ones that couldn't get in on those offerings as well.

How well future offerings fare depends on the whims of investors, but with excess orders of USD 6.02 billion for the Development Bank's offering and 4.9 billion for Mongolian Mining's, chances are good investors still have enough pocket change for a third, or even a fourth.

TECHNOLOGY

BOLDBAATAR: ACTIVE MIND LEADS TO MONEY MAKING NEWS BUSINESS



PHOTO BY E.ZOROGT

B. Boldbaatar, the head of the Communication Regulatory Agency sat for his interview with an iPad and two mobile phones. He is a user of Mongolia's all four cellular mobile phone services. His duty is to establish fibre optics throughout the country and to coordinate Internet, television, radio and mobile phone services. In six years, profits in this industry have grown tenfold from MNT 10 billion to MNT 100 billion. Industry representatives say that they are environmentally friendly and separate from mining interests. ››

The communications sector is said to be an environmentally friendly business. How can you prove this?

The fundamental of communication is conversation. In order to transfer human conversations, we use wired and wireless communication. In the past, communications was transferred via wired telephone. Today, people are able to interact through wireless communication. To do so, we use the air waves, which is environmentally friendly. We did not dig into the ground to create our fortune. We are running businesses with just the air and empty landscapes, which is also a natural resource. In this context, we can say that communication is an environmentally friendly sector.

Communications need great technology. Where does Mongolia fall in the global spectrum of development?

The sector is developing very fast. Development is measured by various factors such as flying airplanes, energy consumption, cars and the use of mobile phones. Currently, six billion of the seven billion of the world's population have access to technology. It has become as commonplace as having a cup of tea or eating food at the table, which is amazing. The communications sector has enabled interaction around the world and operates day and night.

The Communications Regulatory Agency has participated in the Asian Regulatory Conference. It is an indication that Mongolia's communications sector has reached a high level. By the end of 2011, the number of mobile phone users had reached nearly three million. This is 104 percent of Mongolia's total national population. There is no other underdeveloped country with such high connectivity.

In addition to this, the number of Internet users have exceeded one million. The main reason for this little success is related to the fact that we have managed price adjustments that follow the living standards of people. In a country where price regulations are well adjusted, industry technology is more accessible. We have been solving price issues since 2010. For example, we have placed a single fee for calls from the most rural point of Mongolia to Ulaanbaatar. And that enables the possibility to expand the spectrum and serve each and every citizen.

As for city residents, they have the advantage of wireless and wired Internet access and all kinds of mobile services. Regarding all this, we are walking right behind the leaders in communications. However, usage alone is not a sign of development. Thus, we must strive to create greater technologies.

How is Mongolia going to catch up with foreign communication development?

Recently the International Communication Agency required that over 40 percent of the world's population must have access to high-speed Internet and over 50 percent must at least have Internet connection by 2015. As for us, we have already developed plans to implement this by 2015. According to the plan, over 90 percent of the Mongolian population would have high-speed Internet access. As far as service is concerned, if we can realise the plan to introduce all all communication services that are available in Japan, America, Korea, and Canada, they would



be enabled for citizens around the country.

A new type of business called "content business" is new to this sector. It is a business where you make money by actively thinking up new ideas. If this new sector is supported we would be able to compete internationally, as well a on the national market. The content business would make us on par with other foreign countries. Since 2006, all types of high-tech equipment have arrived in Mongolia. There are many in underdeveloped countries who have never heard of high technology or the 4G service.

How many villages are there that are not connected to the fibre optic network?

We have been investing in installing fibre optics with the help of eased loans from the Chinese government. With last



year's investment, the span of the system doubled, growing from 10,000 to 20,000. At present, over 50 villages are unconnected to the Internet. Thus, we have plans to expand the fibre optic system. However, there are provinces where it is difficult because of the geography. For example, the provinces of the Altai Mountains are a challenge.

But we can't just give up because of these problems. We will try to find alternative solutions to connect them to the Internet. We have set a goal to connect all provinces to the high-speed Internet network by 2016.

When will Mongolia be able to launch a satellite into space?

The issue of launching a satellite is very complicated. But making early conclusions on conducting research and launching are separate issues. Currently, we are at the research stage. Actually, it is necessary for Mongolia to have a satellite. However, it is not very easy to accomplish.

What purposes would the satellite be used for mostly?

There are two types of uses. First, for communication purposes. Secondly, satellites are used for weather forecast and research purposes. We are studying the matter. However, Mongolia doesn't have enough financing to launch both. In addition, its market is small. Thus, Mongolia would have to choose one. We are planning to organize an international conference on this issue by the end of the month. We might reach a decision by establishing our possibilities and learning from other countries' experiences.

The Communication Regulatory Agency has opened a website for children. What can you tell us about this website and its purpose?

Developing the Internet is our duty. However, development also has unintended side effects. For example, it can lead to the spread of negative information or influence children's upbringing. The most important thing is to establish rational content for the Internet. For that reason, we have released this website in cooperation with children organisations. We are also striving to improve the safety of the Internet. This is just the beginning. We have planned to achieve much more.

There are many televisions and cable channels in Mongolia. What is your opinion on having so many televisions channels for so small a population?

With the development of the communications, sector many privileged opportunities are created. However, you are right, regulation is needed. For this reason, the grant to licenses to establish new television channels will be put on hold for a while.

Like you said, we are discussing whether it is applicable to air so many useful and useless information through these television channels. A new regulation on television and radio programmes has been launched. Although, licenses have been put on hold we can't continue over-organising. It is considered healthier if things are solved according to the market. But we must prevent ourselves from making mistakes. And if we make any, we must set things right.

What is the biggest project you're organisation is working on at the moment?

A complete transition to a digital system for the television sector is planned to be done by

MONGOLIAN ECONOMY

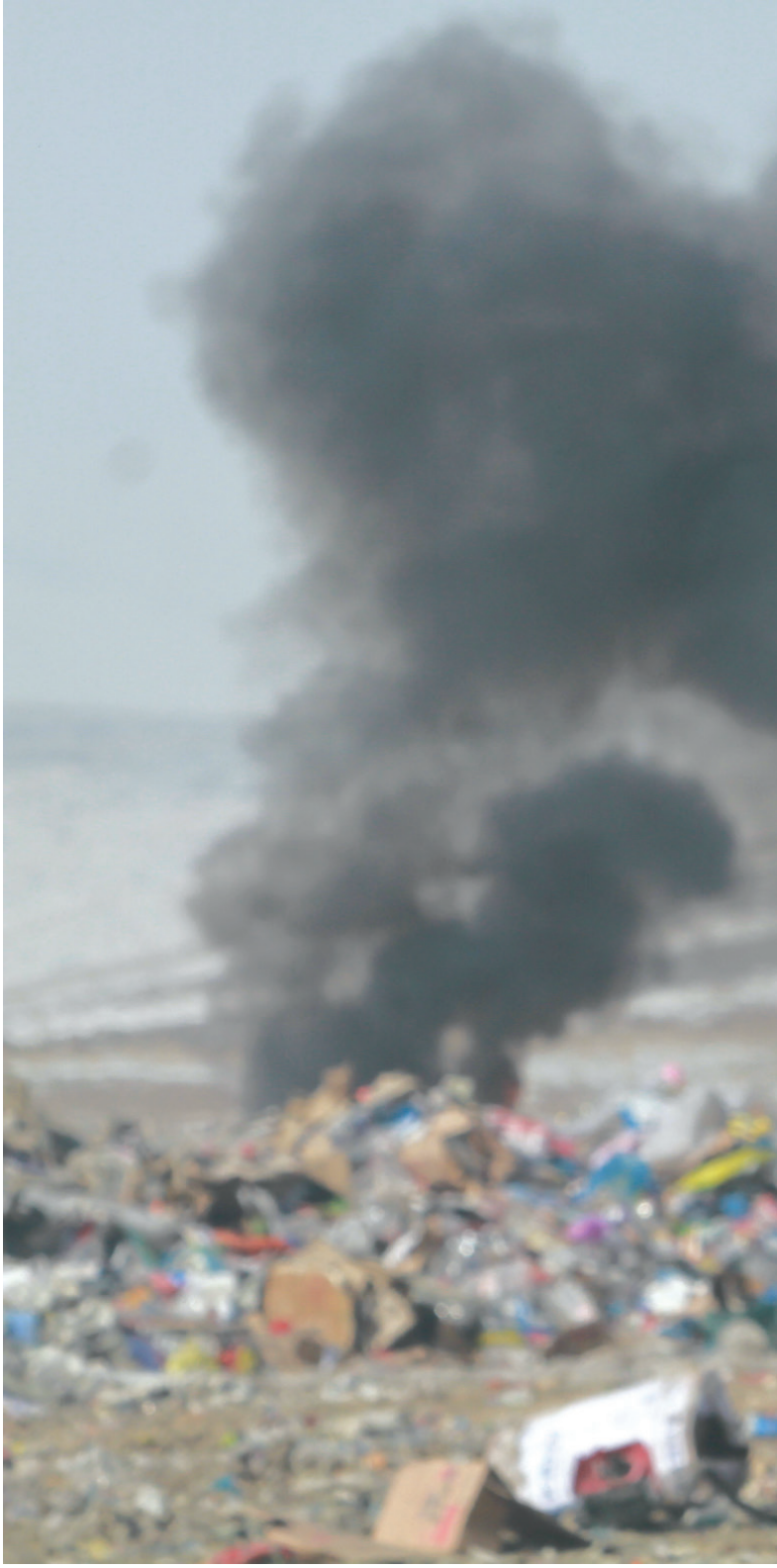


PHOTO BY B. BYAMBA-OCHIR











EDICATION

CLEANING UP THE CAPITAL

When asked what is the secret to how Japan was cleaned up Satoshi replied, “There are no secrets. The major cause to ridding ourselves of our garbage was changing the mindset of our citizens”.



BY B. UUGANBAYAR

Plastic candy bags and the skins of fruits and vegetables litter the narrow streets. People throw their waste, paper, glass and cans as they walk hastily to work. On some corners it has become almost common for people to urinate there. Some families even throw their garbage and waste out their windows. The streets and public squares have become centres for waste disposal, filled with all sorts of insects.

The members of the Zorig Foundation who lead the organisation’s environmental aims met with Kinoshita Satoshi, an environmental expert of the Japan Internatoinal Cooperation Agency /JICA/, and discussed waste management. Together they watched a documentary that shows the kind of waste Japan had experienced. It seems unbelievable that today’s shining and glistening Japan has a past filled with waste, insects,



and disease.

Dirty City

The images shown in the documentary were eerily similar to the present streets in Ulaanbaatar's ger districts, trading centres and small restaurants.

When asked what is the secret to how Japan was cleaned up Satoshi replied, "There are no secrets. The major cause to ridding ourselves of our garbage was changing the mindset of our citizens".

"The litter left by citizens had bitter effects to our health and lives. In addition, Japan has a very small territory, so the nation became aware of the fact that if we continued to litter then there would be no place for us to live".

He later added, "If Mongolians don't want to suffer as we have suffered, Mongolians have to realise how they can help the environment by learning how to properly dispose of their garbage. Also, people have to be informed and educated on this matter. The government also has to invest and involve itself more in garbage management. These would be the right solutions".

It is rather embarrassing to imagine how foreign people might look at Mongolia, covered with garbage and waste.

"It is not a coincidence that present-day Mongolia is being compared to the Japan of over 50 years ago. It is a warning to Mongolians that we are in the same state as Japan was", said Ch. Nyamsuren, a participant of the environmental project.

Taking out the Trash

So what can we do about it? First of all, citizens have to change their mindset. Also they have to have the initiative to bring about life without garbage. A project was introduced in 2009 with the goal of improving the ways that citizens and enterprises dispose their garbage. It also instructed on separating garbage. Since then there have been effective results in some of the districts where the project was implemented.

"The residents of our quarter have learned to dispose and separate their garbage", said Ts. Erdenetsetseg, the head of the second quarter of the Khan-Uul District. "Thus, the project has given fruitful results, since its implementation last year. The piles of trash left behind by people have disappeared and the smells of waste and surrounding insects have reduced".

The garbage, waste and pollution expert at the Governor's Office of Ulaanbaatar, S. Ariguun, said that the project enforces waste to be properly disposed. Most important to cleaning up the city is imbedding personal understandings and initiatives into people's way of thinking.

"The simplest ways to getting rid of garbage is separating it, decreasing waste, and prohibiting litter at public spaces. This is taught during primary

school in Japan. Also, city and district officials must introduce citizens to the benefits of proper garbage disposal and educate children from young ages", said JICA environmentalist Kinoshita.

He added that big cities in Japan have large recycling factories, which have been major contribution to waste management.

Japan's experience is an example of whether people can turn garbage into waste or treasure. In Ulaanbaatar 60 percent of waste is recyclable. However, nothing is currently being done about this. Only 5 percent at the most is exported for recycling. But the good news is that the South Korean government has agreed to build the first recycling factory in Mongolia. A paper and plastic waste facility factory is set to be put into service next month.

The factory would be located near the Naran Disposal Centre and would process 10 to 20 tonnes of garbage daily. It is capable of processing up to 1.6 tonnes a day and 50 tonnes of combustible waste a month. These combustibles would be used at power plants.

"One other factor that would contribute to decreasing litter would be an eco-tax law", said S. Munkhbat, an expert on the environment and natural resources at the Ministry of Nature, Environment and Tourism. The draft will be presented to Parliament during its autumn session this year.

To create a city without garbage, quarters without litter and households without waste, every citizen should practice the following:

First, reduce waste.

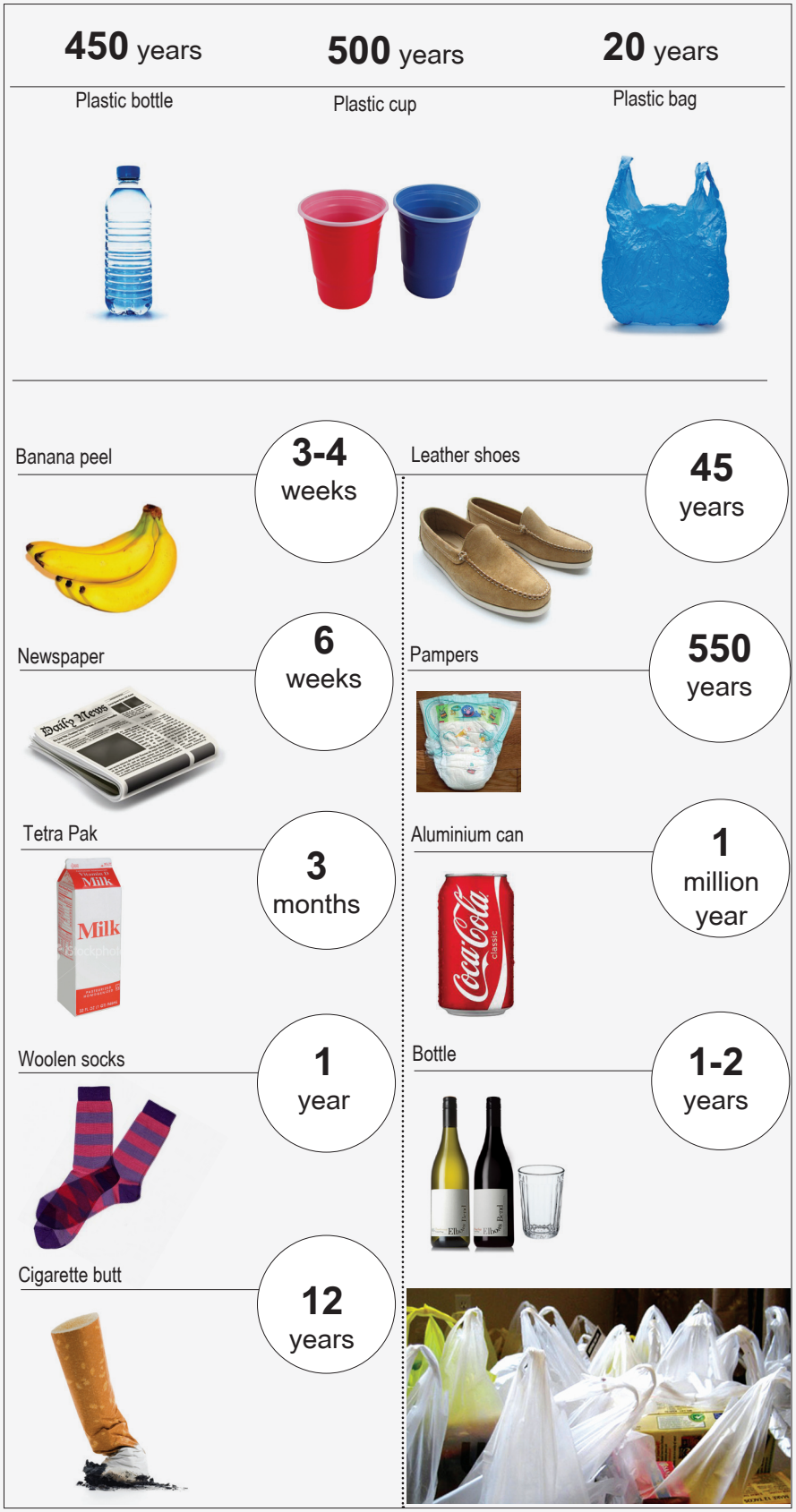
Second, take advantage of reusable goods.

Third, recycle the garbage from households and factories.

An individual can start practicing this routine by first separating his or her garbage into two categories, such as papers and plastics. One could also put in the effort needed to get their garbage to the waste disposal trucks on time.

Teaching young people not to litter the streets and public spaces would be a tremendous contribution as well.

Time for Decomposition



Source: Queensland Litter Prevention Alliancee



GREEN ECONOMIC GROWTH

NON GOVERNMENT ORGANIZATION

FOR A GREEN DEVELOPMENT

Хавар гэдэг ааш муутай хачин улирал. Саяхан л нар гарч, хаа нэгтээ болжмор жиргэж байсансан. Харин одоо салхи исгэрч, тэнгэр харанхуйлах аж. /2012 оны дөрөвдүгээр сарын 11-ны лхагва гариг, өглөөний 07:30 цаг/

Салхи гэр хорооллын хог, тоос, үнсийг хийсгэнэ. Нүүрээ алчуураар битүүлж, гартаа хар дэвтэр барьсан бүсгүй айлуудын хашааны хаалгыг балбаж “Хогоо гаргаарай” хэмээн хоолой мэдэн хашгирах ажээ. Зарим хашааны цаанаас “За” гэх дуун хадаж байхад заримаас нь нохой хуцахаас өөр чимээ алга. Чингэлтэй дүүргийн XII дугаар хорооны 16 дугаар хэсгийн ахлагч Ц.Нямсүрэн хогны машин ирэх сургаар хэсгийнхээ айлуудад урьдчилан мэдэгдэж байгаа нь энэ. Хэсгийн ахлагч бүсгүй өөрийн хариуцаж авсан хэсгийн 300 гаруй өрхийн хаалгыг хар өглөөнөөс хойш балбаж хоолойгоо сөөтөл орилсоор. Нямсүрэн “Миний хашгирах дуунаар Хайлаастын зарим иргэн уул давуулж, хогоо манай энд орхичихдог сурагтай” гэв. Тэрбээр 09:30 цагт хогны машин ирэхээс өмнө бүх айлаараа явах хэрэгтэй хэмээн яаран одлоо.

Хог ачих “урлаг”

Хүнд даацын “камаз” маркын машин дохиогоо хангинуулж, гэр хорооллын нарийн зам дээр түгжрэл үүсгэн уухилна. Хар өглөөгүүр хаа нэгтэйгээс сархад олоод хүртчихсэн нэгэн эр улаан зам даар унаад өгч. Том машины чанга дохиог ч мэдэх сөхөө алга. /Өглөөний 09:45 цаг/

Хогны машины ачаан дээр хоёр залуухан эр зогсох бөгөөд ажлын муу хувцас өмсөж, саравчтай малгай духдуулж, амны хаалт зүүжээ. Тэднийг иргэн Б, иргэн О гэдэг. Залуусыг нэрний эхний үсгээр ийнхүү нэрлэсэн нь учиртай. Хог ачигч нар ихэвчлэн шүүхийн шийдвэр гүйцэтгэлээр ажилладаг учраас хамаагүй яриа өгөх, өөр бусад хүмүүстэй харьцах хориотой байдаг ажээ. Тиймээс тэд нэрээ нууцлахыг хүссэн юм.

Үнс, шороонооос авахуулаад юу л байна бүгдийг мань хоёр машин дээр ачина. Гэхдээ хог ачихад басхүү урлаг хэрэгтэй аж. Иргэн Б “Хог ачихад учир бий. Хамгийн түрүүнд иргэдийн ангилж ялгалгүй холиод хаячихсан хогийг бид хоёр ялгана. Айлуудын хаясан хогийг харж байхад үнс, ногооны хогноос бусад нь бараг л дахин ашиглагдаж болмоор юмс байдаг. Адаглаад хөнгөн цагаан, архи пивоны шил, ундааны лааз гээд л. Бид нэг удаагийн ачилтаар ялгасан хогоо тушаагаад өдрийнхөө хоолны мөнгийг олчихдог л юм” гэв. Тэдний хог ачсан хөлсийг жингээр нь бодож олгодог учраас аль болох их хог ачихыг хүсдэг аж.

Шинэ ачигч нар ихэвчлэн нэг ачилтаар дунджаар зургаа орчим тонн хог ачиж чаддаг байна. Харин мань хоёр жил хэртэй ажилласан болохоор 8-9 тонн хүртэл хог ачдаг гэж сайрхав. Иргэн Б “Хогийг сайн ачихын тулд дээр хэлсэнчлэн ангилаад дараа нь хамгийн зөөлөн хогийг доод хэсэгт асгаж, түүнийгээ дээрээс нь гишгэж сайтар дагтиршуулсны дараа арай хатууг нь дээр дээрээс нь асгадаг. Үүний дараа завсар зайгаар нь үнс шороо гээд нарийн ширхэгтэй хогийг чигжиж өгснөөр их хог ачих боломж бүрдэнэ. Тэгээд хамгийн сүүлд шуудайтай хогоо нийт ачаагаа хашсан байдалтай тавьж өгөх хэрэгтэй” гэв. Харин иргэн О “Хог ачих нэг талаар хэцүү. Өвлийн цагт гар хөл хөлдөөчих гээд. Түүнчлэн халуун үнс ачиж болохгүй гал гарах аюултай учраас хөртөл нь хүлээх хэрэг гарна. Зуны цагт нь үнс, тоос багасаад 7.5 тонн хог ачих нормоо биелүүлэх гэж нусаа хацартаа наасан хэрэг болно” хэмээн ярилаа. Тэднээс хэдэн төгрөгийн цалин авдгийг нь тодруулахад “Болохгүй” гээд халгаасангүй. Хог ачихад юу хамгийн хэцүү вэ гэхэд мөрөө хавчаад өнгөрлөө.

Хогчин авгай

Айлуудын хашааныхаа үүдэнд гаргасан хогны ихэнх нь 200-гийн хүнд төмөр савтай байх агаад зарим нь ямар ч савгүй их хог овоолсон харагдана. Хаврын салхи хог ачигчдын ундууцлыг бишгүй хүргэх









ФОТОГ Э.ЗОРИГТ

аж. Ам хамар руу нь үнс тоос орохоос аваад, ачих гэж байсан хогийг нь хийсгэчих жишээтэй. /Өглөөний 10:20 цаг/

Чингэлтэй дүүргийн XII дугаар хорооны хогны байцаагч Б.Цэндээ бүсгүй ажлаа хийж явна. Тэрбээр долоо хоногийн гурав дахь өдөр л амрах боломжтой аж. Гэхдээ өнөөдөр лхагва гариг. Гэсэн ч тэр ажиллахаар ирсэн нь энэ. Учир нь, хог ачих машин хүрэлцээгүй байсан учраас машин олдсон дээр нь гээд өнөөдөр ажиллаж байгаа аж. 15 гаруй жил хогны байцаагчаар ажилласан тэрбээр өдгөө “Хогчин авгай” гэх хочтой болжээ. Зарим нэг оршин суугчид Цэндмаагийн нэрийг үл мэдэх бөгөөд “Хогчин авгай” гэдгээр нь илүүтэй таних аж. Сардаа 250 мянган төгрөгийн цалинтай түүний ажил хүнд. Айлуудын хашааны хаалгыг балбахаас эхлээд хийссэн хогны араас гүйх, ачигч нарынхаа хүч хүрэхгүй зарим хогийг хамт өргөлцөх, өсгийгөө “эргэтэл” алхах, хогоо ачуулсан эс ачуулсан талаар маргалдах гээд л. Харин Цэндээ “Миний ажил харьцангүй хөнгөрчихөөд байна. Өмнө нь би хар өглөөгүүр л хогоо гаргаарай гэж орилдог, хогны мөнгийг нь хураах гэж хүн амьтантай муудалцах асуудал мундахгүй гардаг байсан. Харин одоо хогны мөнгийг гэрлийн хураамжтай цугт нь авчихдаг, хэсгийн ахлагч нар нь миний өмнөөс “Хогоо гарга” гээд гүйчихдэг болсон. Тэгэхээр миний ажил нугар ч л байна” хэмээв.

Харин түүнд нэг ажил шинээр нэмэгджээ. Тэр нь хогоо гаргаагүй айл бүрийн хаалга дээр мэдэгдэх хуудас наах. Учир нь, иргэд гэртээ байхгүй өдрүүдэд хог ачаад явахаар мэдээгүй зарим нь гомдоллох нь их байдаг аж. Хогны мөнгийг цахилгааны төлбөртэй хамтатгаж авдаг болсноос хойш иргэд хогоо ачихад тусалдаг байсан бол одоо ихэнх нь тоохоо байжээ. Энэ талаар хогны байцаагч “Иргэд хогоо ачихад туслах битгий хэл зарим нь хогоо хашааныхаа үүдэнд гаргахаас залхуурдаг болсон. Хогоо ялгадаг байсан айлууд нь үүдэндээ овоолчихдог болж. Өмнө нь оршин суугчид хогны мөнгөн дээрээ луу унжиж, эсвэл хоёр гурван сарын мөнгөө цуглуулж өгдөг байсан болохоор байцаагчийн хэлснийг дагадаг байсан юм шиг байна. Харин одоо миний үгийг нохой хуцахын чинээ тоохоо болчихсон” гэв.

Хогны машин тоос манарган уухилсаар, хоёр ачигч залуу “нэг хоёрын гурваа” хэмээн өөрсөддөө хүч нэмэн хогоо ачсаар.

Мэргэшсэн мэргэжил

Чингэлтэй дүүргийн XII дугаар хороо хогноосоо салахын тулд эко эргүүл гэх ажлын байр шинээр бий болгожээ. Одоогоор уг ажлыг 10 гаруй иргэн хийж байгаа аж. Түүний нэг нь Д.Тайван 40 гаруй насны эр юм. Тэрбээр “Ах нь өмнө нь хувиараа хог түүж хэдэн төгрөг олдог байлаа. Харин одоо хувьсгалын хогийг түүж цалинтай, ажлын байртай болсон. Одоо ч бараг хог түүх ахынх нь ганц мэргэшсэн ажил болсон байх. Нөгөө насаараа л багш хийлээ гэдэг шиг насаараа хог түүлээ гэхэд хилсдэхгүй” хэмээн инээв.

Эко эргүүлүүд жалга дов, гудамжны хогийг цэвэрлэдэг аж. Тэд өдрийн 9000 төгрөгөөр цалинждаг бөгөөд сарын 10 хоног ажиллах даалгавартай. Гэхдээ үлдсэн өдрүүдэд нь зүгээр суудаггүй. Эко эргүүлийн дарга С.Даваасүрэн бүсгүй “Манайхан хогоо гэрээсээ л гаргаж байвал барав гээд хаа сайгүй хаях юм. Тэр дундаа манай хэсгийн 751, 752 дугаар хашааныхан хэлээд үг авахгүй. Үерийн далан руу хог битгий хая. Энэ чинь хогны далан биш гэхээр чихгүй толгойлоод асгасаар л байна. Дээрээс нь угаадсаа асгаад үнэр танар гэж авах юмгүй. Ийм орчныг бид сарын 10-хан хоног ажиллаад хогноос нь салгаж чадахгүй байна. Хэсгийн ахлагч нар хогоо сайн түүсэнгүй гээд мань мэтийг л загнадаг. Гэхдээ бид түүгээд л эргээд харахад оршин суугчдын нэг нь угаадсаа асгаж, хогоо шидэж харагддаг” гэлээ.

Санал гомдол

Чингэлтэй дүүргийн зарим иргэн хогны машин цагтаа ирж хогоо ачдаггүй талаар гомдоллож байсан. Тухайлбал, 16 дугаар хэсгийн 750 тоотод оршин суудаг Л.Оюун “Хогны мөнгийг байцаагч нь хураадаг байхдаа



ФОТОГ Э.ЗОРИГТ

ТЕХНОЛОГИ

ТОЛГОЙГОО АЖИЛЛУУЛЖ, МӨНГӨ ОЛДОГ ШИНЭ БИЗНЕСИЙГ БИЙ БОЛГОЛОО

Хамгийн сүүлийн үеийн мэдээлэл технологийг бусдаас түрүүлж хэрэглэх, мөн нэвтрүүлэх, хөгжүүлэх зорилготой Харилцаа холбооны зохицуулах газрын дарга Б.Болдбаатартай ярилцлаа. Түүний өмнө IPAD, хоёр гар утас нь байна. Тэрбээр дөрвөн үүрэн телефоныхоо хэрэглэгч нь. Монголын өргөн уудам газар нутгийг хэрсэн шилэн кабелийн сүлжээг байгуулах, энэ олон интернэт, телевиз, радио, үүрэн телефоны компаниудын үйл ажиллагаанд зохицуулалт хийх гэх мэт ажил ихтэй тус байгууллагын удирдлага сайнаар дуудуулж, сарааар ч хэлүүлэх үе бишгүй тохиолдоно. Зургаан жилийн өмнө 10 тэрбум төгрөг улсад төлдөг байсан салбар өнгөрсөн онд 100 тэрбум төгрөг тушаажээ. Энэ бол зохицуулах газрын ажил хэр явааг дүгнэх нэг том үзүүлэлт. Тус салбарынхан өөрсдийгөө уул уурхайгаас хол, байгальд ээлтэй бизнес эрхэлдэг хүмүүс гэцгээдэг. Бидний ярилцлага энэ сэдвээс эхэлсэн юм.

Д.БЭХЭЭ

-Харилцаа холбооны салбарыг байгальд ээлтэй бизнес гэдэг. Тэгвэл Та үүнийг ямар жишээгээр батлах вэ?

-Харилцаа холбооны салбарын гол тулгуур нь хүний хэл, яриа юм. Хүний яриаг дамжуулахын тулд бид утастай, утасгүй холбоог ашиглаж байна. Хуучин бол суурин утсаар дамждаг байсан. Харин өнөөдөр утасгүй холбоогоор өөр хоорондоо харьцаж байна. Ингэхдээ бид агаарын долгион гэх байгальд ээлтэй технологийг ашигладаг. Бидний эргэн тойронд байгаа байгалийн бас нэгэн баялаг болсон агаар, хоосон зайг ашиглаж бизнес явуулж байна. Энэ агуулгаараа байгальд үнэхээрийн ээлтэй үйл ажиллагаа явуулж байгаа гэж хэлж болно.

Дэлхийн хамгийн анхны харилцаа холбооны байгууллага 1865 онд байгуулагдсан. Байгуулагдсан шалтгаан нь хэдийгээр улс, үндэстэн бүр өөр өөрийн гэсэн хил хязгаартай ч өөр хоорондоо харилцах хэрэгтэй. Харилцахын тулд агаарын долгионы нэг давтамжийг ашиглаж болох юм гэдгийг нээсэн. Тэр өдрөөс хойш харилцаа холбооны салбар даяаршлын суурь нөхцөлийг

бүрдүүлж буй том хүчин зүйл болсон. Мөн жирийн иргэн, хэрэглэгчдэд ч орон зай, цаг хугацаанаас үл хамаарсан асар том боломжийг бүрдүүлж өгч байна.

-Харилцаа холбооны салбар маань харьцангуй өндөр технологийн хөгжилд суурилсан салбар. Дэлхийн хөгжлийн хаахна явна вэ, манайх?

-Дэлхий нийтэд ер нь харилцаа холбооны салбар өндөр хөгжиж байна. Энэ талын хөгжлийг юугаар хэмждэг гэхээр онгоцоор нисэж байгаа, эрчим хүч, машин, гар утас хэрэглэдэг хүний тоо гэсэн олон хүчин зүйлийг харьцуулж гаргаж ирдэг. Өнөөдөр дэлхий дээрх долоон тэрбум хүн амын зургаа нь технологийн дэвшлийг хүртэж байна. Тухайбал, хүний өдөр тутмын амьдралд харилцаа холбооны техник, технологи идэх хоол, уух цай шиг нь байнгын хэрэглээ болсон гэдгээс харж болно. Энэ бол гайхамшиг. Мөн дэлхийн аль ч өнцөгт байсан өөр хоорондоо харьцах боломжийг энэ салбар л бий болгож чадсан. Тэр ч бүү хэл өдөр шөнийн зааггүй ажилладаг ховорхон салбар бол харилцаа холбоо юм.

Саяхан манай харилцаа холбооны зохицуулах салбар Азийн зохицуулагчдын хурал зөвлөлгөөнд оролцоод ирлээ. Эндээс харахад манай орны харилцаа холбооны салбар нэлээд өндөр түвшинд хүрсэн нь харагдаж байсан. Тухайлбал, 2011 оны эцсээр гаргасан дүнгээр хоёр сая 950 орчим гар утас хэрэглэгчидтэй болсон байна. Энэ нь нийт хүн амын 104 хувийг эзэлж байгаа юм. Буурай хөгжилтэй орондийм үзүүлэлт байхгүй. Дээрээс нь интернэт хэрэглэгчдийн тоо нэг сая гарчихлаа. Бидний энэ түвшинд хүрч чадсаны гол учир нь иргэдийн амьжиргаанд тохирсон үнэ тариф тогтоож чадсантай холбоотой.

-Харилцаа холбооны салбарт үнийн асуудлыг бүрэн шийдвэрлэж чадсан гэсэн үг үү?

-Үнэ тарифын асуудлаа зөв зохицуулж чадсан оронд энэ салбарын технологи илүү хүртээмжтэй байдаг. Бид 2010 оноос үнийн хүндрэлтэй асуудлуудыг шийдэж чадсан. Тухайлбал, Монгол Улсын хамгийн алслагдмал цэгээс Улаанбаатар хот руу ярихад нэг л үнээр ярих боломжийг бүрдүүлсэн. Ингэснээр салбарын хамрах хүрээ тэлж, хүн бүрт хүрч үйлчлэх боломжийг бүрдүүлж байгаа юм. За тэгээд хотын иргэдийн хувьд хөдөлгөөнт болон суурин интернэт, төрөл бүрийн гар утасны үйлчилгээ гээд технологийн дэвшлийг сайн хүртэж байна. Энэ бүгдээс аваад үзэхэд манайх хэрэглэгчдийн тал дээр салбартаа тэргүүлэгч орнуудын ар шил дээр яваа. Гэхдээ дан ганц хэрэглээд л яваад байвал тэр хөгжил биш. Тиймээс бид өнөөдөр тэр өндөр технологийг бүтээдэг болмоор байна.

-Тэрхүү өндөр технологийг монголчууд хэрхэн бүтээх вэ?

-Саяхан олон улсын цахилгаан холбооны байгууллагаас 2015 он гэхэд дэлхийн хүн амын 40 гаруй хувь нь өндөр хурдны интернэттэй холбогдсон байх ёстой. 50 гаруй хувь нь өндөр хурдны биш юмаа гэхэд ямар ч байсан интернэтэд холбогдсон байх ёстой зэрэг шаардлага тавьсан. Бидний хувьд ч мөн ялгаагүй 2015 он хүртэлх төлөвлөгөөгөө гаргаад явж байгаа. Хэрвээ ажил төлөвлөсний дагуу явбал Монгол Улсын нийт хүн амын 90-иэс дээш хувь нь өндөр хурдны интернэттэй холбогдох юм. Ингэж чадвал өнөөдөр технологийн салбартаа тэргүүлэгч Япон, Америк, Солонгос, Канад зэрэг орнын хэрэглэгчдийн хэрэглэдэг тэр бүх үйлчилгээг орон нутгийн ямар ч иргэн хүртэх боломжоор хангагдах юм. Энэ бүхэн бол үйлчилгээний тухайд юм.

Харин толгойгоо ажиллуулж мөнгө олдог шинэ бизнес буюу “Контент”-ийн бизнес манай салбарт шинээр бий болж байна. Энэ салбараа дэмжиж чадвал бид зөвхөн өөрийн орны бус олон улсын зах зээл дээр гарч өрсөлдөх боломжоо нэмэгдүүлэх юм. Энэ боломж бүрдээд, бид хөгжүүлж чадвал гаднын орнуудтай эн зэрэгцэх боломжтой.

Хэрэглэгчдийн тухайд 2006 оноос нэлээд зоримог, шийдэмгий ажилласны дүнд манай оронд бүх төрлийн өндөр технологид богино хугацаанд нэвтэрч орж ирж чаддаг болсон. Өнөөдөр гаднын буурай хөгжилтэй орнуудад тоон телевиз, 4G гэдэг ч юм уу өндөр технологиудыг хэрэглэх нь битгий хэл, сонсоо ч үгүй яваа хүн олон бий шүү дээ.

-Өнөөдрийн байдлаар шилэн кабельд холбогдоогүй хэчнээн сум байгаа вэ?

-Бид өнгөрсөн жилээс эхлээд БНХАУ-ын Засгийн газрын хөнгөлөлттэй зээлээр шилэн кабелийн үйл ажиллагаанд хөрөнгө оруулж байна. Өнгөрсөн жилийн хөрөнгө оруулалтаар нийт сүлжээний уртыг хоёр дахин өсгөжээ. Өмнө нь 10 мянга орчим урт сүлжээтэй байсан бол одоо 20 мянга орчим болсон. Өнөөдөр 50 орчим сум интернэтэд холбогдож чадаагүй байна. Тиймээс шилэн кабелийн сүлжээг цаашид нэмэгдүүлэхээр төлөвлөж байгаа. Гэхдээ энэ ажлыг явуулахад газар зүйн хувьд хүндрэлтэй аймгууд бий. Тухайлбал, Алтай нурууны аймгууд. Газар зүйн байрлал болохгүй гээд гараа хумихаад сууж таарахгүй. Өөр ямар гарц байгааг хайж, өндөр хурдны интернэтэд холбоно. Энэ зорилгын хүрээнд 2016 он гэхэд бүх аймаг өндөр хурдны интернэт суурилуулах зорилгыг өмнөө тавьсан.

-Харилцаа холбооны технологийн хөгжил хэрэглэгчдийн эрэлт хэрэгцээнээс хамаарааД шинэ зохицуулалт шаардах нь мэдээж. Тэгвэл танай газраас зохицуулалтын ямар ажил хийж байна вэ?

-Харилцаа холбооны салбар хурдтай хөгжиж байна. Өмнө нь тухайн салбарт зөвхөн утсаар ярих л хамаардаг байсан бол одоо интернэт, зурагт, радио, цахим ертөнцийн аюулгүй байдал зэрэг олон асуудал хамаардаг болчихож. Интернэтийг ашигласан бусад салбарын үйлчилгээ ч зохицуулалт шаардаж байна. Энэ утгаараа Зохицуулах газар байх нь зайлшгүй. НҮБ-д нэгдсэн 200 гаруй орноос 160 орчим нь харилцаа холбооны салбараа зохицуулах газартай байдаг. Уг зохицуулах газар нь юу хийх вэ гэхээр дээрх бүх үйл ажиллагааг нэгтгэсэн, бизнест хэрхэн ээлтэй зохицуулалт хийх талд толгойгоо ажиллуулдаг. Бизнест ээлтэй зохицуулалт хийснээр бизнесийн салбарын үр ашиг нэмэгдэж, тэр хэмжээгээр төрд төлөх татварын хэмжээ нэмэгдэнэ.

2006 онд манай салбар 10 орчим

тэрбум төгрөгийн татвар төлдөг байсан бол 2011 оны байдлаар 100 орчим тэрбумын татварыг улсад төлж байна. Энэ нь зохицуулалт зөв явж байгаагийн илрэл юм. Зөв зохицуулалт хийх хэд хэдэн шаардлага байдаг. Тухайлбал, миний дээр хэлсэн харилцаа холбооны салбар даяаршлын хамгийн том хөдөлгөх хүч болж буй тул Зохицуулах газар нь төрөөс хараат бус, оператор компаниуддаа эрх тэгш ханддаг байх хэрэгтэй. Манай орны хувьд эдгээр шаардлагад нийцэж ажилладаг төдийгүй төр, хувийн хэвшлийн хамтын ажиллагааг хослуулах тал дээр анхаарч ажиллаж байна.

-Манайд дөрвөн опператор компани үйл ажиллагаа явуулж, өрсөлдөж байна. Харин цаашдаа өөр үүрэн холбооны оператор компани нэмэгдэх үү?

-Огт нэмэгдэхгүй гэж хэлж чадахгүй бас нэмэгдэнэ ч гэж хэлж болохгүй. Нэмэгдэхгүй гэвэл хэрэглэгчдийн дунд хуучинтайгаа л зууралдаад байх юм гэсэн сөрөг ойлголтыг авчирч болзошгүй. Нэмэгдэнэ гэвэл хуучин компаниудад хүлээлт бий болж, цаашлаад зах зээл үймүүлэх ч сөрөг үр дагавар гарч болно. Тиймээс судалгаа хийгээгүй байж энэ талаар хоосон ярьж болохгүй. Бидний 2010 онд хийсэн судалгаагаар манай зах зээл дээр дөрвөн компани үйл ажиллагаа явуулж болох юм гэдгийг тогтоосон. Үүндээ тулгуурлаад үнийн хувьд хоёр дахин буурах боломжийг олж харсан. Тийм учраас л өнөөдөр үүрэн холбооны дөрвөн оператор үйл ажиллагаа явуулж байна.

-Монгол Улс хиймэл дагуултай болно гэсэн сайн мэдээ сонсогдож байна. Энэ мөч хэзээ ирэх вэ?

-Хиймэл дагуулын асуудал хэцүү. Гэхдээ энэ талаар судалж үзээд хиймэл дагуултай болж болох юм гэдэг урьдчилсан дүгнэлт гаргах нь тусдаа асуудал. Одоогоор судалгааны шатандаа явна. Ер нь хиймэл дагуултай болох нь Монгол Улсын хувьд нэн шаардлагатай асуудал. Айл бүр машинтай болох зорилго өмнөө тавьдаг шиг манай улсын өмнөө тавьсан зорилгын нэг яах аргагүй хиймэл дагуул юм. Гэхдээ энэ нь тийм амар ажил биш ээ.

-Хиймэл дагуулыг ямар зорилгоор түлхүү ашиглаж болох вэ?

-Энэ нь хоёр янзын технологитой байдаг. Эхнийх нь харилцаа холбооны салбарт, нөгөөх нь цаг агаар, агаарын тандан судалгаа зэрэгт зориулагдсан байдаг. Бид энэ талаар судалж байна. Манай орны хувьд хоёуланг нь хөөргөх хөрөнгө мөнгөний бололцоо муу. Дээрээс нь зах зээл нь жижигхэн. Тиймээс аль нэгийг нь сонгож таарах байх. Бид ирэх сарын сүүлчээр энэ чиглэлийн олон улсын хурал зөвлөлгөөн зохиох төлөвлөгөөтэй байгаа. Энэ үеэр гаднын орнуудын туршлагаас судалж, өөрийн орны нөөц бололцоог тодорхойлсны үндсэн дээр нэг шийдвэрт хүрэх болов уу.

-Танай газраас хүүхдэд зориулсан цахим сайт гаргасан гэсэн. Энэ талаараа тодруулахгүй юу?

-Интернэтийг хөгжүүлэх нь бидний үүрэг. Хөгжөөд ирэхээрээ бас сөрөг үр дагавартай. Тухайлбал, нийгэмд сөрөг мэдээлэл тараах, хүүхдийн хүмүүжилд нөлөөлөх гэх мэт. Хамгийн гол нь улс орондоо зүй зохистой интернэтийг хөгжүүлэх ёстой. Тэр утгаараа хүүхдийн байгуулагуудтай хамтраад хүүхдэд зориулсан цахим сайт нээн ажиллуулаж байгаа. Үүгээрээ дамжуулаад интернэтийн аюулгүй байдлыг сайжруулахыг зорьж байна. Энэ бол дөнгөж эхлэл. Цаашдаа илүү олон ажил хийхээр төлөвлөсөн байгаа.

-Манайх олон телевиз, кабелийн сувагтай байна. Цөөхөн хүн амтай улсад ийм олон телевизийн хэрэгсэл байх шаардлагатай эсэх талаар таны бодлыг сонсоё?

-Харилцаа холбооны салбар хөгжих явцад олон сайхан боломж бий болж байна. Өөрийн хийсэн бүтээлээ гаднын үзэгч, сонсогчдод хүргэх гэдэг ч юм уу. Гэхдээ таны хэлдэг зөв. Аливаа улс энэ тал дээр зохицуулалт хийх нь зүй ёсны хэрэг. Тэр үүднээсээ ирэх сараас телевизийн шинэ суваг нээх эрхийг түр хугацаагаар хориглож байгаа. Өөрийн чинь хэлснээр хэтэрхий олон телевизийн сувгаар хэрэгтэй хэрэггүй мэдээлэл гараад байгаа юм биш байгаа гэдэг дээр ярилцаж байна. Телевиз, радиогийн нэвтрүүлэгт



тавигдах шаардлагыг шинээр гаргасан. Хэдийгээр бид шинэ суваг нээх эрхийг түр хугацаагаар хааж байгаа ч учиргүй захиргаадах хэлбэрт шилжиж болохгүй.

Ер нь аливаа зүйл зах зээлийнхээ горимоор шийдэгдэх нь илүү эрүүл байдаг. Харин бид алдаа гарахаас урьдчилан сэргийлэх, гарвал засах тал дээр анхаарах хэрэгтэй. Дээрээс нь хүмүүс аливаа зүйлийг голдуу бараан талаас нь хараад байх шиг. Өнөөдөр олон суваг бий боллоо гэж байв ч тэр сувгуудаар олон сайхан нэвтрүүлэг, монгол кино гарч байна гэдгийг бодох хэрэгтэй. Дэлхий дахины мэдээ мэдээллийг бид цаг алдалгүй хэрхэн хүлээн авч байгаа билээ. Өмнө нь хөл бөмбөгийн дэлхийн аваргын тэмцээнийг олон сувгаар шууд хүлээн авч үздэг байсан бил үү. Харин өнөөдөр монголчууд олимпийн аваргын алтан медиаль авах тэр торгон агшинг шууд хүлээн авч үзэж байна. Энэ бол том хөгжил дэвшил.

-Харилцаа холбооны зохиуулах газар телевизүүдийн бодлогод нөлөөлдөг үү? Зарим телевизийн газраас ийм гомдол гардаг.

-Манайхаас тодорхой дүрэм журам гаргаж байгааг бодлогод нөлөөлж



байна гэж үздэг тал бий. Тухайлбал, нэг цаг гарч байгаа нэвтрүүлгийн нийт цагийн дөрөвний нэгээс /15 минут/ ихгүй хувьд зар сурталчилгаа явуулна гэсэн шаардлага тавьсан. Олон улсын жишиг 12 минут. Мөн нэвтрүүлгийн 50-иас дээш хувийг өөрийн оронд бүтээсэн байх ёстой. Дээрээс нь зохиогчийн эрхийг хүндэтгэх, садар самууныг сурталчлахгүй байх зэргийг манай газар тухайн телевизээс шаарддаг. Эдгээр шаардлагыг биелүүлж байгаа эсэх дээр судалгаа хийхэд зөрчил их байна. Тиймээс бид эдгээр шаардлагыг биелүүлэх талаар шаардаж байгаа нь үнэн. Телевизийн бодлогод нөлөөлж байгаа асуудал биш юм.

-Зөрчлийг арилгах талаар ямар арга хэмжээ авдаг вэ?

-Хэрвээ дээрх шаардлагыг биелүүлэхгүй бол бид тухайн телевизэд торгууль ногдуулдаг болох юм. Гэхдээ нэг шийдвэр гаргаад л маргааш нь шууд хэрэгжих ёстой гэсэн өндөр шаардлага тавихгүй. Эхлээд танайх энэ шаардлагыг биелүүлэх юм бол ийм ийм давуу талтай болно гэдэг дээр зөвлөгөө өгч эхэлж байна. Тухайлбал, 15 минут кино гаргаад 30 минут зар сурталчилгаа цацаад байвал Та нар өөрсдөө л үзэгчдээ алдах болно гэдэг ч юм уу. Харин сүүлийн үед зарим телевиз ойлгож, хүлээн авч хэрэгжүүлдэг болсон. Хэрэгжүүлж чадахгүй нэг нь яагаад гэдгээ мэдэгдэж байна. Энэ бол бас нэг алхам. Бүх телевиз удахгүй тоон системд шилжихээр энэ бүх асуудал цаанаасаа программын дагуу шийдэгддэг болно.

-Та зохицуулах газрын даргын албыг хэдэн жил хашиж байна вэ?

-Би 2006 оны нэгдүгээр сараас энэ албанд томилогдсон.

-Тус салбарыг толгойлоод зургаан жил болсон байна. Ер нь хэр хэцүү ажил вэ?

-Нэг талаараа их сайхан. Хамгийн наад зах нь технологийн дэвшилтэй түрүүлж танилцах боломжтой. Холыг ойртуулж, хоёрыг уулзуулж байна гээд дурдаад байвал сайхан зүйл олон шүү дээ манай салбар. Нөгөө талаасаа амаргүй ээ. Жижиг сажиг хэл ам, хэрүүл зарга огт тасрахгүй. Энэ утгаараа стресстэх асуудал гарна.

-Шинэ технологитой түрүүлж танилцдаг гэлээ. Та яг одоогоор ямар шинэ технологиуд хэрэглэж байна вэ?

-Өдөр тутам 3G-г ашиглаж дэлхийн аль өнцөгт юу болж байгааг цаг алдалгүй мэдэж байна. Гар утсаар ажлаа амжуулж, өөрийн хүссэн дуу, бичлэгээ татчихаж байна. Интернэтээр хүссэн цагтаа аялах боломжтой. Гэртээ “Univsion” телевизийг үзэж байна. Хөл бөмбөгийн урд шөнийн тоглолтыг ухраагаад үзчихдэг. Ийм л байх шив дээ. Ер нь бид харилцаа холбооны салбарын өндөр технологиудыг сайн мэддэг, ашигладаг байх хэрэгтэй. Зарим хүмүүс энэ салбарын үр ашгийг сайн мэдэрдэггүй юм шиг санагддаг. Хамгийн наад зах нь бид аливаа ажлыг орон зайнаас үл хамаарч, гар утсаараа хялбархан зохицуулчихдаг. Хэрвээ гар утас байхгүй байсан бол нэг хүнтэй уулзах гэж л бүтэн өдрийн талыг барна шүү дээ. Зарим хүн утасны төлбөр их гарлаа гээд бухимддаг. Гэхдээ бухимдахын оронд Та ямар их цаг зав хэмнэсэн гэдгээ бодоод үз.

-Та хэдэн гар утастай вэ?

-Хоёр гар утас барьж байна. Зургаа, долоон дугаартай. Тус бүрийг нь өөр өөр зорилгоор ашигладаг.

-Улс орны хөгжил уул уурхай дээр тулгуурлаж байна. Үүнийг Та ямар өнцгөөс харж байна вэ?

-Уул уурхай бусад салбараа дэмжиж л ажиллах хэрэгтэй. Тухайлбал, Оюутолгой компани эхлээд холбооны ажлаа ч өөрсдөө хийнэ гэж байсан. Энэ нь буруу юм. Тиймээс бид танайх манай үүрэн холбооны операторуудаас үйлчилгээ ав гэсэн шаардлага дээрээ хатуу зогссон. Яагаад гэвэл бэлэн байгаа юмыг заавал шинээр бий болгохын хэрэг юу байна вэ. Мөн бидний хийх ёстой ажлыг тэд хийгээд байвал юу болох вэ. Тэгэхээр хамтран ажиллах нь илүү зөв. Оюутолгой ч бидний энэ шаардлагыг зөвшөөрч, одоо “Мобиком”-оор үйлчлүүлж байгаа. Бид дор бүртээ аминчхан үзлээсээ татгалзах хэрэгтэй. Хөгжихгүй шүү дээ. Чаддаг хүмүүст нь чадахгүй байгаа зүйлээ даатгачих.

- Танай байгууллагын хамгийн ойрын хийх гэж буй томоохон ажил юу вэ?

-Бид телевизийн салбарыг 2014 оны долоодугаар сарын 31 гэхэд тоон технологид бүрэн шилжүүлэх зорилт тавин ажиллаж байна. Энэ бол маш том ажил. ■



БОНД

ДАВАЛГААГ ДАГА

Гурав дахь бондыг “Хас” банк гаргах гэж байна. Хөрөнгө оруулагчид дахин нэг Монголын байгууллагад мөнгө зарах болов уу?

ТЕРРЭНС ЭДВАРДС /Mongolian Economy” сэтгүүлийн англи хэлний редактор/

Гаднын хөрөнгө оруулагчдад Монгол Улсын өсөлтийн их далайд шумбах боломж олдлоо. Хөгжлийн банк, Монголын уул уурхайн корпорациас эхэлсэн өрийн бичиг арилжаалах давалгааг хамгийн сүүлд “Голомт” банк дагах хүсэлтэй буйгаа дуулгаж Монголд бондын шинэ эрин эхлэв. Үүнийг сүүлийн хоёр жилд уул уурхайн эрчимтэй хөгжлөөс улбаалсан хөрөнгө оруулалтын их урсгалын дээд цэг гэж үзэж болохуйц үйл явдал юм. Хэдийгээр энэ гурван байгууллага улсынхаа хөгжилд үнэтэй хувь нэмэр оруулах сайн зүйл хийж байгаа ч өсөлт хөгжилд тэмүүлсэн Монгол Улсад дахиад хөрөнгө хэрэгтэй. Харин дээрх олон улсын зах зээл дээр амжилттай арилжсан, арилжих гэж байгаа өрийн бичгийн саналууд нь ирээдүйд хийх үйл ажиллагаанд анхан шатны мэдээллийн бааз бий болгоход чухал болохыг харуулж байгаа юм.

“Хас” банк өнгөрсөн сард Хөгжлийн банкнаас гадаадын зах зээлд борлуулахаар гаргасан үнэт цаастай ижил төрлийн 300 сая ам.долларын Euro Medium Term Note үнэт цаасыг арилжаалахаазарласанчхойшлуулаад байгаа билээ. Хөгжлийн банкныхны мэдээлж буйгаар тус банкны 580 сая ам.долларын үнэт цаасны захиалга зарласан үнээсээ даруй 13 дахин их байсан төдийгүй нийт 6.6 тэрбум ам.долларын ашиг хүртсэн аж. Мөн Монголын уул уурхайн корпорацийн 600 сая ам.долларын өрийн бичгийн борлуулалт 5.5 тэрбум ам.долларын ашигтай байжээ.

Цоо шинэ

Монгол Улсын шил шилээ дагасан эдгээр өрийн бичиг нь олон улсын хөрөнгө оруулагчдыг эрчимтэй татах болсон. Анх Худалдаа хөгжлийн банк 2007 онд 150 сая ам.долларын үнэт цаас олон улсын зах зээлд нэвтрүүлсэн байжээ. Тухайн үед ING банк тус банкинд үнэт цаас арилжаалахад нь тусалж байсан бол энэ удаагийн “Голомт” банкнаас гаргах бондын арилжаанд оролцохгүй юм байна. Сүүлийн үеийн үнэт цаас



нь олон улсын зах зээл дээр хоёрхон өдрийн дотор борлогдсон нь байгалийн баялагт суурилсан Монголын эдийн засгийг улам сонирхолтой болгож байна.

“Юу олны анхаарлыг татаж байна вэ гэхээр Хөгжлийн банкны үнэт цаасны дараагаар ч Монголын уул уурхайн корпорацид дахин 600 сая ам.долларын хөрөнгө оруулалт хийх хөрөнгө оруулагчид байсан явдал” хэмээн ING банкны алхлах төлөөлөгч Ховард Ламберт хэлэв.

Хөрөнгө оруулагчдын хувьд Монгол Улс олон шинэлэг зүйл амлаж байгаа аж. Хятад, Индонез зэрэг хөгжингүй орнуудад бондын арилжаанаас ашиг хүртэх магадлал өндөр байдаг тул хөрөнгө оруулалтын хэмжээгээрээ өндөр үнэлгээтэй байдаг. Ламбертын хэлж буйгаар тэдгээр орон хөрөнгө оруулагчдын гол бай нь болдог учир зах зээл нь дүүрсэн байдаг гэнэ. Тиймээс хөрөнгө оруулагчид амжилт олох бүрэн боломжтой, гэхдээ шинэ хөрөнгө оруулагчдыг татахуйц өрсөлдөгч гэхээсээ илүүтэйгээр өдөөгч болж чадах тийм зах зээлийг эрэлхийлэх болжээ. Тэдний энэхүү шинэ эрэлхийллийн шалгуурт нийцэж байгаа нь Монгол Улс. Мөн “Энэ нь хөрөнгө оруулагчдын хорхойг хүргэхээс гадна өөр нэг төрлийн адал явдал болж байгаа юм” хэмээн Ламберт хэлсэн.

Хөрөнгө оруулагчид нь Монгол Улсыг дэлхийд таниулах хэрэгсэл аж. 2009 оны эдийн засгийн хүнд үеийг давснаас хойш Монголын хурдацтай хөгжил хөрөнгө оруулагчдын анхаарлыг дээд цэгт нь татах болсон. Одоо Монгол эдийн засгаа өргөжүүлэх улмаар хөрөнгө оруулагчдыг татахад бэлэн болсон хэдий ч хөрөнгө оруулагчдын хувьд тун цөөхөн боломж байгаагаас гадна сөхөөд харчих үнэт цаасны “түүх” бараг үгүй байна.

Санхүүгийн салбарт хөрөнгө оруулах нь Монголын боломжит өсөлтийн үүдийг тогших нэг хэлбэр. Жижиг, дунд үйлдвэрлэл эхлүүлэхэд боловсруулалт, үйлдвэрлэл, өргөтгөлийн зардал гээд байнгын хөрөнгө шаардана. Хэрэв банкуудад хангалттай хөрөнгө байвал тэдэнд зээл олгож болох юм. Ийм шалтгаануудын улмаас өмнө нь “Голомт” болон Худалдаа хөгжлийн банк энгийн хувьцаа худалдаалахдаа олон нэгдлээс тэдгээрийг хуримтлуулсан байна. Харин Монголын банкуудын өрийн бичгийн худалдаа нь нэмэлт хөрөнгө бүрдүүлэх шинэ гарц болж байна.

“Хөгжлийн банк болон Монголын уул уурхайн корпораци, тэдэнтэй төстэй асуудлууд нь Монгол Улс руу хөрөнгийн урсгал татах гол суваг мөн ирэх жилүүдэд өрнөх өсөлтийн катализатор болно” хэмээн Frontier Securities Chief Investment-ийн стратегич Далэ Чой хөрөнгө оруулагчдад зориулсан зурвасдаа тэмдэглэжээ. Мөн тэрбээр дэлхийн эдийн засгийн өнөөгийн сул байдал нь Монголын үнэт цаасны арилжаанд хэрхэн нөлөөлсөн талаар хэлэхдээ “Цаг хугацаа хамгаас чухал байсан” хэмээн тайлбарласан юм.

Урагшлах алхам

Тоглоомын дүрэм өөрчлөгдсөнөөр эдгээр үнэт цаас бүр ч чухал болж болох юм. Moody’s Investor Services Монголын байгууллагуудыг үнэлэх үнэлгээний аргачлалаа дахин боловсруулахаар болжээ. Энэхүү үнэлгээ нь холбогдох байгууллагын бие даасан татвар ногдуулалт бөгөөд тухайн байгууллага зээлээ эргэн төлөх чадвартай эсэхийг үнэлэн гаргадаг.

АНУ-д 2008 онд нүүрлээд байсан зээлийн хямрал болон саяхны евро бүсийн өрийн хямрал санхүүгийн болон санхүүгийн бус байгууллагуудыг зээл олгогч улсын Засгийн газартай шууд холбосон шинэ бодлого хэрэгтэйг харуулсан. Монгол банк үйл ажиллагаагаа явуулж буй орондоо л хүчирхэг байгууллага гэдгийг харгалзан

зээлийн үнэлгээ тодорхойлогчид Монголын банкуудыг Засгийн газрын үнэлгээтэй харьцуулан доогуур үнэлэх магадлал бий. “Нэг Засгийн газраар удирдуулж байгаа бүх зээл олгогч байгууллагууд эдийн засаг болон дотоодын банкны системийн дагуу тодорхой түвшинд үнэлэгдэнэ” хэмээн Moodys үнэлгээний шинэ бодлогоо тайлбарласан албан мэдэгдэлдээ дурдсан байна. Мөн уг тайлбарт “Засгийн газраас авч буй батлан хамгаалах зорилго бүхий үйл ажиллагаанд тэдгээр байгууллага обьект нь болно. Тухайн үйл ажиллагаа нь хязгаарлалтын арга хэмжээ, татвар эсвэл дүрэм, журмын өөрчлөлт болон хямралын үед хөдлөнгөөс оролцох эрх зэргийг багтаана” гэжээ. Тус байгууллагын үнэлгээний шинэ бодлогын зөвлөмжийн дагуу өмнө нь үнэлгээнд хамрагдсан Монголын дөрвөн банк санхүүгийн чадлаараа одоогийн “D-” үнэлгээнээс нэг шат доогуур үнэлэгдэнэ гэх таамаг гаргажээ. Аль нэг байгууллага улсынхаа Засгийн газраас хүчирхэг байна гэдэг боломжгүй. Иймээс холбогдох улсын Засгийн газрын үнэт цаасыг (Хөгжлийн банкнаас гаргаж байгаа бондын хувьд хагас бие даасан, Засгийн газраас баталгаажсан) хамгийн найдвартай бонд болгож байгаа юм. Харин нүүрс олборлогч Монголын уул уурхайн корпорацийн хувьд ийм баталгаа гаргах боломжгүй аж. Учир нь, тус байгууллагын санхүүгийн байдал өргөн хэрэглээний бараа, бүтээгдэхүүний үнээс шууд хамаардаг. Хэдийгээр үнэлгээний байгууллагаас тус хоёр байгууллагыг ижил түвшинд үнэлсэн байж болох ч Хөгжлийн банк жилийн зургаан хувийн хүүтэй бондыг арилжаалах боломжтой бол Монголын уул уурхайн корпораци есөн хувийн хүүтэйгээр борлуулах жишээтэй.

Монгол Улсыг доогуур үнэлэх нь хөрөнгө оруулагчдыг үргээж чадахгүй аж. Учир нь, тэд ямар баримтаар үнэлгээг гаргаж байгаа болон өмнөх хөрөнгө оруулалтуудаас өөрсдийн дүгнэлтийг гаргах юм. Ирээдүйн хөрөнгө оруулагчид нь өмнөх үнэт цаасны арилжаанд оролцсон эсвэл оролцож чадалгүй үлдсэн хөрөнгө оруулагчид байна гэх таамаг байна.

Ирээдүйд гаргах үнэт цаасны борлуулалт хэр амжилттай байх нь хөрөнгө оруулагчдаас хамаарна. Гэхдээ өмнө нь гаргасан Хөгжлийн банкны 6.2 тэрбум ам.долларын мөн Монголын уул уурхайн корпорацийн 4.9 тэрбум ам.долларын нэмэлт захиалгаас дүгнэхэд гурав дахь, дөрөв дэх бондын арилжаанд хөрөнгө оруулагчид хэтэвчээ нээхэд бэлэн байгаа бололтой.

ЭЛЧИН САЙД БИЧИЖ БАЙНА

АЗИЙН ХӨГЖЛИЙН ЗАГВАРААС БИДЭНД СУРАХ ЗҮЙЛ БИЙ ЮУ?



Сүүлийн 30 гаруй жилийн туршид дэлхийн эдийн засагт ноёрхох байр сууриа улам нэмэгдүүлсээр байгаа Зүүн Өмнөд болон Зүүн Хойт Азийн орнууд, тухайлбал, Япон, Өмнөд Солонгос, Тайвань, Хонконг болон Сингапур улсууд нийгмийн баялгийн үйлдвэрлэл, экспортынхоо өсөлт хэмжээгээр төдийгүй нийгмийн халамжийн бодлого, хөгжлийн загвараараа багагүй анхаарал татах болов.

Б. ЭНХМАНДАХ /Доктор /Ph.D./ Хөгжлийн загварын тухай цуврал №2

Эдийн засгийн үсрэнгүй хөгжилтэй орнуудын тоонд сүүлийн үед манай хөрш Хятад улсыг зүй ёсоор хамааруулан үзэх болсон байна. Нийгмийн хамгааллын эсрэг, зах зээлийн үзэл сурталд илүүтэй тулгуурласан байдлаас нь үндэслэн Азийн үнэт зүйлс нь нийгмийн халамжийн бодлоготой зохицдоггүй гэж үздэг. Гэвч эдгээр оронд бүх нийтийн сайн сайхан нийгмийн сул төлөвшилт нь эдийн засгийн өндөр хөгжлөөрөө нөхцөлдөн улам сайжирч, жилээс жилд төлөвшлөө олсоор байна гэж үзэж болохоор байгаа юм.



Тухайлбал, “нэг улс хоёр тогтолцоо”-ны бодлого хэрэгжиж байгаа шинэ улс төрийн үндэстний хувьд Хонконгд нэг талаас, зах зээл нь төрийн идэвхтэй оролцоог үгүйсгэхийн зэрэгцээ орон сууцны бодлого, боловсрол, эрүүл мэндийн салбар дахь ардчилсан тогтолцоог нийгмийн дундаж давхарга нь дэмжиж байдаг байна.

Япон улсын хувьд өөрсдийн нийгмийн хэрэглээ, хэрэгцээг хангагч жижиг, дунд үйлдвэрлэгчдийн ангитайгаараа онцлогтой. Аж үйлдвэржүүлэлтийн нөлөөн дор Күнзийн соёл, үзэл суртал, улс төрийн байгууламжаа хүртэл сулруулж, уламжлалт консерватизмаас шинэ либерализмд шилжиж, хүчтэй цэрэгжсэн төрийн бодлого нь улам бүр зах зээлийн зарчмыг хатуу баримталсан, бүх нийтийн сайн сайхан нийгмийн бодлогыг хумьсан шинжтэй байдаг. Гэсэн хэдий ч эдгээр эсрэг тэсрэг асуудлуудыг нийгэм дэх эвлэрэл зохицлын зарчмаар ямх ямхаар шийдвэрлэсээр иржээ.

Тайвань улсад нийгмийн халамж, тэтгэвэр болон эрүүл мэндийн даатгал нь Бисмаркийн загвар шиг төрөөс зохицуулагдсан хэлбэртэй байдаг бол БНСУ -ын төрийн дарангуйлал нь иргэний нийгмээ дарамталж, ажилчин ангийн эсэргүүцлийг дарж, нийгмийн сайн сайхны сонголтыг хязгаарлаж ирсэн. Хэдий тийм боловч улам боловсронгуй болсоор буй ардчилсан сонгуулийн үйл явц, түүний цаашдын өрнөлт нь бүх нийтийн сайн сайхан нийгмийн “үлдэгдлийн” чанартай бодлогыг “тогтолцооны бүрэлдэхүүн хэсэг” болгоход бага багаар хүргэсээр байна.

Харин Сингапур эдийн засгийн улс төржсөн хандлагатай бодлогынхоо үр дүнд төвлөрлийн зарчмын тогтвортой орчин нь нийгмийн хамгааллын, түүний дотор даатгалын нэгдсэн тогтолцоог төлөвшүүлж чадсан байдаг онцлогтой .

Монгол орны хөгжлийн загварыг тодорхойлохын тулд эдгээр орны туршлагыг судалж, Азийн нийгмийн хөгжлийн загвараас суралцахын тулд орон бүрийн онцлог, олон төрөлт байдал, хэтийн төлөвийг нарийвчлан авч үзэж, Барууны буюу Европын нийгмийн хөгжлийн загваруудтай харьцуулан үзэх шаардлага зүй ёсоор гарч ирж байна.

Судлаачид Азийн дээр нэр дурдсан орнуудыг хөгжлийн загварынх нь хувьд ихэнх тохиолдолд “Күнзийн бүх нийтийн сайн сайхан нийгмийн орнууд” / Confucian Welfare States/ гэж нэрлэж байна.

Эн тэргүүн Күнзийн сургаалд тулгуурласан соёл, сэтгэлгээний ерөнхий түвшин, хоёрдугаарт, эдийн засгийн хувьд хүчирхэг төр, гуравдугаарт, төрийн захиргааны /төсвийн/ харьцангуй бага зардал, дөрөвдүгээрт, төрийн үүргийг орлон гүйцэтгэх төр, хувийн хэвшлийн хосолсон PPP(Public private partnership) чадварлаг тогтолцоо, тавдугаарт, эрх зүйн чадамжийн хувьд сул боловч төвлөрлийг сааруулсан зэрэг нь дээрх орнуудын түгээмэл шинж гэж хэлж болно. Күнзийн үзэл санаа улс төрийн төдийгүй хувь хүн, гэр бүлийн сэтгэлгээний үндэс болсон эдгээр оронд хөдөлмөрийн хуваарь, нийгмийн хамгаалал, нийгмийн халамжийн асуудлууд ганцхан хариултаар хариулагдах, ганц шийдвэрээр хэрэгжих асуудлууд биш нь ойлгомжтой. Хувь хүн, нийгмийн бүлэг, тэр байтугай төрийн зүгээс аливаа асуудалд өөр өөрийн байр сууринаас хандах нь хэвийн үзэгдэл болно.

Гэсэн хэдий ч хүн амын эрүүл мэндийн гол үзүүлэлтүүд болон нийгмийн хамгаллын ерөнхий тогтолцооны асуудлуудад нийгмийн олонхийн байр сууринаас хандах болсонд Азийн “бар”, “луу” гэгдэж буй эдгээр орны нийгмийн хөгжлийн загварын онцлог оршиж байх шиг байгаа юм.

Үргэлжлэл бий



GREEN ECONOMIC GROWTH

NON GOVERNMENT ORGANIZATION

FOR A GREEN DEVELOPMENT

school in Japan. Also, city and district officials must introduce citizens to the benefits of proper garbage disposal and educate children from young ages", said JICA environmentalist Kinoshita.

He added that big cities in Japan have large recycling factories, which have been major contribution to waste management.

Japan's experience is an example of whether people can turn garbage into waste or treasure. In Ulaanbaatar 60 percent of waste is recyclable. However, nothing is currently being done about this. Only 5 percent at the most is exported for recycling. But the good news is that the South Korean government has agreed to build the first recycling factory in Mongolia. A paper and plastic waste facility factory is set to be put into service next month.

The factory would be located near the Naran Disposal Centre and would process 10 to 20 tonnes of garbage daily. It is capable of processing up to 1.6 tonnes a day and 50 tonnes of combustible waste a month. These combustibles would be used at power plants.

"One other factor that would contribute to decreasing litter would be an eco-tax law", said S. Munkhbat, an expert on the environment and natural resources at the Ministry of Nature, Environment and Tourism. The draft will be presented to Parliament during its autumn session this year.

To create a city without garbage, quarters without litter and households without waste, every citizen should practice the following:

First, reduce waste.

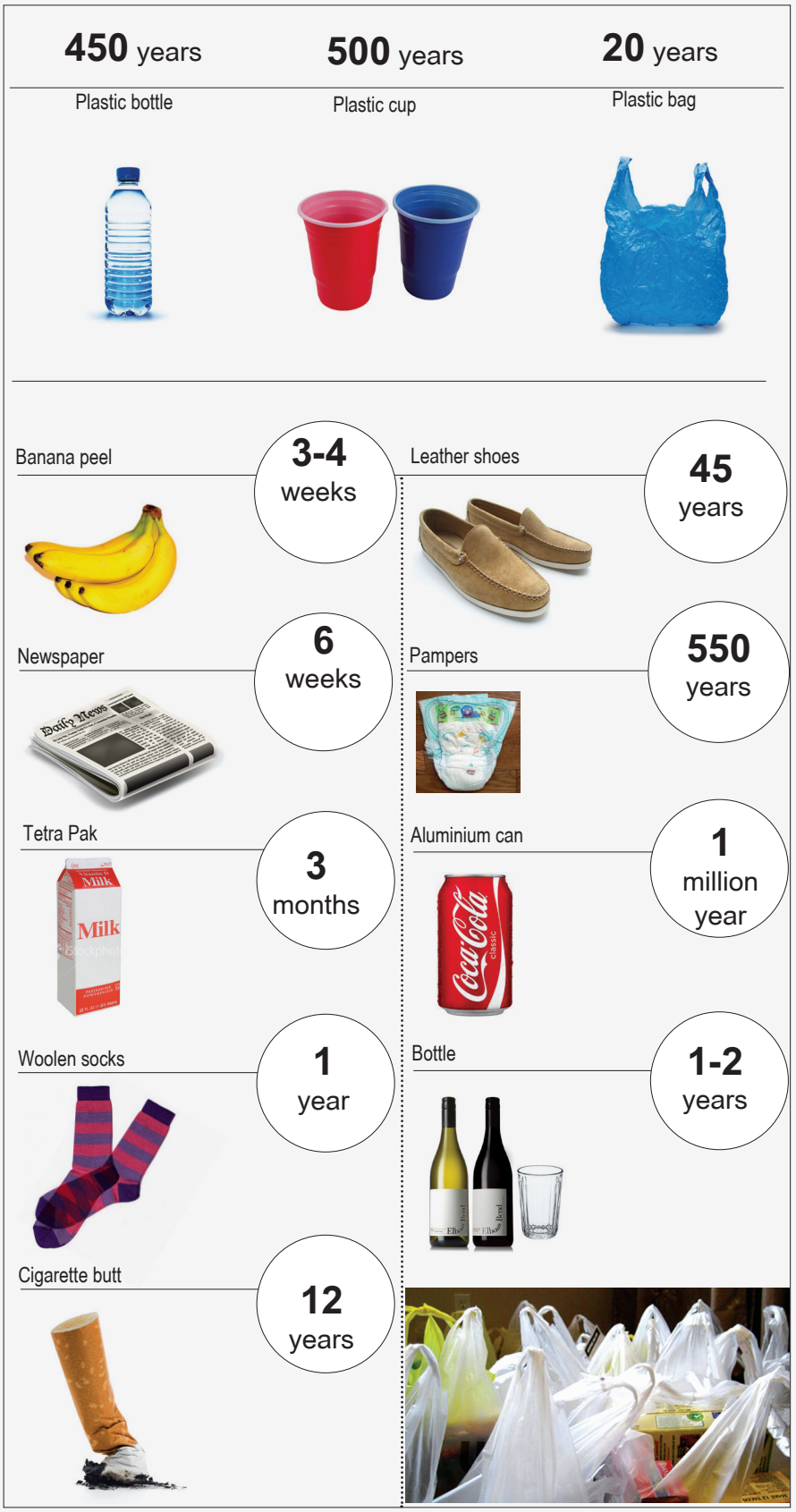
Second, take advantage of reusable goods.

Third, recycle the garbage from households and factories.

An individual can start practicing this routine by first separating his or her garbage into two categories, such as papers and plastics. One could also put in the effort needed to get their garbage to the waste disposal trucks on time.

Teaching young people not to litter the streets and public spaces would be a tremendous contribution as well.

Time for Decomposition



Source: Queensland Litter Prevention Alliancee



and disease.

Dirty City

The images shown in the documentary were eerily similar to the present streets in Ulaanbaatar's ger districts, trading centres and small restaurants.

When asked what is the secret to how Japan was cleaned up Satoshi replied, "There are no secrets. The major cause to ridding ourselves of our garbage was changing the mindset of our citizens".

"The litter left by citizens had bitter effects to our health and lives. In addition, Japan has a very small territory, so the nation became aware of the fact that if we continued to litter then there would be no place for us to live".

He later added, "If Mongolians don't want to suffer as we have suffered, Mongolians have to realise how they can help the environment by learning how to properly dispose of their garbage. Also, people have to be informed and educated on this matter. The government also has to invest and involve itself more in garbage management. These would be the right solutions".

It is rather embarrassing to imagine how foreign people might look at Mongolia, covered with garbage and waste.

"It is not a coincidence that present-day Mongolia is being compared to the Japan of over 50 years ago. It is a warning to Mongolians that we are in the same state as Japan was", said Ch. Nyamsuren, a participant of the environmental project.

Taking out the Trash

So what can we do about it? First of all, citizens have to change their mindset. Also they have to have the initiative to bring about life without garbage. A project was introduced in 2009 with the goal of improving the ways that citizens and enterprises dispose their garbage. It also instructed on separating garbage. Since then there have been effective results in some of the districts where the project was implemented.

"The residents of our quarter have learned to dispose and separate their garbage", said Ts. Erdenetsetseg, the head of the second quarter of the Khan-Uul District. "Thus, the project has given fruitful results, since its implementation last year. The piles of trash left behind by people have disappeared and the smells of waste and surrounding insects have reduced".

The garbage, waste and pollution expert at the Governor's Office of Ulaanbaatar, S. Ariguun, said that the project enforces waste to be properly disposed. Most important to cleaning up the city is imbedding personal understandings and initiatives into people's way of thinking.

"The simplest ways to getting rid of garbage is separating it, decreasing waste, and prohibiting litter at public spaces. This is taught during primary

EDICATION

CLEANING UP THE CAPITAL

When asked what is the secret to how Japan was cleaned up Satoshi replied, “There are no secrets. The major cause to ridding ourselves of our garbage was changing the mindset of our citizens”.



BY B. UUGANBAYAR

Plastic candy bags and the skins of fruits and vegetables litter the narrow streets. People throw their waste, paper, glass and cans as they walk hastily to work. On some corners it has become almost common for people to urinate there. Some families even throw their garbage and waste out their windows. The streets and public squares have become centres for waste disposal, filled with all sorts of insects.

The members of the Zorig Foundation who lead the organisation’s environmental aims met with Kinoshita Satoshi, an environmental expert of the Japan Internatoinal Cooperation Agency /JICA/, and discussed waste management. Together they watched a documentary that shows the kind of waste Japan had experienced. It seems unbelievable that today’s shining and glistening Japan has a past filled with waste, insects,







MONGOLIAN ECONOMY



PHOTO BY B. BYAMBA-OCHIR







10,000 to 20,000. At present, over 50 villages are unconnected to the Internet. Thus, we have plans to expand the fibre optic system. However, there are provinces where it is difficult because of the geography. For example, the provinces of the Altai Mountains are a challenge.

But we can't just give up because of these problems. We will try to find alternative solutions to connect them to the Internet. We have set a goal to connect all provinces to the high-speed Internet network by 2016.

When will Mongolia be able to launch a satellite into space?

The issue of launching a satellite is very complicated. But making early conclusions on conducting research and launching are separate issues. Currently, we are at the research stage. Actually, it is necessary for Mongolia to have a satellite. However, it is not very easy to accomplish.

What purposes would the satellite be used for mostly?

There are two types of uses. First, for communication purposes. Secondly, satellites are used for weather forecast and research purposes. We are studying the matter. However, Mongolia doesn't have enough financing to launch both. In addition, its market is small. Thus, Mongolia would have to choose one. We are planning to organize an international conference on this issue by the end of the month. We might reach a decision by establishing our possibilities and learning from other countries' experiences.

The Communication Regulatory Agency has opened a website for children. What can you tell us about this website and its purpose?

Developing the Internet is our duty. However, development also has unintended side effects. For example, it can lead to the spread of negative information or influence children's upbringing. The most important thing is to establish rational content for the Internet. For that reason, we have released this website in cooperation with children organisations. We are also striving to improve the safety of the Internet. This is just the beginning. We have planned to achieve much more.

There are many televisions and cable channels in Mongolia. What is your opinion on having so many televisions channels for so small a population?

With the development of the communications, sector many privileged opportunities are created. However, you are right, regulation is needed. For this reason, the grant to licenses to establish new television channels will be put on hold for a while.

Like you said, we are discussing whether it is applicable to air so many useful and useless information through these television channels. A new regulation on television and radio programmes has been launched. Although, licenses have been put on hold we can't continue over-organising. It is considered healthier if things are solved according to the market. But we must prevent ourselves from making mistakes. And if we make any, we must set things right.

What is the biggest project you're organisation is working on at the moment?

A complete transition to a digital system for the television sector is planned to be done by 31 July 2014. It is a huge project. ■

The communications sector is said to be an environmentally friendly business. How can you prove this?

The fundamental of communication is conversation. In order to transfer human conversations, we use wired and wireless communication. In the past, communications was transferred via wired telephone. Today, people are able to interact through wireless communication. To do so, we use the air waves, which is environmentally friendly. We did not dig into the ground to create our fortune. We are running businesses with just the air and empty landscapes, which is also a natural resource. In this context, we can say that communication is an environmentally friendly sector.

Communications need great technology. Where does Mongolia fall in the global spectrum of development?

The sector is developing very fast. Development is measured by various factors such as flying airplanes, energy consumption, cars and the use of mobile phones. Currently, six billion of the seven billion of the world's population have access to technology. It has become as commonplace as having a cup of tea or eating food at the table, which is amazing. The communications sector has enabled interaction around the world and operates day and night.

The Communications Regulatory Agency has participated in the Asian Regulatory Conference. It is an indication that Mongolia's communications sector has reached a high level. By the end of 2011, the number of mobile phone users had reached nearly three million. This is 104 percent of Mongolia's total national population. There is no other underdeveloped country with such high connectivity.

In addition to this, the number of Internet users have exceeded one million. The main reason for this little success is related to the fact that we have managed price adjustments that follow the living standards of people. In a country where price regulations are well adjusted, industry technology is more accessible. We have been solving price issues since 2010. For example, we have placed a single fee for calls from the most rural point of Mongolia to Ulaanbaatar. And that enables the possibility to expand the spectrum and serve each and every citizen.

As for city residents, they have the advantage of wireless and wired Internet access and all kinds of mobile services. Regarding all this, we are walking right behind the leaders in communications. However, usage alone is not a sign of development. Thus, we must strive to create greater technologies.

How is Mongolia going to catch up with foreign communication development?

Recently the International Communication Agency required that over 40 percent of the world's population must have access to high-speed Internet and over 50 percent must at least have Internet connection by 2015. As for us, we have already developed plans to implement this by 2015. According to the plan, over 90 percent of the Mongolian population would have high-speed Internet access. As far as service is concerned, if we can realise the plan to introduce all all communication services that are available in Japan, America, Korea, and Canada, they would be enabled for citizens around the country.



A new type of business called "content business" is new to this sector. It is a business where you make money by actively thinking up new ideas. If this new sector is supported we would be able to compete internationally, as well a on the national market. The content business would make us on par with other foreign countries. Since 2006, all types of high-tech equipment have arrived in Mongolia. There are many in underdeveloped countries who have never heard of high technology or the 4G service.

How many villages are there that are not connected to the fibre optic network?

We have been investing in installing fibre optics with the help of eased loans from the Chinese government. With last year's investment, the span of the system doubled, growing from

TECHNOLOGY

BOLDBAATAR: ACTIVE MIND LEADS TO MONEY MAKING NEWS BUSINESS



PHOTO BY E.ZOROGT

B. Boldbaatar, the head of the Communication Regulatory Agency sat for his interview with an iPad and two mobile phones. He is a user of Mongolia's all four cellular mobile phone services. His duty is to establish fibre optics throughout the country and to coordinate Internet, television, radio and mobile phone services. In six years, profits in this industry have grown tenfold from MNT 10 billion to MNT 100 billion. Industry representatives say that they are environmentally friendly and separate from mining interests. »



passed. Those investments have grown overcrowded, Lambert said, as they have become hot investment targets, so investors are looking for a country with strong fundamentals for success yet need to attract new investors with greater incentives than its competitors, such as Mongolia.

"Investors are venting full of steam, pumped with liquidity globally and looking for an opportunity", said Lambert. "These offerings give investors an opportunity to diversify away from crowded trades with scope for upside in a dynamic growth environment".

These offerings are also an introduction for Mongolia to the world. News of Mongolia's thundering development and lightning speed growth has peaked investor interest in recent years since its recovery from its 2009 economic troubles. Now that Mongolia is back on track for economic expansion, so too are investors, but still very few opportunities exist and there is not many past offerings or activities for investors to reference.

Investment into the financial sector is one way to tap into Mongolia's growth potentials. Mining start-ups will continually need capital for their exploration, development, and production costs. So it makes sense Mongolian banks are becoming a target for foreign investors. Similarly, both Golomt and Trade and Development have each had private equity purchases from large multi-nationals.

"We believe that [the Development Bank and Mongolia Mining] and similar issues will be key channels for international capital flows into Mongolia, and a catalyst for Mongolia's expected growth in the next decade", said Frontier Securities Chief Investment Strategist Dale Choi in a note to investors. "This transaction sets the foundation to fund enormous domestic infrastructure investment needs expected to be in range of USD 50 billion in the near future".

Choi went on to attribute weaknesses in the global economy to the added success of these offerings, stating, "The timing was everything".

Going Forward

The offerings are a bit of game changer for future offerings, not to mention that at least one moderator has changed the stats. Moody's Investor Services has begun revising its ratings of Mongolian institutions. In light of the 2008 credit crisis in the United States and the more recent European debt crisis, it opted for a new policy that ties non-financial and financial institutions more directly to the sovereign rating of the country it is based in. Rationalising that a Mongolian bank is only as strong as the country it operates in, the credit raters will go back to downgrade Mongolian banks to put them in line with the sovereign rating.

"All issuers in the same sovereign environment are exposed to some degree to the transmission of shocks across sectors in the economy and the domestic banking system", wrote Moody's in an official release explaining its new policy. "In addition, they are subject to defensive sovereign actions that can include austerity measures, changes in tax or regulatory policies, and interference during a crisis".

Last March Moody's assigned a rating of B1 to the Development Bank of Mongolia as a reflection of the sovereign rating. Following the guidance of its new policy, the firm predicts that all four of Mongolia's rated banks would fall one notch in the criteria of financial strength, from all four's current rating of "D-".

From here on investors can take a look at these sales passed as benchmarks to help them decide whether investments to Mongolia and its private sector are valued accurately. Enterprises and institutions will be able to use them as price points as well and perhaps even use them to help determine prices and yields more beneficial to them, as the demand is already proven.

An institution cannot claim greater strength than the sovereign, leaving sovereign offerings (or quasi-sovereign, sovereign-guaranteed debt, in the case of the Development Bank's offering) the most trustworthy. A coal producer such as Mongolian Mining cannot make the same claim, especially as its financial performance is so dependent on commodity prices. So while the Development bank could offer bonds with interest of about 6 percent, Mongolia Mining had to up its interest to about 9 percent, even with a similar ratings from credit raters.

The downgrades are not likely to dissuade investors from Mongolian institutions as they can see the reasoning for the credit ratings and can look at past investments. It can be assumed that future investors would be repeats from the recently passed offerings or ones that couldn't get in on those offerings as well.

How well future offerings fare depends on the whims of investors, but with excess orders of USD 6.02 billion for the Development Bank's offering and 4.9 billion for Mongolian Mining's, chances are good investors still have enough pocket change for a third, or even a fourth. ■



BONDS

RIDE THE WAVE

XacBank is about to release the third in a series of debt offerings since March. Will investors put out even more cash for another Mongolian enterprise?

BY TERRENCE EDWARDS

Foreign investors are finally getting their chances to dive right into the Mongolian growth story. The recent wave of debt offerings in the past few months—beginning with the Development Bank of Mongolia, followed by Mongolian Mining Corp, and now Golomt Bank—is a culmination of two years of excitement generated from news of the mining boom. While all three will help keep the momentum going as Mongolia badly needs the capital to continue pushing growth, these offerings have set benchmarks to attract new investors.

Golomt is likely hoping to ride the wave of sold-out debt offerings of its two predecessors from this year. XacBank had its own USD 300 million debt offering planned, but has recently decided to put that deal on hold. The Development Bank of Mongolia reported orders 13 times its offering of USD 580 million, totaling USD 6.6 billion, followed by orders of USD 5.5 billion for Mongolian Mining's own USD 600 million debt offering.

Shiny and New

A string of international debt offerings has built up a nice momentum for foreign investment into Mongolia. ING Bank has helped put together all but the last offering by Golomt so far, including the first offering put out by Trade and Development, with an initial offering of USD 150 million in 2007. These latest offerings, however, have both sold out within a day, showing a great deal more enthusiasm towards the fledgling mineral-based economy.

"What's central here is even after the Development Bank's offering, there were still investors willing to underwrite a further USD 600 million for Mongolia Mining Corp.", said Howard Lambert, of ING Bank.

For investors, Mongolia presents the image of something shiny and new—not to mention full of promise. Emerging nation staples to investment such as China and Indonesia have higher grades, with the highest yields having already

smell of development from the construction projects initiated by mining companies. There are not many trees, bushes or green areas at Khanbogd. However, the developers of the Oyu Tolgoi project have recently initiated a rehabilitation project for five hectares of land at the project site.

Local residents have also found a solution to their energy needs. National companies have started constructing power lines, which would supply constant electricity to Khanbogd residents, who have welcomed the 21st century with candles.

Vice President of Rural Development and the Social Department of the eponymous mining firm Oyu Tolgoi T. Bayarsaikhan: "We have donated over MNT 30 billion to the cultural, economical and social development of Umnugobi Aimag over the past three years".

The company has also invested MNT 100 billion for a new educational centre for its worker training program at Khanbogd, the biggest investment in Mongolia's history. Also, 72 local residents have been included in an English language programme to improve their skills. These people have learned professional skills such as how to process documents when applying for a job and how to successfully give a job interview.

Currently, 12 infrastructure projects are underway by various national individuals and companies.

"We are implementing a micro credit programme to help and support small, and medium businessmen and entrepreneurs who want to expand their businesses", said B. Serjmaa of the National Purchase Development Department of Oyu Tolgoi. "This is where local stable development should start".

"The credit fund was established with MNT 1.5 billion with access provided at XacBank and Khan Bank, which both allot credit on easy terms to local businesspeople. As for today, over 50 small and medium businesspeople have taken credit and started to expand their businesses".

The Oyu Tolgoi mine is closely located to Khanbogd. The price of copper have risen by 12 percent in the first quarter of 2012. The price increase is related to the fact that China, which consumes 40 percent of world's copper, has strengthened its monetary policy.

"With the commissioning of the Oyu Tolgoi mine in the third quarter of this year, the world's copper market will soon be dependent on Mongolia", reported the Bloomberg newswire.

People can now live in the Gobi region without headache. Welcome to the Gobi. It supplies everything a person could desire. ■

NEWS IN STATISTICS

• MNT 7.8 trillion (USD 6 billion): the amount of investment before the commissioning of the Oyu Tolgoi mine.

• MNT 4.5 trillion (USD 3.5 billion): the amount of investment made to the Oyu Tolgoi project in 2011.

• MNT 320 billion (USD 250 million): the amount of taxes taken from the investors of Oyu Tolgoi.

• MNT 900 billion (USD 700 million): the amount of taxes that will be paid by Oyu Tolgoi investors before its commissioning.

• MNT 10.4 billion (USD 8 million): the amount of daily procurement expenses from the Oyu Tolgoi mining firm's shareholders for its copper and gold project.

• Thirty percent: the percentage of annual income (MNT 800 billion (USD 626 million)) that the Mongolian government will get from the Oyu Tolgoi project.

• Thirty-five percent: the percentage of growth domestic product that the Oyu Tolgoi mine will contribute once it reaches full capacity.

• Fifteen-thousand: the number of employees the project employees, of which over 10,000 are Mongolian.

• Three-thousand: the number of Mongolian employees at the moment of commissioning.

• Ninety percent: the percentage of Mongolian workers at the Oyu Tolgoi mine (approximately 3,000 workers)

• No less than 75 percent: the percentage of contracted Mongolian workers to Oyu Tolgoi's direct operations.

• No less than 70 percent: the percentage of engineers who have worked at the Oyu Tolgoi mine for 10 years since the beginning of its exploration.

• Fifty-five percent: the percentage of profit that would be generated from taxes paid for the exploration of natural recourse, fees and dividend from Oyu Tolgoi to the Mongolian

Төлбөртэй нийтлэв

PROJECT

BOILING KHANBOGD

National companies have started constructing power lines, which would supply constant electricity to Khanbogd residents, who have welcomed the 21st century with candles.

No snow rests on the hills of Khanbogd Soum. Spring snow in this place usually melts within a week, typical for the Gobi Desert. Snowflakes fall from the sky as raindrops. Although there are no lakes to see in the Gobi, one can see indications of what used to be an ocean. Silky sands, the smell of ramson and wild leeks, and soft warm winds all make up the essence of the south Gobi. Amid the glowing warmth of the landscape, the sun burns like an oven. A mysterious blue mirage appears. It is a herd of rare wild camels.

Experienced herders stand strong against the dry and severe weather. In the Gobi live wild horses, zebras, wild camels and Gobi bears, not to mention the residents who have refused to leave their homeland. And there is also Oyu Tolgoi, the mine that has given Mongolia its international recognition.

Apparently everyone knows the name Khanbogd. Its weather forecast is always shown on news reports. In this well-known Gobi village lingers



economic and social benefit to the nation, while using advanced coal technologies to achieve the ultimate goal of near-zero emissions.

Peabody is advancing low emissions, low carbon coal projects in the United States, China and Australia. In China, Peabody is the only non-Chinese equity participant in the 650 megawatt GreenGen power plant and carbon research center. GreenGen is moving through testing and commissioning of its first 250 megawatt unit and ultimately will include carbon capture and storage for enhanced oil recovery. It will be the world's largest near-zero emissions coal-fueled power plant at full capacity. Technologies such as these hold great promise for changing the way coal-based energy is produced.

Peabody believes we should achieve environmental excellence in both coal use and coal mining. In Mongolia, Peabody completed the nation's first coal mine restoration project at the former *Ereen* coal mine near Bulgan province, restoring the area to healthy grasslands that are four times more productive than nearby native areas. Peabody collaborated with the Ministry of Nature, Environment and Tourism, other government agencies and local university partners and the company engineers in the project.

The Ereen project used Peabody's global expertise in environmental excellence in coordination with local scientific studies on the site conducted in cooperation with the Mongolian Agricultural University. This technology transfer effort yields a strong understanding of best practices in land restoration.

Technology is the key to driving sustainable progress in the mining sector. Peabody is a global leader in advancing low-cost, low-carbon energy solutions that balance the need for energy with a commitment to act for the benefit of the people who work at our mines and live in the communities that surround them.

Peabody Energy is proud to be named as a partner to help unlock the enormous potential of Mongolia's resources. To ensure that Mongolia has a "green coal" future, we must continue to apply our global best-practices in the areas of safety, operations, environmental and social responsibility. In doing so, we will only be doing what has been a tradition in Mongolia – respecting mother nature so that she in turn nurtures not just this generation, but generations to come.

With its rich coal deposits and its prime geographical location, Mongolia has the opportunity to develop a world-class coal industry, while creating a global model for energy resource development and social responsibility. Together, we can achieve this goal and when we do, we will truly have created the energy paradise that Mongolia has the potential to become. ■



OPINION

UNLOCKING MONGOLIA'S GREEN COAL POTENTIAL

Peabody Energy is the world's largest private-sector coal company and a global leader in clean coal solutions. With 2011 sales of 251 million tons and $8 billion in revenues, Peabody fuels 10 percent of U.S. power and 2 percent of worldwide electricity. The company serves customers in more than 25 nations on six continents.



BY ARSHAD SAYED /Arshad Sayed is Peabody Energy's President for Mongolia and India/

It was once again a great pleasure to attend the Mongolia Economic Forum (MEF) Participants at the recently-concluded MEF discussed a number of issues central to Mongolia's development, though two themes stood out: how to make Mongolia's economy "greener" and how to make the country's energy sector more competitive to benefit the country and its people.

Given Mongolia's abundance of coal and other energy-rich natural resources, many Forum participants described a future in which Mongolia is acknowledged as an "Energy Paradise." In order to achieve this title, the global companies fortunate to be part of this exciting phase in Mongolia's energy resource development must ensure that the nation becomes a world model for safety, social responsibility, environmental management and technology.

Peabody Energy was once again a proud participant in this year's Forum, which creates an important venue for stakeholders from government, businesses and civil society organizations to contribute to a dialogue that will ensure the quality of Mongolia's mining sector is commensurate with the quantity it produces.

Global mining companies have a unique opportunity to apply international best practices to Mongolia's growing resource sector, and it is our responsibility to work with government and policy-makers to ensure that "Energy Paradise" is a fitting description for Mongolia's coal industry.

There is a broad consensus that coal will continue to be a reliable, viable and scalable fuel to drive Mongolia's economic growth and social development. Coal is the resource that will supply the energy Mongolia's needs to support its next phase of growth and improve the quality of life for Mongolians.

There is a direct correlation between coal use and economic progress, where a rise in coal use mirrors a rise in Gross Domestic Product (GDP). It is no coincidence, for instance, that China is the world's fastest-growing economy, the world's largest energy user and largest coal user. China's GDP is set to climb more than 275 percent in the next 20 years and coal use is expected to increase substantially over the same period. As Mongolia's own economy advances, the nation will need an enormous amount of energy to support its growth. Coal will remain among the most cost effective ways to supply this energy, thereby ensuring that all Mongolians have greater energy access.

Mongolia will also reap significant economic benefit from the nation's coal exports, which have grown exponentially in recent years. Coal production increased from 9.8 million tons in 2008, to 30.9 million tons in 2011 and by 2020 it is expected to reach 100 million tons of coal.

At the Forum, participants spent a considerable amount of time discussing ways to ensure that Mongolia transforms from a "brown" economy to a "green" economy. Peabody Energy's vision is that its "green coal" operations in Mongolia will be of significant



"If the parties pushed the issue of building and manufacturing factories to process finished products and railways, they would have gained one more vote", said the academic T. Namjim.

Influences from the Mining Industry

The investments that come from political parties are not from their own pockets, but from profits generated from Mongolia's natural resources. In the past, political parties have sustained by simply paying for their promises. Meanwhile, Mongolia has not yet taken advantage of the added profits from producing value-added products.

In order to fulfill the promises made by politicians, mining commodities have been priced much lower than global market prices. In the "Asian Development-2012" report Mongolia is reported to expect 15 percent economic growth this year and 17.5 percent the next. An economist at the Asian Development Bank, L. Amar, said that this rapid economic growth demands investment in infrastructure and stable macroeconomic conditions. More budget income means more election promises adding to budget expenses. The world has striven to create the inexhaustible with the assets gathered from minerals such as copper, coal, iron ore and fluorspar. Indeed, the mining industry should be used to lead the economy, not as an election slogan.

"Economic growth is a numbers game, independent from politics, and measured by supply and demand", said Ts. Batsukh, a lecturer at the Institution of Finance and Economic Studies. Economic growth is a result of exporting raw minerals.

"We could create many things through mining investment. Is it really necessary to halve Tavan Tolgoi only for the sake of the elections?" asked B. Adiya, a herder from Dundgobi Aimag during the Mongolian Economic Forum.

Miners vs. Pols

The mining sector and politicians stand face to face in a ring, ready for a match. It is time to separate mining from greedy politics. Exploration should be done by miners, budgeting by politicians. Angola, Nigeria, Sudan, Congo are known for their bitter experiences for having failed to do so. Analysts of the World Bank have warned if election promises continue to turn investments into ashes, then Mongolia's jumping growth might suffer from a hard landing.

An economist at the Bank of Mongolia, S. Bold, said the more politicians make promises the more inefficient the mining industry becomes as profits convert into MNT 21,000 monthly allowances.

In a speech regarding Mongolia's latest economic frontier, N. Altankhuyag, the head of the Democratic Party, said, "Lazy minds are conquering society and the gap between the rich and poor is growing bigger. Life expectancy and the level of education are falling. These are the results of our ill economy".

It would be great if his words became guidelines for his party to follow. Living expenses and the price of essential goods have risen as the promises made by politicians have grown bigger. The promise to distribute MNT 1.5 million and shares to Erdenes-Tavan Tolgoi has not faded away. Demanding citizens and promising politicians stand face to face. A support mechanism meant to aid the less fortunate in society has become a campaign platform that embraces the entirety of society.

Representatives of the mining sector have said that mining companies running exploration activities devote 10 percent of their expenses to their social license. Instead of eroding the value of mining products with petty promises, the government should put more effort into supporting the endeavors of the mining industry. ■

DISCOVER MONGOLIA

THE PAYOFF FROM ELECTIONS

BY B. BAYARTOGTOKH

> "If the parties pushed the issue of building and manufacturing factories to process finished products and railways, they would have gained one more vote"



Parliamentary elections naturally have a huge impact on the economy. Society is filled with those who take advantage of election season. The mining sector in particular anxiously awaits the outcome of the election.

"The 10 percent loss to the 2011 budget and distributing MNT 805 billion nationwide has made Mongolia a country with an election economy", said National University of Mongolia Professor at the School of Economic Studies B. Batmunkh in an article. "The Mongolian economy has become too political, thus development following the norms has become very limited. The demand for money regarding elections has built up the economy".

Becoming elected often means making promises the government cannot afford, adding greater pressure to the economy. Some economists criticise that political parties have demonstrated that they are willing to put the economy at risk in order to fulfill their promises.

Budget expenses have grown to 52 percent of the country's gross domestic product, compared to 27 percent in 2005. Investors are irritated that politicians, who only plead for the allegiance of citizens, would fetter the further development of the mining sector. It is already spring in tempting, unexplored Mongolia, the heart of Central Asia. The sensations of elections have already been echoing in the Parliament House. "There is no other country that distributes 10 percent of its [gross domestic product] to the nation. Doing so, Mongolia has created a brand new "election economy", noted the International Monetary Fund /IMF/ and World Bank.

"Mining investments are divided between the MNT 21,000 allowances from the Human Development Fund, salaries and student assistance. And these make those investments ineffective and nugatory", said Kh. Vladimir, the chief executive officer CEO of the National Minerals Association.

Can Mongolia transfer a copper-based budget into one the figures around coal? Is it reasonable that Mongolians celebrate election into office at the cosy of coal profits, while thouse officials spend their terms in office paying for their promises? Statistics show that 98 percent of Mongolia's exports are mining products. However, Mongolia must create something from a treasure that can be depleted into something that is more sustainable.

TOP PRESENTATION

PRODUCING GOOD-QUALITY PRODUCTS FOR SOCIETY IS SOCIAL RESPONSIBILITY



DR. MICHAEL BUERSCH
Member of the Board, Center for Corporate Citizenship Germany, Former member of German Parliament, 1997-2009

Defining CSR /Corporate Social Responsibility/

There is not one understanding of CSR applicable to the entire world. Every country, region, and business sector has to find its own answer to what role, rights, and responsibilities are applied to business in society. We have common key elements of CSR. These are fair labour standards, environmental impact, community investment, cross- sector collaboration, anti-corruption transparency, and economic responsibilities to shareholders.

Meeting the economic, ecological, and social challenges of today is a joint effort of business, government, academia, and civil society is required. These four spheres of influence must align their strengths, skills, and competencies; and bring all of their innovative and responsible forces from each sector to the table. We have entered "the era of partnership" (Simon Zadek).

Roles of Government

CSR has become a political issue. Governments today are not only responsible for the legal framework of markets and companies, provision to infrastructure, and the redistribution of wealth to society. Their additional task is to cooperate and co-implement nationwide CSR strategies to encourage responsible business practices, support multi-stakeholder meetings and negotiations, and to set their own organizational agenda.

The government, however, must cooperate with the business sector. Although Germany has gained experiences on inter-sector cooperation, it still faces confrontations. There are many cases when government, civil society, and business argue with each other. This is the era of cooperation, not confrontation.

Roles of Civil Society

It can be said that the non-governmental organizations (NGOs) define a company's CSR policy. A mining company impacts all regions of a nation. Three million people are involved in the self-help movement in Germany. All of this shows that CSR is linked with other policies.

Civil society organizations, especially NGOs, play an important role in setting CSR agenda as activists and watchdogs, as well as partners in community development. They also serve their communities by supporting its least advantageous members and empower communities through collective action, volunteerism, and self help.

Roles of Business

The business of business is more than business. It is shifting from compliance and philanthropy to actively addressing environmental and social issues. Companies nowadays don't have any other responsibilities than only paying their taxes. However, responsible cooperation has become essential. It is important to collaborate on a national strategy to promote companies that are socially responsible. The government has to promote responsible companies. You cannot create businesses in a society that fails.

The business sector's role has become significant. The companies have started to pay attention to environmental and social issues within the legal framework, sponsoring programs, and contributing to charitable activities. Producing good-quality products for society is corporate responsibility. ■



do today. We have to get into a new economy which is resource-lighter. We have to dematerialise a part of our economic development and that is what is basically behind the slogan of the green economy. We have to be more efficient in resource usage and dematerialise economic development.

Yesterday you met Mongolia's policymakers. What do you think their attitude towards water policy is?

Well, I was very impressed. I met the president of Mongolia the first time in Davos in a panel on natural resources, and I talked about water and his immediate reaction was to turn around and say, "look what you've been saying is so relevant to Mongolia that I want you to consider becoming a partner". It was out of this conversation that the Mongolian government thought to organise a forum on water on 3 June last year, where I participated to give an overview of the challenges Mongolia faces. Over the next year we got a bit deeper into the subject. I was very happy to be able to sign together with the Prime Minister this declaration to the environment.

I think with everyone I have spoken with, I was absolutely impressed by their understanding of the importance of the water issue to the future of Mongolia, but also their political and emotional commitment to water.

Where do you think global business trends are heading?

We are certainly in a very vulnerable time. Changes are happening which were not foreseeable. I could talk about the Arab Spring, for example, or the different crises. That's one aspect. The second is a more positive one and that is we have very strong democratic growth, and this means new opportunity and obligations to ensure that everyone on this world has access to the right nutrition. Coming from a company that focuses on good food leading to good life, I feel positive about the next coming years.

Who do you feel are your competitors in the Mongolian market and how do you compete with them?

We are without a doubt the biggest coffee company in the world by quite a big distance. Today more than 25 out of 100 coffee cups in the world are NesCafe. We are continuously growing our business substantially above the market and continuously improving our leadership position.

The other companies are perhaps more focused on coffees, but there is still a big trench. We have a leverage that is quite unique, and I'm sure we'll keep up this leadership. We have also launched new coffees like Nespresso and coffee systems like NesCafe Dolce Gusto, and different longer-lasting coffees, such as cappuccinos. We cover all coffee consumption in the most of the different manners they are drunk.

What book has most impacted your life and perspective?

Every book has its own merit. I'm reading, but I would not be able to identify any one book that really had the biggest impact. I have learned more from direct conversation with politicians and business leaders. I have also learned from leaders elsewhere, such as artists. I have very good friends in both the music world and painting world, from whom I am learning just as much as I am from business people. There is no one single fountain of wisdom. The more spread out from where you get your ideas and the more you listen, the more likely you'll have your own creative ideas.

The last book I read was Investing in Change /by Gowers Andrew/, which was about investing in the financial system and what would be needed to change the financial system. It gave me some new perspective.

Do you like drinking coffee?

Oh yes, of course that is my breakfast. First thing is a cup of coffee and a little drop of chocolate. ■

has it experienced that it was able to overcome?

When working for 44 years there are an enormous number of obstacles, like we all must face in life. By keeping a constructive approach, even to obstacles and risks, you always find a way to transform an obstacle into an opportunity. Risk and opportunity are very close together and sometimes it just depends on your mindset. If you look at it positively, you might find an opportunity in even the biggest obstacle.

What makes someone a true leader in business?

For me, a successful business leader is the one who helps his company progress from one stage to the next one. A successful business leader is the one who will assure that the company he is servicing will continue to succeed even after he is gone. That is what I would call a successful leader.

Mongolian professionals are talking about corporate responsibility now. Mongolia looks to be at the beginning stages of this development. They feel that social responsibility is supplying monetary contributions and producing events. What do you think this concept means?

I would say it is certainly not philanthropic, to give away money. We have a primary responsibility to our shareholders and I don't think a CEO has the right to spend the company's money on philanthropy. Philanthropy can be done by those who have ownership over the money, so shareholders themselves. If the owner wants to do something with his own money, that is okay. But it is not okay for the CEO to use the money of the shareholders.

I consider real social responsibility when a company embeds in its main strategy the creation of value for both the shareholders and society at the same time. We call this creating shared value and this is the concept of corporate social responsibility that we are moving forward.

Can you name an example?

It's very simple. If you take a factory in an emerging market outside of a city, in a small village, the impact you have on society is very big because probably you won't find any prepared people. You have to start training people before you even begin building the factory. You will not find suppliers. You will not find the mechanics and electricians you need. You have to train and prepare them, and work with the suppliers that are around to assure that you have a good supply.

The social impact that you would have would be very big, and you would create value to that society. Operations must have a waste water plant, for example, and perhaps the village doesn't have one. You could allow the village to put all of its water into your waste water treatment, and then you have a society. By doing what you're doing, but consciously theorizing the concepts that best optimise the value for society, this is how a company should take care of its corporate social responsibility.

What opportunities do you see for Mongolia?

I've been here twice as the chairman of the German Water Resource Group, which is a public-private partnership housed in the World Bank in Washington. I've been here mostly to discuss with the Mongolian government opportunities and how to support the government in their strive to improve water management. It was not as the chairman of Nestle.

Having said this, I of course had the opportunity to see the political, social and economic development of Mongolia, which is very encouraging. This also brings to my mind new opportunities for Nestle in Mongolia.

What do you think of water protection in Mongolia? Who is responsible for its protection?



Water is the most precious raw material for humankind; therefore everybody has to protect water. This is not the responsibility of just one or an institution. It is the responsibility of every single one who has the privilege to live on this planet. Unfortunately, we do not respect water in the manner that is necessary to assure long-term sustainability. That is why we are so worried about it.

Mongolia is now considering its transition to a green economy. What thoughts and advice can you give on this?

The so-called green economy is a trend you will see in many economies of this world. As a matter of fact, I've participated in the green week of the Copenhagen government, the worldwide green summit, and I think this is now a shared preoccupation. What we are realising today is that the way we use natural resources is not sustainable. We cannot feed and keep happy 10 billion or 11 billion people on this planet if we continue to use resources as we

Describe the start of your career.

When I started at Nestle 44 years ago (I have been with this company for almost my whole life) I started as an ice cream salesman In Austria, which was not abnormal at that time because there was one of the these good old principles that that was where you started in business in a fast moving consumer good company. Business is on the sale side.

You don't make the money when you produce a product or administer, you make the money when you sell the product. That is where we started

Today Nestle is the one of the leading companies in the world? What is the secret to its success?

Well, there is no secret. I think there are several important factors which have led to success. The first one is a long-term vision. You have to ensure that decisions are in favor of the long-term development of your company. Not the short term profit maximization, but the long term creation of value, both for society and shareholders.

The second one is that you should have a deep respect for your consumers. There is no global consumer. You cannot read the consumers of the world as if they were the same. There is a huge difference between the consumers of Mongolia, China, and Japan. They are not the same; therefore you have to have a high level of decentralisation in decision making. The decisions which are affecting consumers are all made on the local level. The third one is that you need to have a very strong financial basis.

What principles does Nestle conform to all of its products for all demographics?

Nestle stands for good food and good life during your whole life. As matter of fact, we care about the people even before they are born. The pregnant mother is already a consumer of ours.

Then afterwards we assure that children have good starts and therefore good lives. We have infant nutrition and accompany you through your youth with products like Milo, which helps you develop yourself. And then we move up through the whole life span through coffee and culinary products. At the end of the day we also have products which are more for the senior population. We really care for all stages of life

Mongolia's longest running company is only 20 years old. What kind of experiences from Nestle's long history can you share with Mongolian companies and entrepreneurs to ensure a similar lifetime of success?

There are two or three main aspects which make a success of a company. In our case, it was certainly also an approach to disruptive innovation. We did not accept that what was and what existed was necessarily the best. We looked into something that was on purpose disruptive, and this can be applied to every part of your organisation.

If you take VR for example, it is the world's leader of soluble coffee. We invented Nespresso, which is a completely disruptive approach to how to sell and serve a coffee. Or we have in a similar way a disruptive innovation in the tea system, which we have just launched.

But you can also apply it to the organisation itself. I think this idea about disruptive innovation and creating gaps for your competitor is something that is valued for any company, even a Mongolian one.

In Nestle's four decades of operation, what kind of troubles

BUSINESSMAN



GOOD FOOD, GOOD LIFE

There is no one single fountain of wisdom. The more spread out from where you get your ideas and the more you listen, the more likely you'll have your own creative ideas.



Peter Brabeck-Letmathe was born in 1944 in Austrian Villach. He studied Economics at the University of World Trade in Vienna. Brabeck-Letmathe joined Nestle in 1968 as a salesman, and later became a specialist for new products. His career within the group included a span of almost 10 years in Chile (1970–1980), first as national sales manager and later as director of marketing. In 1981, he was appointed managing director of Nestle Ecuador and in 1983, President and managing director of Nestle Venezuela. In October 1987, he was transferred to Nestle's international headquarters in Vevey. In 1997 he was selected as chief executive officer of Nestle S.A., and had acted in this position 2008. Currently he works as a chief of the board of directors.

ment has opted to aid national companies with



this tax cut. These companies create jobs and seek out innovative technologies while working at full capacity.

Source: The government of Mongolia

PRODUCTION

The Mongolian National Innovation Committee (NDIC) has developed production goals for 2010 to 2016. The list of planned activities includes creating reserves of raw material, future plans for rural infrastructure, and production linked to foreign-market supply and demand.

The plan includes 23 light-industry and food factories, 27 construction material factories and 10 heavy-industry factories planned for construction. It also planned for technological centres in Darkhan-Uul and Baganuur.

Source: Mongolian National Statistics Authority

INFRASTRUCTURE

The Mongolia National Innovation Committee (NDIC) is researching the possibility for making the city of Darkhan a model city. A team was established, headed by Deputy Minister M. Enkhbold, to develop a programme to create this model.

Darkhan lies along the railway system that links China and Russia. It also has a power plant, is connected to the central electrical grid, and has developed infrastructure



such as communication systems. Thus, organisers believe the city has great potential to becoming the model city they hope it to be, as well as the potential to attract investors.

Source: Mongolian National Innovation Committee

Parliament has decided to pay off its MNT 2.8 billion worth of debt for imported electricity between 2008 and 2009 to Russia and China.

The debt collected by the state-owned Western Energy Network will be paid off using the government`s reserve fund. Mongolia experiences a loss of up to MNT 16.1 for each kilowatt it receives from its two large neighbours for energy consumption in western Mongolia. A session to discuss connecting the Gobi provinces and Zavkhan Aimag to the electrical was held where the Central Region Energy Network was renamed the National Energy Network.

Source: The government

HUMAN DEVELOPMENT

The Mongolian National Innovation Committee (NDIC) reported that in the next five years a total



of 6,877 engineers and technicians, and 33,585 professional workers will be needed in Mongolia.

The number of employers in the private sector reached 56,797 by the end of 2011. That is an increase of 2,508 workers, or 4.6 percent. The number of people that have reached the aged of employment has grown, resulting in greater demand for employment.

Mongolia`s registered number of unemployed reached 50,100, a 22.8 percent increased compared with last year.

Source: Mongolian National Innovation Committee (NDIC) and the Mongolian National Statistical Office



ECONOMY



The Bank of Mongolia has conducted a survey among citizens on expected inflation last month. The survey included 1,013 residents from 135 quarters of nine districts.

The survey results concluded that citizens expected inflation to rise up to 16.7 percent in three months, 15 percent in six months, and that it would reach 14.1 percent after a year. They also said that inflation would reach an average of 9.6 percent within a year.

Source: Bank of Mongolia

In a February 2012 review of the Mongolian economy by the World Bank, it noted that Mongolia is currently in an unstable phase. These economic winds might blow even stronger against Mongolia due to prevailing risks within the global economy as well.

With elections nearing, domestic economic conditions are becoming hazy. Until the Stability Fund of Mongolia becomes adequately stocked, the counry remains at the mercy of commodity prices.

During the 2008-2009 crisis China held on to its infrastructure to support its domestic economic policy. Now the country is trying to find another solution because global growth has slowed down.

Source: Asian Development Bank

BANKING AND FINANCE

Mongolia's banking sector has rebounded since the financial crisis of 2009, reported the Asian Development Bank. However, credit grew by 70 percent compared with last year.

"Although this is exciting the economy, it`s weakening the banking sector as well. Thus, the Bank of Mongolia should monitor the possible risks and enforce the right ratios established by regulations", advised the Asian Development Bank. The organization also said that the Mongolian economy still leans heavily on raw material price fluctuations and changes to international markets.

It concluded that the mid-term goal is to regulate profits from natural resource fairly, introduce mechanisms to promote responsibility and transparency, and to improve economic and political institutions.

Source: Asian Development Bank

INTERNATIONAL TRADE

In the first quarter of this year, Mongolia has traded with 113 countries. The circulation of international goods reached USD 2.342 billion, of which USD 883.8 million is from exports and USD 1.458 billion from imports.

The international trade balance faced a loss of USD 164.7 million, which is an increase of USD 18.8 million (12.9 percent). The total circulation of goods increased by 28 percent, of which exports comprised 19.1 percent and imports 34 percent. Minerals, jewel stones, metals, raw and finished leather, fur goods, coins, textile products, automobile and airplane equipment comprised 98 percent of all exports.

Source: Mongolian National Statistics Authority

BUSINESS

The National Innovation Committee /NDIC/ and Mercy Corps have started implementing an innovation voucher programme, beginning March this year, for the first time in Mongolia.

The initiative is meant to assist the development



of intercommunications among research organisations, universities, and schools and business organisations by supporting innovative ideas from small-and medium enterprises.

First, projects developed by individuals and organisations that want to improve their businesses or start a new business with an innovative project will be selected. Such projects will be selected from 15 of Mongolia's 21 provinces, such as such as Arkhangai, Bayankhongor, Bayan-Ulgii, Gobi-Altai, Gobisumber, Dornod, Dundgobi, Zavkhan, Uvurkhangai, Umnugobi, Sukhbaatar, Khovd, Khuvsgul and Uvs Aimags.

There are over 90,000 private enterprises, of which 50,000 are active. These enterprisers employ an estimated 900,000 workers and make up 73.7 to 74.3 percent of gross domestic product and 30 percent of taxed incomes. Investment from the private sector would reach MNT 19.3 trillion in 2016, with national investment comprising 54 percent.

The first step, making government service easier, was completed in 2011. Special warrants and licenses were cut by 30 percent. Internet customs, taxing, and business services have been commissioned in 21 provinces and the capital.

Source: Mongolian National Innovation Committee

OIL

The government has decided to reduce taxes imposed on national oil companies. Mongolian companies purchase oil from Russia at very high costs. Thus, the govern-

We Care About the People Even Before They are Born



There is no one single fountain of wisdom. The more spread out from where you get your ideas and the more you listen, the more likely you'll have your own creative ideas...8

The Payoff from Elections

Parliamentary elections naturally have a huge impact on the economy. Society is filled with those who take advantage of election season...13



Boldbaatar: Active mind leads to money making news business...21



A new type of business called "content business" is new to this sector. It is a business where you make money by actively thinking up new ideas...21

Cleaning Up the Capital

When asked what is the secret to how Japan was cleaned up Satoshi replied, "There are no secrets. The major cause to ridding ourselves of our garbage was changing the mindset of our citizens"...26



БИЗНЕС

8 We Care About the People Even Before They are Born

12 Producing Good-Quality Products for Society is Social Responsibility

13 The Payoff from Elections

15 Unlocking Mongolia's Green Coal Potential

17 Boiling Khanbogd

ECONOMY

19 Ride the Wave

21 Boldbaatar: Active Mind Leads to Money Making News Business

26 Cleaning Up the Capital

For a Green Development

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Minj plaza
Altantulkhuur bookstore
Nomin supermarkets
Maks supermarkets
Presko supermarket
BTSI supermarket
Zig zag autoservice
"Az orchlon"bookstore
"Bileg" store
"Grand Plaza" supermarket

Mir bookstore:
"Grand plaza"
"Metro mall"
"Sky" supermarket
"Ulaanbaatar" store
"Max mall"

LETTER FROM THE EDITOR



Warm times are approaching. Unfortunately, with the election at the front doorstep everyone seems to have time for nothing else. With this in mind, *Mongolian Economy* delivers the article "The Payoff from Elections" about how as the elections approach the mining sector is losing steam. Apparently governments as well as foreign and domestic companies are having the same sloppy attitude. The only ones busy lately are politicians and their staffs.

In a society currently consumed by politics *Mongolian Economy* also brings to our readers an interview with successful businessman Peter Brabeck-Letmathe, the chief executive officer of the world-renowned Nestle food company.

The spring winds in Ulaanbaatar have trash performing its dances, and wearing sunglasses or masks seems to have become a necessity. For this latest issue are highlights on garbage management.

Would you believe that Japan, which leads the world in its environmental efforts, was even dirtier and grimier than Mongolia in 1960? In "Cleaning up the Capital", read how Japan managed to get rid of its garbage in just 10 years. What management techniques did Japan, with a population that once threw out its waste through windows, choose to become so clean?

Though the elections are nearing, the county's development is going forward. A new era of bond offerings is beginning for the Mongolian financial market. The report "Ride the Wave" gives a closer look at this development.

Deputy Editor I. Otgonjargal



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LARGEST CORPORATE LENDER IN MONGOLIA

- **Equipment loan**
- **Investment loan**
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GOOD FOOD, GOOD LIFE

