

FINAL REPORT
ON
PREPARATORY SURVEY
REGARDING
JAPANESE GRANT AID FOR HUMAN RESOURCE
DEVELOPMENT SCHOLARSHIP (JDS)
IN
MONGOLIA

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1. Background of the Japanese Grant Aid for Human Resource Development Scholarship (JDS)

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship Program¹ (hereinafter referred to as the “JDS Program”) is “to support human resources development, such as highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century, so that participants in this program shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having a well-rounded knowledge of Japan”² in developing countries that have demand for human resource development in the legislation, economics, business administration and other areas essential for the transition to market economy. The JDS Program covers the Asian countries in transition to market economy, such as Indochina countries and Central Asian countries. It started in the Republic of Uzbekistan (hereinafter referred to as Uzbekistan) and Laos in FY1999 and expanded to ten countries in FY2002. After that one country was added in FY2006 and the JDS Program covers 11 countries as of FY2008. The cumulative total of fellows whom Japan accepted from the countries is about 1,800.

1-1. Facts and issues of JDS Program

The JDS Program was initiated in 1999, and began in Mongolia in 2001. The cumulative total of JDS fellows is 139 as of 2008 (of them, 97 have already returned to Mongolia).

Table 1: Number of JDS Fellows

(As of Sept. 2008)

	FY	Study Fields		Ratio of public to private sectors of fellows		Reinstatement status ³ (No. of reinstated fellows /total no. of fellows)	
		No.	Detail	Public	Private	Just after return	At present
1st year	2001	6	Law, economics, business administration, international relations, IT, public administration	45%	55%	8/20	4/20
2nd year	2002	6	Law, economics, business administration, international relations, IT, public administration	50%	50%	4/20	4/20
3rd year	2003	6	Law, economics, business administration, international relations, IT, public administration	75%	25%	10/20	7/20
4th year	2004	7	Law, economics, business administration, IT, education, environmental policy, public administration/policy	58%	42%	14/20	13/20
5th year	2005	8	Law, public administration/policy, economics, business administration, ICT, environmental policy, education, health administration	50%	50%	19 fellows have already returned (one fellow in the law area is still studying in Japan). Their reinstatement status is under survey.	
6th year	2006	9	Law, business administration, information and communication technology, education, international relations, environmental policy, engineering, public administration/policy, health administration	50%	50%	Still studying in Japan	
7th year	2007	9	Law, business administration, information and communication technology, education, international relations, environmental policy, development engineering, public administration/policy, health administration	50%	50%	Still studying in Japan	

¹ Japanese Grant Aid for Human Resource Development Scholarship (JDS) Program: human resource development (studying abroad) scheme that covers 11 countries at present and is carried out with Japanese grant aid

² “Operating Guidelines of the Japanese Grant Aid for Human Resource Development Scholarship”

³ Data researchable by JICE

While the number of study fields covered by the JDS Program has recently been increasing in Mongolia, such as the introduction of the fields of natural science, efforts have been made to solve problems, such as setting of subthemes for each study field, establishment of a system whereby the program provider's aims can be shared with applicants and accepting universities in the form of agenda, and efforts to develop appropriate human resources. At present, however, there are still the following issues:

(1) Expansion of the target fields of study

As Mongolia has been proceeding with educational reforms through the EGSPRS⁴, which was established in 2003, and the Action Plan of the Government of Mongolia established in 2004, the country needs high-level human resources in specialized areas. As a result, expectations for the JDS Program have increased further and the demand for the expansion of natural science areas in particular has become stronger. Although Mongolia can fully understand the original purpose of the JDS Program (establishment of fields of social science for the development of government officials), it is necessary to set a wide range of areas, because the population in Mongolia is small and human resources are short in every area. Mongolia expected Japan, a technologically advanced country, to develop human resources in Japan's areas of specialty (fields of natural science). As a result, the allocation number of JDS fellows in ICT⁵ was increased and new study fields were added, such as engineering, environment and health administration. To meet the demands from Mongolian side, such study fields as environmental policy, education, health administration, engineering, etc., were added within the framework of the JDS Program. The current number of study fields is nine.

(2) Master's course in Japanese

Since the beginning of the JDS Program in 2001, it has been planned that the Master's course in Japanese should be provided to about 25% of the fellows for the following reasons;

- The ratio of fellows who learned Japanese is high in Mongolia,
- The advantage of studying in Japan should be utilized, and
- It is necessary to develop governmental officials who can speak Japanese.

As of May 2008, the number of JDS fellows from Mongolia who completed the Master's course in Japanese is 27, and 18 fellows returned to Mongolia. Consideration was given several times to whether the Master's course in Japanese should be continuously introduced under the JDS Program. Based on the request of Operating Committee members, it has been decided that the course should be continued to increase the number of study fields, to secure applicants and to establish study fields easy for Japanese-speaking applicants to apply for. As a result, the impact of the JDS Program effect has become weak compared with its result in the past seven years.

(3) Evaluation on the results of the JDS program in the past

In other target countries where the JDS Program is carried out, the establishment of study fields limited to government officials and the limitation of target organizations are in progress. In Mongolia, however, as attention is drawn to securing candidates, targets are not limited and applications are accepted widely in all the study fields. Consequently, as shown in (4) below, a situation has occurred where fellows who completed the program and returned to the country flow into overseas, and acquired knowledge and experience are not utilized fully.

(4) Returned fellows' reinstatement and settlement

This issue is related to (2) above. As many JDS fellows who pass the Master's program in

⁴ EGSPRS: Economic Growth Support and Poverty Reduction Strategy.

⁵ ICT: Information and Communication Technology.

Japanese come to Japan after resigning private companies, it is difficult for them to be reinstated in the former post, and few fellows hope to work for government agencies because of salaries and other conditions. Because of this, JDS fellows who completed the Master's program in Japanese tend to flow to overseas again after returning to Mongolia to find a place where they can use knowledge in Japanese. Therefore, it is difficult to say that the results of studying in Japan contribute to the development of Mongolia.

1-2. Background and purpose of program review

The recipient governments of the countries where JDS Program is carried out have highly evaluated the Programs for these nine years, stating that "JDS fellows have utilized their outcome of study in Japan variously in our country and have contributed to the development of our country." Mongolia, however, has the problems specified in 1-1. In addition, the persons concerned have recognized the following issues in the JDS Program as a whole:

- Uneven understanding of the purpose of the JDS Program
- Expansion and diffusion of fields of study
- Fixed fields of study and the number of accepted fellows
- Lack of candidates suitable for the purpose of the JDS Program
- Lack of follow-up activities to JDS fellows after returning to their own country

On the other hand, the Government of Japan has greatly reduced the ODA budget due to prolonged economic stagnation and worsening financial conditions. As a result, to use limited ODA budget more effectively, it has become necessary to clarify the Japanese ODA policy and strategy further. Under such circumstances, in order to make ODA more strategic, mobile and effective, the Ministry of Foreign Affairs of Japan was reorganized and the Japan International Cooperation Agency (JICA) and the Japan Bank for International Cooperation (JBIC) were integrated in October this year, and JDS Program was directly handled by JICA. To concentrate on priority and development issues for the expansion of the project impact with limited budget and personnel, JICA has introduced the concept of "JICA cooperation program," by which projects are organically combined from the planning stage, and facilitated the idea of "selection and concentration" of fields of study..

This review of the JDS Program was carried out to solve the above-mentioned issues and to realize the following points;

- Clarification of the JDS Program in the bilateral ODA programs

To clarify the JDS Program, by grasping the recipient government's needs through field surveys and considering collaboration with the target country's development issues, the JICA cooperation program, Japan's bilateral ODA projects, etc. in order to achieve better results of the Program

- Clarification of the JDS Program as studying in Japan under ODA project

To clarify differences with the Japanese Government Scholarship Program by the Ministry of Education, Culture, Sports, Science and Technology (MONBUKAGAKUSHO Scholarship Program), which supports study in Japan for individuals, the JDS Program was designed as an ODA project under which JDS fellows are clearly expected to contribute to solving the target country's development issues.

1-3. Outline of the survey

(1) Details of the whole survey

The survey was conducted concerning the number of potential candidates as well as Mongolia's target areas and issues under which study in Japan is considered to be required. Based on the results of the survey, a program plan and Basic Design (B/D) were made for the next four years. The survey was conducted as shown in the flowchart attached as Annex 1. The followings are main survey items:

- 1) Establishment of sub-programs/components⁶ suitable for Japanese ODA policy and Mongolia's development needs
- 2) Selection of target organizations related with each sub-program/component
- 3) Selection of Ministries (managing organizations) in charge of each sub-program/component
- 4) Selection of Japanese accepting universities that have an education programs corresponding to each sub-program/component
- 5) Selection of candidates for the 1st batch⁷
- 6) Establishment of Basic Plan for Sub-Programs for each sub-program/component
- 7) Decision of the Program scale
- 8) Estimation of the Program cost for the next four years

(2) Contents of the survey

In Mongolia, the survey was conducted at each stage as follows:

1) 1st field survey

- Explanation and confirmation of the new framework of the JDS Program to the persons concerned (including explanation of the inception report)
- Confirmation of the program implementation system
- Support of discussion and survey concerning sub-programs/components
- Survey, examination and selection of target organizations on sub-programs/ components
- Provision of information on Japanese accepting universities able to deal with sub-programs/components
- Consideration and explanation of the Basic Plan for Sub-Programs (1st draft)
- Preparations for the 2nd field survey (request to the target organizations for selection of candidates for the next four years, and explanatory meetings, etc.)

2) 2nd field survey

- Explanation and confirmation of the interim report, describing progress in the survey and a draft of accepting university plan
- Discussion with the target organizations on confirmation of the submitted candidate lists,

⁶ Sub-programs/components: "Sub-programs" are established based on Japanese ODA policy and Mongolia's development issues. If a sub-program contains two or more development issues or fields of study, two or more "components" are established in the sub-program. JDS fellows set a research theme for their own graduate school based on the sub-programs/components.

⁷ Batch: The dispatch of fellows in each year is called a "batch." In this four-year program, the dispatch in the first year is called the "1st batch."

assumed research themes, and how to utilize JDS fellows after returning to the country, etc.

- Selection of candidates through examination of application documents, language/mathematics examinations, interviews by accepting universities' faculty members and Operating Committee members, etc.
- Discussion between faculty members from accepting universities and those concerned from target organizations (mainly the managing organizations)
- Setting the program scale of the next four years
- Establishment of a Basic Plan for Sub-Programs for each sub-program (second draft)

3) 3rd field survey

- Discussion and agreement on the program plan (sub-programs, the number of JDS fellows, the accepting university plan for each sub-program, etc.)

The survey was conducted in Japan as follows:

1) Preparations in Japan

- Collection and analysis of materials (request documents, related documents, reports)
- Establishment of the policy, plan and implementation method of the whole survey
- Preparations for the 1st field survey (preliminary study meetings, advance meeting before 1st field survey, preparation of materials, etc.)

2) 1st analysis in Japan

- Compilation and report of the results of the 1st field survey including preparation of a progress report
- Survey on Japanese accepting universities suitable for sub-programs/components and support for establishment of an accepting university plan to be implemented by JICA
- Estimation of program cost for the next four years
- Preparation of an interim report based on the results of the 1st field survey and its analysis
- Preparations for the 2nd field survey (explanation of the JDS Program to the target organizations and support for selection of candidates by a local staff during the 1st analysis in Japan)

3) 2nd analysis in Japan

- Support for the establishment of the final draft of the accepting university plan based on the result of the selection carried out during the 2nd field survey
- Estimation of program cost for the next four years
- Preparation and explanation of a draft final report to the persons concerned, including the results of the procedures from the 1st field survey to the program cost estimation

4) 3rd analysis in Japan (planned to be carried out after 3rd field survey)

- Various coordination with Japanese accepting universities (receipt of accepting universities' approval for accepting the 1st batch candidates, application procedures, entrance procedures, etc.)
- Preparation of the progress report 2 concerning progress in various coordination and procedures
- Preparation of a final report based on the results of the procedures from the 1st field survey to the 3rd analysis in Japan, and explanation of the report to the persons concerned

With regard to the implementation of this survey, the JICA mission explained the background of the review of the JDS Program, the purpose of the Program by the new system⁸ and the framework of implementation to the recipient government (Operating Committee) during the 1st field survey. In addition, the JICA mission explained that JICA would conduct a survey to establish a four-year program plan and received consent from the recipient government.

⁸ New system: Under the new system, sub-programs are established for each target country based on Japanese ODA policy (target priority areas, etc.) and the target country's issues and needs, target organizations (central government agencies, etc.) suitable for the efforts for the sub-programs and Japanese accepting universities are selected, and fellows are dispatched to the universities. Four years are regarded as one package. JDS fellows will be dispatched under the same sub-programs, target organization and accepting university for the next four years. This results in improvement in the core human resources' abilities to make policies and manage projects, which leads to improvement in the target organization's ability to policy-making. In addition, accepting universities can provide education programs suitable for target countries through the acceptance of JDS fellows from the same country and target organization for four years.

2. Confirmation of the implementation system

With regard to the program implementation system, the JICA mission explained the system, function and role of the Operating Committee, and the liabilities based on Annex 2 and 3 to the recipient government during the 1st field survey, and received consent from the recipient government.

With regard to the Operating Committee⁹, it was agreed that it should consist of Mongolian members (the Ministry of Education, Culture and Science, the Cabinet Secretariat, the Ministry of Finance and the Ministry of Foreign Affairs) and Japanese members (the Embassy of Japan in Mongolia, the JICA Mongolia Office and the Mongolia-Japan For Human Resources Development Center) and have discussions on the implementation and management of the JDS Program.

With regard to the liabilities for Mongolian, as it has been decided to abolish the preliminary language training provided by Japan under this existing JDS Program, the Government of Mongolia has agreed that it will provide such training if necessary.

⁹ Operating Committee: The Operating Committee takes charge of the decision on the policy for managing the JDS Program and the selection of fellows in Mongolia. The members are Mongolia's four organizations (the Ministry of Education, Culture and Science, the Cabinet Secretariat, the Ministry of Finance and the Ministry of Foreign Affairs) and three Japanese organizations (the Embassy of Japan in Mongolia, JICA Mongolia office and the Mongolia-Japan for Human Resources Development Center). The Ministry of Education, Culture and Science serves as Chairperson, and the Embassy of Japan in Mongolia as Vice Chairperson.

3. Selection of sub-programs in Mongolia

3-1. Mongolia's development plan and strategy

Mongolia is promoting development under the leadership of government agencies according to the following plan and strategy:

(1) Action Plan of the Government of Mongolia

The Action Plan of the Government of Mongolia is established as its main medium-term development strategy. The Action Plan for 2004-2008 contains five principles and eight policies with the main purpose of poverty reduction through sustainable economic growth¹⁰.

The principles and policies of “Action Plan of the Government of Mongolia for 2004-2008”

[Principles]

- (1) Improvement of administrative services and popular participatory politics,
- (2) Total reform of the law system and improvement of human rights protection and security,
- (3) Economic growth under the leadership of the private sector, gap adjustment between urban and rural areas through the implementation of the regional development plan,
- (4) Environmental improvement for raising people's living standards and utilizing real property, and
- (5) Protection and respect of education and culture, development of human resources

[Policies]

- (1) Public administration and civil participation
- (2) Social policy
- (3) Economic policy
- (4) Urban development, regional and rural policies
- (5) Environmental policy
- (6) Defense and disaster preparedness policy
- (7) Foreign policy
- (8) Strengthening law enforcement agencies

(2) Economic Growth Support and Poverty Reduction Strategy (EGSPRS)

In 2003, with the assistance of the World Bank and IMF, the Government of Mongolia made EGSPRS based on its Action Plan and the United Nations' Millennium Development Goals (MDGs¹¹). EGSPRS has adopted the following five pillars:

- 1) Stabilization of macroeconomics and improvement of public sector efficiency
- 2) Transition to market economy and creation of a system and an environment for private-sector-oriented development.
- 3) Promotion of well-balanced and environmentally-sustainable regional and rural development
- 4) Sustainable human development and fair distribution through the improvement of supply of education, health and social welfare services
- 5) Promotion of good governance and gender equality

¹⁰ A general election was held in June 2008. In September that year, the former Prime Minister Bayar was reappointed and a new government was established. The Bayar Cabinet will establish an action plan for 2008-2012.

¹¹ MDGs: It was adopted at the United Nation's general meeting in 2000. It consists of eight goals, 18 targets and 48 indicators to be achieved by 2015.

3-2. Japanese ODA policy for Mongolia

The high-level aim of Japan's Country Assistance Program for Mongolia, which was established in November 2004, is to support Mongolia's self-help efforts to reduce poverty through sustainable economic growth. To achieve this aim, the plan has the mid-level aim of raising the standard level of local economy and easing excessive labor force in the stockbreeding industry through the creation of employment in other industries. To realize these aims, the following directions of assistance were presented:

- Support for both the public and private sectors in the development of institutions and human resources for sound management of macroeconomics
- Support for rural development to adjust the gap between rural and urban areas
- Support for environmental protection for sustainable economic growth compatible with the environment
- Support for the infrastructure development that contributes to the promotion of economic activities, such as the promotion of industries that acquire foreign currencies, and support of policy planning for infrastructure development

The followings are the target priority areas for Mongolia based on the above directions.

Priority areas in "Japan's Country Assistance Program for Mongolia"	
1.	Support for institutional building and human resource development necessary for promoting a market economy
2.	Support for rural development
	(1) Support for certain model development areas centered on regional development hubs
	(2) Support for revitalization of pasture, livestock breeding and farming
3.	Environmental protection
	(1) Preservation of the natural environment and appropriate utilization of natural resources
	(2) Measures against environmental problems in Ulaanbaatar
4.	Development of infrastructure to promote economic activities

The Japan-Mongolia Basic Action Plan for the Next 10 Years¹², which was announced in February 2007, provides that Japan's Country Assistance Program for Mongolia should be revised¹³ based on the Comprehensive Strategy for the Development of Mongolia until 2021, which Mongolia is now drawing up.

Table 2: Japan's ODA disbursements to Mongolia

(Net disbursements, Unit: \$ million)				
CY	Loan aid	Grant aid	Technical cooperation	Total
2002	10.42	46.43	22.16	79.01
2003	12.58	30.93	23.76	67.27
2004	20.02	24.07	21.49	65.57
2005	14.38	20.90	21.21	56.48
2006	-4.18	33.15	18.05	47.01

Source: OECD/DAC

Note) "Loan aid" excludes the amount repaid by Mongolia.

¹² The plan has clarified the basic action plan to be implemented in the next decade through the 1) expansion and strengthening of policy dialogues, 2) strengthening of cooperation at international places, 3) promotion of economic exchanges by the public and private sectors, and 4) cultural, educational and humanitarian cooperation.

¹³ According to Japan's Country Assistance Program for Mongolia, the revision is scheduled to begin in Japanese FY 2009.

As shown in Table 3, Japan accounts for about a half of ODA disbursements to Mongolia among many donor countries. Japan is expected to continue to give comprehensive cooperation to Mongolia proactively as the top donor.

Table 3: Japan and other countries' ODA disbursements to Mongolia

(Net disbursements, Unit: \$ million)

CY	1st	2nd	3rd	4th	5th	Total	Percentage of Japan
2001	Japan 81.46	Germany 24.93	U.S.A. 12.74	Norway 5.67	Sweden 2.64	141.09	57.7%
2002	Japan 79.01	Germany 23.19	U.S.A. 20.43	Norway 2.64	Netherlands 2.55	141.29	55.9%
2003	Japan 67.27	Germany 29.94	U.S.A. 16.08	Sweden 10.61	Spain 6.52	147.99	45.5%
2004	Japan 65.57	Germany 26.54	U.S.A. 25.90	Netherlands 9.51	U.K. 7.37	154.42	42.5%
2005	Japan 56.48	Germany 28.17	U.S.A. 18.14	Netherlands 7.49	France 6.79	131.87	42.8%

Note) Based on ODA Data Book by Country 2007 (Ministry of Foreign Affairs).

Table 4: JICA cooperation programs (Mongolia)

Target priority area	Development issues (assistance policy for each priority area)	Cooperation programs
Institution building and human resource development necessary for promoting a market economy	Stabilization of macro-economy and national finance	Support program for stabilization of macro-economy and national finance
	Private sector development	Support program for private sector development
	Basic education improvement	Support program for basic education improvement
	Practical human resource development necessary for promoting a market economy	Support program for higher education and vocational training
	Supplement to negative phenomena of market economy	Support Program for the Socially Vulnerable
Support for rural development	Development of model district for rural development base	Development program for regional hubs model
		Basic Human Needs (BHN) Infrastructure Maintenance Support Program
	Support for development of pasture, livestock breeding and farming, and Support for nomads	Support program for revitalization of pasture, livestock breeding and farming
Environmental protection	Natural environment protection / Appropriate utilization of natural resources	Support program for natural environment protection and appropriate utilization of natural resources
	Urban Environmental Improvement	Urban Environmental Improvement Program
Development of infrastructure to promote economic activity	Development of infrastructure to promote economic activity	Development of infrastructure Program

Each target priority area has various issues. However, as the capacities of the government agencies and offices that deal with development issues are insufficient in terms of individual officer, organization, institution and finance, they cannot provide public services that they are expected to provide. Although Mongolia's market economy is shifting from transitional phase to stabilization phase, it is still essential to develop human resources who can cope with various issues. The JDS Program is expected to develop human resources in the public sector.

3-3. Selection of sub-programs

In the 1st field survey, a discussion with the Operating Committee members was held concerning the sub-programs of the JDS Program according to Mongolia's development strategies and Japanese ODA policy specified in 3-1 and 3-2 respectively.

The JICA mission presented the three target priority areas and seven development issues assumed by JICA, and it was commonly recognized that the seven issues were important. As a result, as shown in Table 5, three sub-programs, four components and seven study areas were selected as the targets of the JDS Program (see Annex 4 for comparison with the assistance aims and development issues of Japan's Country Assistance Program for Mongolia and the JICA Cooperation Program).

During the discussion, the Mongolian side mentioned the areas where it hoped to develop human resources in addition to the seven issues, such as mining/manufacturing, agriculture and food safety. The Japanese side suggested that human resources in terms of policy level should be included through institutional development for a market economy (in the case of mining/manufacturing, through environmental policy) and that engineering human resources should be developed through JICA training program. The Mongolian side accepted these suggestions. With regard to agriculture and food safety, Mongolia has already selected JICA training participants.

Table 5: JDS target priority area for the 1st field survey (sub-programs/components)

Target priority area (Sub-program)		Development Issue (Component) (Study area)
1. Institutional Development for a Market Economy	1-1	Development of Institutions (Financial management) (Legal System reform) (Enterprise management / policy planning)
	1-2	Basic education and vocational training
2. Environmental Protection	2-1	Environmental protection
3. Development of infrastructure to promote economic activities	3-1	Development of infrastructure to promote economic activities (Development engineering) (Urban environmental improvement)

During the 1st field survey, when a hearing was held at the Bank of Mongolia, a target organization of the JDS Program, the Bank expressed strong hope for the selection of the ICT area. As a result of examination in Japan after the JICA mission return, it was confirmed that other target organizations had needs for information technology and that fellows who had received JDS scholarship in the ICT area under the existing JDS Program contributed in the Bank of Mongolia. Consequently, "ICT" was selected as a study area of Sub-Program 3 for the 2nd batch and thereafter.

Table 6: List of sub-programs/components of the JDS Program in Mongolia

Sub-program/component	Managing organization (Sub-managing organization) ¹⁴	Target organization
Sub-Program 1: Institutional development for a market economy		
Component 1: Development of Institutions	Ministry of Finance (Financial management: Ministry of Finance *, Central Bank of Mongolia) (Legal system reform: Ministry of Justice and Home Affairs, Supreme Court) (Enterprise Management/Policy Planning: Ministry of Industry and Trade, Ministry of Food, Agriculture and Light Industry)	Cabinet Secretariat, Ministry of Foreign Affairs, Ministry of Industry and Trade, Ministry of Finance, Ministry of Justice and Home Affairs, Ministry of Construction and Urban Development, Ministry of Minerals and Energy, Ministry of Roads, Transportation and Tourism, Ministry of Education, Culture and Science, Ministry of Social Welfare and Labour, Ministry of Food, Agriculture and Light Industry, Ministry of Health, Administrative Inspection Office, Center of Standardization and Measurement, Supreme Court, Financial Supervisory Agency, Central Bank of Mongolia
Component 2: Basic education and vocational training	Ministry of Education, Culture and Science (Ministry of Education, Culture and Science *)	Ministry of Education, Culture and Science, Ministry of Social Welfare and Labour, universities and research institutions, other related government agencies
Sub-Program 2: Environmental protection	Ministry of Environment (Ministry of Environment*, Ministry of Food, Agriculture and Light Industry)	Ministry of Environment, Ministry of Finance, Ministry of Food, Agriculture and Light Industry, Ministry of Industry and Trade, universities and research institutions, other related government agencies
Sub-Program 3: Development of infrastructure to promote economic activities	Ministry of Construction and Urban Development (Strengthening of urban development: Ministry of Construction and Urban Development*, Ministry of Roads, Transportation and Tourism, Ulaanbaatar City Office) (Development engineering: Ministry of Minerals and Energy, Ministry of Roads, Transportation and Tourism, Ulaanbaatar City Office) (ICT: Information Communication Technology Agency)	Ministry of Environment, Ministry of Construction and Urban Development, Ministry of Minerals and Energy, Ministry of Roads, Transportation and Tourism, Ulaanbaatar City Office, universities and research institutions, other related government agencies, Information Communication Technology Agency

Note) The ministries with * are the same as the managing organizations.

3-4. Determination of the managing organization and target organizations

(1) Determination of target organizations

Under the new JDS system, target organizations are selected to recommend or recruit applicants for the sub-program/component, and a certain number of officials are committed to those organizations closely related to development issues to improve the effect of the JDS Program.

During the preparations in Japan, the Ministry of Foreign Affairs (head office and the Embassy of Japan in Mongolia) and JICA (head office and Mongolia Office) held a discussion to assume related agencies that could become targets. During the 1st field survey, discussion was held with the officials of the Government of Mongolia.

The following opinions were advanced during the discussion between the JICA mission and the

¹⁴ In Mongolia, as study areas have been established under sub-programs/components, sub-managing organizations that play the same role as managing organizations have been established for the study areas.

officials of the Government of Mongolia:

- We would like to add the Ministry of Foreign Affairs and the Cabinet Secretariat to the target organizations for “institutional development for a market economy. (Ministry of Foreign Affairs of Mongolia)
- The government-controlled organizations that do not belong to the central government but are under the prime minister and the vice prime minister are also playing very important roles. (Embassy of Japan in Mongolia)
- There is concern that the possibility of reinstatement after returning to Mongolia is comparatively low when university employees return to Mongolia, because personnel fluidity is high in universities. (Ministry of Education, Culture and Science of Mongolia).

Eventually, it was agreed that the target organizations for each sub-program/component should be as shown in Table 6. With regard to the recruitment of the 1st batch in this fiscal year, although subordinate organizations and affiliated organizations are excluded from the target organizations in the Minutes of Discussion during the 1st field survey, they are allowed to file applications through the competent central government agencies. Private organizations and project officials should file applications through the target organizations. If they pass the examination, no approval is given to them until they conclude agreements on jobs after returning to Mongolia.

(2) Determination of the managing organization

During the 1st field survey, the JICA mission selected two or more target organizations for each sub-program/component. It was suggested that a managing organization should be selected from among the target organizations as the agency in charge of coordinating the target organizations and designing, implementing and evaluating the basic plan for the sub-program/ component. As a result of discussion with the officials of the Government of Mongolia, it was agreed to select a managing organization that coordinates the target organizations for each sub-program/component. After that, during the 1st field survey, each agency agreed that it might be appointed as the managing organization. Table 6 shows the managing organization for each sub-program/component and the sub-managing organizations for each area.

3-5. Confirmation of JICA's draft accepting university plan

(1) Confirmation of universities' interest in accepting JDS fellows

As the main purpose of the review of the JDS Program is to concentrate fellows from the same country or target priority area in a certain university and give guidance that meet needs, JICA made confirmation to universities on from which country or about which development issue they wanted to accept fellows positively and about the guidance policy when accepting fellows. Concretely, JICA presented the issues in the target areas¹⁵ of four target countries¹⁶ to universities that had experience in accepting JDS fellows or were connected with JICA concerning various projects. After that, JICA requested them to submit requests of interest that specify about which development issue they wanted to accept fellows positively. A total of 122 requests of interest were submitted by 33 graduate schools of 22 universities. Each of the requests of interest showed 1) the acceptable number of fellows, 2) the basic policy for dealing with the issues in the target area, 3) details of the program and 4) the status of acceptance of fellows other than JDS fellows.

¹⁵ A list of backgrounds of issues, related JICA programs and needs assumed for the JDS Program was prepared concerning Mongolia's issues in the target priority areas determined as a result of the discussion between JICA and the target countries' government officers concerned.

¹⁶ The target counties for 2008 are Mongolia, Laos, Uzbekistan and Tajikistan (newly added).

With regard to the submitted requests of interest, JICE analyzed the entire trend, collected information on new accepting universities (connection with JICA programs, acceptance of fellows under other programs, the status of guidance in English, etc.) and, in the case of universities that had experience in accepting fellows under the JDS Program, arranged issues concerning curriculums and accepting systems so far. In addition, during the 1st field survey, JICE translated the requests of interest for discussion in Mongolia concerning the accepting universities.

1) Status of submission

Table 7 shows the status of submission concerning Mongolia's eight assumed target areas. There were a large number of requests of interest in issues concerning natural and urban environments. New accepting universities were highly interested in such issues.

Table 7: Status of submission of requests of interest in Mongolia's target areas

Expected development issues		Number of universities/graduate schools that submitted requests of interest (new universities)
1	Private sector development (legal system reform)	2
2	Private sector development (enterprise management/ policy planning)	3
3	Private sector development (macro economy)	5
4	Basic education improvement	3
5	Natural Environment protection/natural resources utilization support	8 (2)
6	Strengthening of urban development	7 (2)
7	Infrastructure development for the promotion of economic activities	5 (1)
8	Capacity building in policy planning for administrative institution	2

Of the universities that have accepted JDS fellows before, seven universities (ten graduate schools) are interested in two or more issues, which shows that universities able to deal with a wide range of areas are highly interested in the JDS Program. Two new accepting universities (three graduate schools) are also interested in two or more issues. In terms of target areas, universities that have advantage in the field of the environment are highly interested in environmental issues, such as "natural environment" and "urban environment." As guidance policies concerning these issues, universities have adopted approaches from the viewpoint of natural science or from the administrative viewpoint. When examining accepting universities, it is important to consider which approach is suitable for Mongolia's needs.

2) Characteristics of new accepting universities

Most of the universities that submitted requests of interest in the JDS Program for the first time have experience in participating in JICA programs, such as technical cooperation projects and acceptance of training participants, and showed their interest by the use of local networks and experience based on these achievements.

When they accept JDS fellows, it is necessary for universities not only to understand the purpose of the JDS Program but also to satisfy the following conditions:

- JDS fellows should be able to acquire master's degrees based on classes, thesis and study guidance in English.
- In principle, JDS fellows should enter the university in autumn (September or October) and study for two years.
- The university should have an English system for accepting fellows.
- The university should be able to accommodate itself to the schedule of the JDS Program, such as selection, application and admission procedures.

From this viewpoint, JICE collected information.

3) Issues for universities that have accepted JDS fellows before

With regard to the universities/graduate schools that showed interest and had accepted fellows in similar areas before, JICE extracted and arranged information on curriculums and acceptance systems to grasp issues concerning acceptance. Annex 5 (“Improvements suggested to universities” column) shows the arranged issues, such as enrichment of elective courses other than the universities’ areas of specialty and the homogenization of lectures by the university faculty members. JICE will request the universities to consider appropriately dealing with acceptance.

(2) Preparation of accepting university plan

After the JICA mission returned to Japan, JICA prepared an accepting university plan as shown in Annex 5, based on each university’s requests of interest, results of acceptance of JDS fellows, the results of the discussion concerning sub-programs/components and concerning the accepting universities for each sub-program/component, and the provisional accepting university plan during the 1st field survey.

Based on the formulated accepting university plan by JICA, JICE notified concerned universities and requested them to submit proposals shown as Annex 6. At the same time, JICE confirmed whether each university has issues concerning the acceptance of JDS fellows, checked submitted proposals¹⁷ and, if necessary, coordinated with those universities as needed.

The planned accepting universities include the Graduate School of Regional Development Studies of Toyo University and the Graduate School of Human Sciences of Osaka University, both of which will newly accept JDS fellows. JICE coordinated with those universities concerning the conditions specified in (1)-2) and confirmed the following two issues concerning Osaka University:

1) Enrollment period

Although Osaka University stated in the proposal that JDS fellows could enter the university in October, the 1st batch fellows are likely to enter it in April 2010 and graduate at the end of March 2012 due to little time left for the coordination (the fellows entering the other accepting universities are scheduled to enter them in the autumn (between August and October) of 2009 and their return to Mongolia is scheduled for the summer (between July and October) of 2011). JICE will continue to encourage Osaka University to introduce the enrollment in October as early as possible after the 2nd batch.

2) Number of years of study

When fellows who acquired a bachelor’s degree in Mongolia undergo examinations for master’s courses, they may need to be certified as having studied for 16 years because of difference in the education system. Because it has been confirmed that Osaka University requires the same procedures as in the case of usual graduate school entrance examination, it is necessary for the fellows to perform the required certification procedure when carrying out the application procedure.

The other six universities have accepted JDS fellows before and have no issue concerning acceptance. However, with regard to acceptance next year and thereafter, it is necessary to receive understanding and cooperation from them concerning the following differences with the

¹⁷ JICE requested the planned accepting universities to make proposals about their guidance policies, ordinary curriculums and the curriculums, guidance and activities carried out specially to meet the target country’s needs.

former JDS Program:

- To quit Japanese language training before coming to Japan or entering in university
- To change the period for JDS fellows to arrive in Japan
- Although the 1st batch candidates are appointed through this survey, the implementation of the JDS Program (dispatch of fellows from Mongolia) will not be determined until the provision of grant aid is determined in 2009.
- Some changes are likely to be made in the entrance procedure due to these differences.

JICE has been explaining these differences to and coordinating with the universities.

With regard to “ICT” established for the 2nd batch and thereafter during the 1st analysis in Japan, JICA unofficially appointed the Tokyo Institute of Technology, which can provide guidance on ICT from the viewpoint of infrastructure development.

(3) Proposals from universities

The purpose of proposals that universities were requested to submit is to collect proposals as to how they can provide fellows with education that contributes to the specific themes (sub-programs/ components) in the specific country, which will remain the same for the next four years.

The seven universities/graduate schools to which JDS fellows will be allocated made proposals concerning preliminary guidance before coming to Japan for improvement of learning efficiency, special lectures and seminars during their study in Japan for deepening the understanding of sub-programs, follow-up for JDS fellows after returning to the home country and other matters carried out as parts of the curriculum as well as guidance and activities helpful to solve important issues concerning sub-programs/components. In addition, the matters specified in the proposals – especially, the universities’ guidance policies and proposals concerning the above-mentioned activities helpful to solve issues were used as materials for the discussion between university faculty members and the managing organizations to establish a Basic Plan for Sub-Programs (draft), and a discussion was held concerning the matters specified in the proposals.

4. Basic Plan for Sub-Programs

4-1. Formulation of the Basic Plan for Sub-Programs

4-1-1. Method to examine the basic plan for sub-programs

To confirm the appropriateness of the target organizations for each sub-program/component selected as in 3-4, JICE surveyed the target organizations during the 1st field survey. Based on the results, JICE prepared the 1st draft of the four-year basic plan for each sub-program. The Operating Committee held discussion and approved the first draft. In the 2nd field survey, the accepting universities' faculty members selected the 1st batch fellows, interviewed the 2nd batch candidates and held discussion with the officials from the target organizations in Mongolia to grasp the target organizations' needs, issues and the applicants' capacity levels. Based on the results, JICE prepared a 2nd draft of the four-year basic plan for each sub-program.

One of the main purposes under the new system of JDS Program is to develop the acceptance system and guidance contents suitable for the target country's issues through the accepting universities' positive participation from the planning and survey stages and thereby to improve the quality of studies and promote the emergence of the effect of the program. In the 2nd field survey, JICE dispatched the faculty members recommended by each accepting university to Mongolia and prepared the opportunity for direct discussions with the members of Operating Committee and the target organizations to promote the establishment of the 2nd draft of Basic Plan for Sub-Program in cooperation with the accepting universities.

With regard to the basic plan for the Sub-Program (the 2nd draft) for each sub-program, after examinations by the Ministry of Foreign Affairs of Japan and JICA, the JICA mission and the Operating Committee held a discussion during the 3rd field survey to explain the contents of the revised draft (in particular, that the project's objective and the objective's indicators would be reflected on the evaluation at the end of this program). After having obtained the Mongolian Government's approval, the final four-year basic plan for each sub-program (Annex 7) was formulated.

4-1-2. Survey for each sub-program

(1) Confirmation of the appropriateness of the target organizations for each sub-program/component

JICE carried out the following surveys during the 1st field survey to confirm the appropriateness of the target organizations for each sub-program/component selected as in 3-4:

(a) Survey methodology

JICE visited the target organizations and interviewed about (b)

(b) Contents of survey

- 1) To grasp each organization's role, issues and study needs
- 2) To confirm whether there will be potential candidates (the number of employees, the number of employees in the target age group, the ratio of employees who have a bachelor's degree, etc.)
- 3) To confirm linguistic ability of potential candidates
- 4) To confirm possibility of reinstatement after returning their country
- 5) To request answering questionnaires
- 6) To request for preparation and collection of a short list (hereinafter referred to as "S/L")¹⁸

¹⁸ Short list: List of first-year candidates (1st batch) prepared by each target organization. In principle, the candidates in the list become the first-year candidates. Each target organization prepared a list of second-year candidates (2nd batch) so

and a long list (hereinafter referred to as “L/L”)¹⁹

7) To request for arrangement of application documents and confirmation of submission status

(c) Organizations surveyed

Including the JICA mission’s survey period, a visiting survey was conducted on not only the 18 target organizations but also ten organizations, such as national universities/research institutions and organizations related to the government. (See Annex 8 “List of visited target organizations” and Annex 9 “List of survey results of target organizations.”)

(2) Confirmation of appropriateness from an academic viewpoint of university faculty members

In the 2nd field survey, selection of the 1st batch candidates from the target organizations (examination of the application documents, university faculty members’ interviews and the Operating Committee’s interviews; see Annex 10 for concrete methods and results), university faculty members’ interviews with the 2nd batch candidates and discussion between university faculty members and officials of the target organizations were carried out to grasp the applicants’ capacity levels and the target organizations’ needs from an academic viewpoint.

In addition, accepting universities made suggestions in relation to furtherance of research activities based on discussions, etc., with the target organizations, which was incorporated in the activities of the subprogram basic plan. Further, the JICA mission gave explanation of the details to the Government of Mongolia such as the purpose of the activities and that the necessary budget will be appropriate upon conducting the activities based on Annex 11 “Activities proposed by the Accepting Universities (Model Plan)”, which was approved by the Government of Mongolia. Especially, it was agreed that, in the event that the Government of Mongolia makes a suggestion in relation to the activities, such suggestion will be discussed at the 1st meeting of the Operating Committee to be held after it is formally decided to implement the program for the fiscal year 2009 and that if it is considered through discussion that such suggestion is appropriate from the viewpoint of the purpose of the activities, the Japan side will make a request to consider implementation of applicable suggestion to accepting universities.

4-2. Formulation of the draft number of fellows to be accepted for the next four years

4-2-1. Examination of the draft number of fellows to be accepted for the next four years

Based on the results of the 1st and 2nd field surveys described in 4-2, consideration was given to the number of fellows to be accepted for each sub-program/component for the next four years as follows:

- (1) Based on the survey on the target organizations during the 1st field survey, confirmation was made of their needs for the JDS Program and for issues and studies concerning each sub-program/component.
- (2) Based on the survey on the target organizations during the 1st field survey, confirmation was made of the number of the target organizations’ officials who met the age and academic qualifications, and the existence of a population of potential candidates.
- (3) Confirmation was made of S/L of the names and divisions of the 2nd batch candidates who are engaged in jobs related to the issues and have awareness of the issues and abilities enough to

that university faculty members could interview candidates. This list is called the “2nd batch short list.”

¹⁹ Long list: List of second- to fourth-year candidates (2nd to 4th batches) prepared by each target organization or list specifying the name of the division where each target organization wants to develop human resources, the number of human resources whom each target organization wants to develop, and others. The short list and the long list constitute the four-year human resource development list for JDS.

make application one year later. L/L was checked to grasp issues in the target organizations' human resource development plan and organization and the number of human resources who can become candidates two or three years later. Moreover, confirmation was made of the existence and number of candidates for the 2nd batch and thereafter.

- (4) 1st batch candidates were recruited from the target organizations, and final candidates were selected through the planned accepting universities' examination of the application documents and interviews and the Operating Committee's interviews.
- (5) The accepting universities' faculty members interviewed the 2nd batch candidates listed in S/L to check their levels of awareness of the issues, expertise, linguistic ability and others from the academic viewpoint.
- (6) Based on the results of (3) to (5), assumption was made of the number of those who can study abroad among the target organizations' candidates (2nd batch candidates and those listed in L/L).
- (7) The total number of fellows to be accepted was considered based on the maximum number of fellows to be accepted for the next four years presented by the Government of Japan in May 2008, the priority of each sub-program/component, the conditions of applicants' needs and ability, and the planned accepting universities' capacities, etc.
- (8) The number of fellows to be accepted for the next four years (draft) was determined through discussion of the JICA mission and the Government of Mongolia during the 3rd field survey.

4-2-2. The draft number of fellows to be accepted for the next four years

During the 3rd field survey, the JICA mission gave an explanation to the Government of Mongolia regarding the number of fellows to be accepted (draft) totaling 60 fellows for four batches from the fiscal year 2009 to the fiscal year 2012 and calculation process of such number based on Annex 12 "JDS Program Plan" and Annex 13 "Examination of JDS Program Scale". However, during this survey, as it was confirmed that the Embassy of Japan in Mongolia finally presented the number of fellows to be accepted (draft) totaling 72 fellows (18 fellows into four batches) to the Mongolian side based on the result of adjustment conducted between the Ministry of Foreign Affairs of Japan and the Embassy of Japan in Mongolia and obtained consent, the explanation was given again based on such consent in relation to the number of fellows to be accepted to four batches, which was approved by the Government of Mongolia.

Placement of newly-added 12 fellows (3 fellows into 4 batches) to universities was discussed at the meeting of the Operating Committee which was held during the supplementary field survey implemented in April 2009. Discussion was carried out after explaining the preconditions to the effect that there were only four universities which could respond to increase of the number of JDS fellows to be accepted (International University of Japan, Osaka University, University of Tsukuba and Toyo University) and that, though increase of the number of fellows to be accepted by each university was basically estimated to be one fellow, given the priorities of the sub-program/component in Mongolia, it would be possible to respond to a plan to increase the number of fellows to be accepted by each university by more than two fellows within the maximum number of fellows to be accepted by applicable university, etc. As a result of consideration in view of the priorities of the sub-program/component in Mongolia, it was agreed to place one fellow, respectively, to "Development of Institutions" (International University of Japan) and "Basic Education and Vocational Training" (Osaka University), which are the sub-components of the "Support for Development of System and Human Resources to Lead Market Economy", and to the sub-program of "Environment Protection (University of Tsukuba).

Further, during the discussion, while the Mongolian side explained importance of "development of

uranium”, “development of atomic energy”, etc., the Japanese side explained that such issues would be dealt with in the sub-program of “Environment Protection”, which was agreed.

The JICA mission and the Government of Mongolia discussed measures to deal with a case in which an applicant declined to accept the fellowship, and agreed to the following principles.

- To select the reserved candidate in the same component as the person who has declined.
- In case when there is no reserved candidate in the same component, it will not be possible to select one from other components. However, even if there is a less number of fellows in one batch due to the lack of reserved candidates, it will be possible to adjust the number of fellows in the next batch and subsequent batches within the upper limit of the number of fellows to be accepted for the four batches, when a qualified applicant has been confirmed in the selection process.

The detailed result of survey for each sub-program and component will be described in the next section.

4-3. Sub-Program 1: Institutional Development for a Market Economy

4-3-1. Component 1: Development of Institutions

((1) Financial management, (2) Legal system reform, (3) Enterprise management/policy planning)

(1) Main study issues which should be targeted

Although Mongolia has rapidly proceeded with economic reforms and the development of the legal system since the transition to market economy in 1990, its institutions and management are still insufficient as a market economy country. There are the following realistic issues:

- Establishment of a taxation system
- Administrative and financial management ability, such as the development of laws and regulations
- Policy planning ability and expertise in economic and social fields

To solve these issues, the Government of Mongolia prepared and started the Economic Growth Support and Poverty Reduction Strategy (EGSPRS) in 2003 with the support of the World Bank and IMF²⁰. EGSPRS contains five development issues. Policy objectives concerning financial management are specified in “Stabilization of Macro Economy and Improvement of Efficiency of the Public Sector,” policy objectives concerning the legal system reform are specified in “Transition to Market Economy and Construction of Institutions and Environments Mainly for the Growth of the Private Sector” and policy objectives concerning the enterprise management/policy planning are specified in the above two development issues.

On the other hand, as a result of the survey on the target organizations, 18 agencies for this sub-program/component pointed out insufficient quality and quantity of human resources. For example, the Ministry of Finance, the Ministry of Justice and Home Affairs and the Ministry of Industry and Trade pointed out it concerning financial management, legal system reform and enterprise management / policy planning respectively. With regard to the quality of human

²⁰ In Mongolia, the (then) Ministry of Finance and Economy organized a committee by gathering members from various ministries and started the preparation of a “Poverty Reduction Strategy Paper (PRSP)” with the support of the World Bank in 1999. During the preparation, the title was changed to the “Economic Growth Support and Poverty Reduction Strategy (EGSPRS).”

resources in particular, insufficient ability to manage routine work and insufficient technical knowledge and skills concerning routine work are problematic. Table 8 lists expected study themes suitable for each agency's routine work. The table indicates that priority is placed on each agency's management and policy planning.

Table 8: Main target organizations' issues concerning Sub-Program 1/Component 1

Target organization	Issues	Expected themes
Ministry of Finance*	<ul style="list-style-type: none"> Stabilization of macro economy Strengthening of fiscal and financial sector Continuation of privatization and improvement of efficiency of finance and economy Human resource development in the economic area (acquiring a master's degree by the officials) 	Economy, business administration, developmental economy, public administration, public policy
Ministry of Justice and Home Affairs	<ul style="list-style-type: none"> Legal system reform, establishment of evaluation system Establishment of laws in the mining/ manufacturing area and the economic area Protection of fair competition in market economy Protection of intellectual property Enactment of insurance law for protection of the insured Protection of human rights of Mongolians living abroad 	Study for improvement of administrative capacity, supervision, inspection, organizing power Method to revise other countries' laws International laws
Ministry of Foreign Affairs	<ul style="list-style-type: none"> International laws International economy and trade International relations Administrative management IT 	Law, economy, social security
Ministry of Industry and Trade	<ul style="list-style-type: none"> Lack of experts in the mining/manufacturing and heavy/light industry areas Ability to manage policies 	Mining/manufacturing, heavy/light industries, policy management
Ministry of Food, Agriculture and Light Industry	<ul style="list-style-type: none"> Stockbreeding and irrigation development that can keep up with climate changes Safety of food 	Agricultural policies, food safety, biotechnology, biological technology, stockbreeding, agriculture, marketing in the food and agriculture areas
Supreme Court	<ul style="list-style-type: none"> Entire reform of legal system and enrichment of human rights protection and security (according to the Action Plan of the Government) 	Legal system reform, such as standardization of judgments and fair trials International laws Improvement of domestic laws
Central Bank	<ul style="list-style-type: none"> Lack of experts in IT, programming and foreign currency/exchange policies Development of human resources in IT and risk management areas 	Bank finance, information and communication, economic mathematics, risk management, financial policies, law, accounting, management, statistical survey and information management
Financial Regulatory Commission of Mongolia	<ul style="list-style-type: none"> Conformity to international accounting standards Supervision of financial institutions Internationalization of audit standards Improvement of direction and competitiveness of development finance and macro finance International standardization of finance and economy surveys and statistics 	Risk management in insurance, micro finance and securities areas, international accounting standards, establishment of securities law

*: Managing organization

With regard to the above-mentioned issues, donors provide various supports, such as the World Bank's Financial Capacity Development Plan, Law and Judicial Reform Project and Capacity Building Technical Assistance, the United States Agency for International Development (USAID)'s Legal System Reform Project, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)'s Law Development Project and the Austrian Agency for International Development (AusAID)'s support for studying abroad for the purpose of capacity building

limited to government officials. Japan provides support for administrative capacity improvement, policy planning and institutional development, including the following: strengthening of tax administration (technical cooperation project) and tax education system construction survey (development survey) as support for financial management; dispatch of long-term advisory experts and the project for strengthening lawyers' associations as support for the legal system reform; and the Japan-Mongolia Human Resource Development Center Project (technical cooperation project) as support for enterprise management/policy planning.

Various programs and projects have been carried out to strengthen the organizational power of the target organizations. Although Mongolia's market economy has shifted from the transitional stage to the stable stage, it is still essential to develop human resources who can deal with various issues. Therefore, human resources in the public sector are expected to be developed through the JDS Program.

(2) Target organizations' needs

Although the scales of Mongolia's government agencies are small, the ratio of officials who have a bachelor's degree is 100% in most of the target organizations. This indicates that the target organizations have many recommendable human resources. In addition, many target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period (many government agencies have fixed it at five years) after returning to Mongolia, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Mongolia.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of candidates for the next four years

According to questionnaires, the 18 target organizations have about 2,200 officers, including local ones. Of them, about 1,100 officers meet the age and academic requirements.

During the 1st analysis in Japan, S/L and L/L were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 200 (9 from Ministry of Finance, 52 from the Ministry of Justice and Home Affairs, 23 from the Ministry of Construction and Urban Development, 34 from the Ministry of Industry and Trade, 18 from the Financial Regulatory Commission of Mongolia, 4 from Bank of Mongolia and 60 from others). The number of candidates listed in L/L is 452 (5 from the Ministry of Finance, 156 from the Ministry of Justice and Home Affairs, 43 from the Ministry of Industry and Trade, 17 from the Ministry of Roads, Transportation and Tourism, 31 from the Financial Regulatory Communication of Mongolia, 16 from the Bank of Mongolia and 184 from others). The total number of candidates for the next four years is 652. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist for the next four years.

(4) 1st batch final candidates through interviews

Although the 1st batch S/L listed 200 applicants, the actual number of applicants was 65. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged 13 applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Mongolia and selected nine candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 16 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting universities, it was estimated that about nine candidates would reach the level acceptable by the graduate schools two years later. In addition, as the candidates' awareness of issues and their routine work seemed consistent with the issues concerning the component, their appropriateness as candidate was confirmed. Therefore, in this component, it can be confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate numbers of fellows to be accepted for this component are estimated to be nine per batch or a total of 36 for the four batches.

At first, taking into consideration of the 1st batch recruitment and selection, Mongolia's needs and consistency with the number of fellows of the other sub-programs, etc., the number of fellows to be accepted for enterprise management/policy planning (for International University of Japan) was estimated to be four fellows for the 1st batch and three fellows for the 2nd batch and thereafter, totaling 13 fellows, considering the maximum number of fellows to be accepted for the four years designed by the Government of Japan. However, as the meeting of the Operating Committee held upon increase of the number of fellows to be accepted recognized the importance, the appropriate number of fellows to be accepted for this sub-component was judged to be six fellows for the 1st batch based on the result of selection, four fellows per one batch, respectively, after the 2nd batch, totaling 18 fellows for four batches.

On the other hand, the number of final 1st batch candidates for financial management (for Hitotsubashi University) was one, whereas two prospective candidates were found as a result of interviews with the 2nd batch candidates. Therefore, after the next year, it is judged to be appropriate to accept seven fellows in total – two fellows every year. With regard to legal system reform (for Kyushu University), as a result of the 1st batch selection and the interviews with the 2nd batch candidates, it is judged to be appropriate to accept eight fellows in total – two fellows every year.

Therefore, the appropriate number of fellows to be accepted for this component is judged to be a total of 33 for the four batches.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization, etc.)

Discussion was held concerning the Basic Plan for Sub-Programs (first draft) in this target area. During the discussion, the managing organization and other target organizations explained the present situation and issues of the components and concrete needs for human resources. They stated that it was important to establish laws that could keep up with rapidly changing social and business environment, to establish an evaluation system (concerning the legal system reform), to stabilize macroeconomics, to strengthen the fiscal and financial section, to improve the planning ability (concerning the financial management), to improve the whole administration's management ability, to establish measures for strengthening the private sector and to improve the ability to form projects and plan policies (concerning enterprise management / policy planning). The universities explained teaching programs they could provide and stated that they could teach about important issues. The managing organization and other target organizations

requested cooperation in improvement of linguistic ability and asked for preliminary language training similar to that under the AusAID Scholarship Program. The universities stated that improvement of English-language ability was the minimum requirement for effective implementation of this program and explained that it was necessary for the target organizations and the fellows to improve the fellows' English-language ability before they come to Japan for study. The universities that have special lectures on Academic English or intensive English-language lectures showed their policy to expand them further.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers able to plan measures concerning institutional development for a market economy. The universities also suggested that the target organizations in the financial management area should be limited to the Ministry of Finance, the Bank of Mongolia and the Financial Regulatory Commission of Mongolia from the viewpoint of consistency with the issues.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

To adapt the universities' teaching programs to the target organizations' needs better, meetings for exchange of opinions and local seminars should be held with the next year's candidates. In order for JDS fellows to start study and life smoothly in Japan, guidance should be provided concerning the review and proficiency of statistics, micro and macro economics, computer operation, etc.

(During studying in Japan)

Preliminary training should be provided for smooth study. Extramural lecturers should be invited, and field trips and international seminars should be provided as additional programs.

(After studying in Japan)

Local lecture meetings and seminars should be held in coordination with the support before studying in Japan, and networking should be strengthened by the use of the internet and others.

Based on the above-described results, the Basic Plan for Sub-Programs (second draft) was formulated.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

As described in (6), in this component, Hitotsubashi University made a suggestion that the target organizations in the financial management area should be limited to the Ministry of Finance, the Bank of Mongolia and the Financial Regulatory Commission of Mongolia. As other agencies are also highly interested in this area, it is necessary to consider whether the suggestion should be accepted.

4-3-2. Component 2: Basic education and vocational training

(1) Main study issues which should be targeted

The transition to a market economy resulted in the aggravation of the economic situation and the government finance in the 1990s. Because of this, the educational sector was confronted with various issues. There have been the following actual issues:

- Decline in educational administration ability
- Underdevelopment of educational infrastructure
- Underdevelopment of higher and special education
- Decline in the quality of teachers
- Provision of vocational training that meets market needs

To cope with these issues, the Government of Mongolia prepared the “Master Plan to Develop Education of Mongolia for 2006-2015” with the support of Japan and other donor countries in 2006, which showed their attitude of placing importance on education as the base for state development.

On the other hand, as a result of surveys on the target organizations, the seven target organizations for this sub-program/component, mainly the Ministry of Education, Culture and Science, pointed out qualitative and quantitative shortage of human resources as a common issue to the target organizations. With regard to the quality of human resources in particular, there is the problem of lack of technical knowledge and skills in routine work (education in the case of universities). Table 9 shows expected study themes suitable for the target organizations’ routine work. The Table 9 indicates that the government agencies have placed importance on their management and policy planning, while the universities have placed importance on the acquisition of technical knowledge.

Table 9: Main target organizations’ issues in Sub-Program 1/Component 2

Target organization	Issues	Expected study themes
Ministry of Education, Culture and Science*	<ul style="list-style-type: none"> • Improvement of quality of higher education • Management of cultural facilities, such as libraries and museums 	Higher education, management of public facilities
National University of Mongolia	<ul style="list-style-type: none"> • Lack of experts (pedagogy, IT, information and communication, economic model study, econometrics, international laws, bioengineering, nanotechnology) 	Pedagogy, IT, information and communication, economic model study, econometrics, international laws, bioengineering, nanotechnology
Mongolian State University of Education	<ul style="list-style-type: none"> • Lack of experts (pedagogy, environment) 	Pedagogy, environment

*: Managing organization

With regard to the above-described issues, donors provide support, such as Asian Development Bank (ADB)’s school repair and establishment project for improving the access to kindergartens and elementary and secondary education and the quality and sustainability of them, the Australian Agency for International Development (AusAID)’s support for studying abroad for the purpose of capacity building limited to government officials. Japan provides support in the improvement of the administrative capacity in the educational sector, policy planning and practical vocational training, including the following: as support for basic education, the Second and Third Elementary Education Facilities Development Plan (under grant aid), the Teacher Retraining Plan (under technical cooperation project) and dispatch of expert as educational administration advisors; as support for vocational training, the Japan-Mongolia Human Resource Development Center Project (under technical cooperation project).

Various programs and projects are carried out to strengthen the institutional capacity of the

target organizations and to improve technical skills and knowledge. The JDS Program is expected to improve the capacities of the target organizations in charge of educational administration and the technical knowledge of educational institutions engaged in the development of human resources who will take role as leaders in Mongolia in the future, through improvement of the management ability of the target organizations' officials, development of methods to train human resources engaged in educational administration and acquisition of technical knowledge and skills related to each target organization's role or education.

(2) Target organizations' needs

Although the scales of Mongolia's government agencies are small, the ratio of officials who have a bachelor's degree is 100% in most of the target organizations. This indicates that the target organizations have many recommendable human resources. In addition, many target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period (many government agencies have fixed it at five years) after returning to Mongolia, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Mongolia.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of candidates for the next four years

According to questionnaires, the 7 target organizations have about 1,300 officers, including local ones. Of them, about 700 officers satisfy the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 53 (7 from Ministry of Education, Culture and Science, 1 from the Ministry of Social Welfare and Labour, 45 from national universities, etc.). The number of candidates listed in L/L is 96 (9 from the Ministry of Education, Culture and Science, 61 from national universities, etc., 26 from others). The total number of candidates for the next four years is 149. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist for the next four years.

(4) 1st batch final candidates through interviews

Although the 1st batch S/L listed 53 applicants, the actual number of applicants was 28. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged four applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Mongolia and selected three candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed four candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was estimated that about three candidates would reach the level acceptable by the graduate schools two years later.

In addition, as the candidates' awareness of issues and their routine work seemed consistent with the issues concerning the component, their appropriateness as candidate was confirmed. As a result, in this component, it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this component are estimated to be three per batch or a total of 12 for the four batches. At first, taking into consideration of the results of the 1st batch recruitment and selection, Mongolia's needs and the consistency with the number of fellows for the other sub-programs, etc., the number of fellows to be accepted was estimated to be two fellows per one batch or total of 8 fellows for four batches. However, as the meeting of the Operating Committee held upon increase of the number of fellows to be accepted recognized the importance of this component, the appropriate number of fellows to be accepted for this component was judged to be three fellows per one batch or a total of 12 fellows for four batches as the results of the survey.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization)

A discussion was held concerning the Basic Plan for Sub-Programs (first draft) in this target area. During the discussion, the managing organization explained the human resource development plan and the following priority issues: 1) improvement of economic management capacity for educational administration, such as budgeting and fundraising; 1) improvement of evaluation standards, such as the evaluation system and educational standards; 3) establishment of efficient educational methods by the use of state-of-the-art technology, such as remote education and correspondence education, and improvement of the ability to perform the methods. The universities explained teaching policies and available programs and stated that they could give guidance about the issues presented by the managing organization. As the universities' teaching programs conform to the priority issues, the managing organization stated that the development of human resources suitable for the resolution of the issues could be expected through the encouragement of candidates in the next fiscal year and thereafter to recognize and study the priority issues. Although the target organizations asked for the continuation of preliminary language training, the universities explained that the language training under the programs had been abolished due to the introduction of the new system, and demanded that the target organizations and JDS fellows should study by themselves before their coming to Japan.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers able to plan measures for solving the issues in Mongolia's basic education and vocational training areas.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Provision of references and theses suitable for the planned study theme

(During studying in Japan)

To hold special lectures and workshops by inviting extramural lecturers in Japan or provision of

fieldwork at domestic educational administration organizations to promote smooth study during stay in Japan

(After studying in Japan)

To hold joint seminars with JDS fellows returning to Mongolia to establish acquired knowledge firmly

Based on the above-described results, the Basic Plan for Sub-Programs (second draft) was formulated.

4-4. Sub-Program 2: Environmental protection

(1) Main study issues which should be targeted

As Mongolia has biodiversity and a diverse ecosystem, including internationally rare wildlife, it could traditionally manage both resources utilization and environmental protection as typically shown in the nomadic life. Since the 1990s, however, as a result of random development, there has been a trend toward an increasing use of such resources as wildlife, pasture and forests. Under this situation, although Mongolia has positively participated in international frameworks of natural environment protection, such as the Convention of Biological Diversity (1992) and the Convention to Combat Desertification (1994), it has delayed in establishing systems for complying with such frameworks. The following are some reasons:

- Insufficient system of laws concerning environmental protection
- Weak management system
- Lack of skill in appropriate use of natural resources
- Lack of skill in conservation of rare wildlife
- Lack of scientific data on inhabitant population and others

Support that leads to their improvement is considered to be effective.

Main target organizations related to environmental protection raised the issues specified in Table 10. As a common issue, it became clear that, as government agencies were small in scale, although each official's eagerness to improve his or her capacity was high, he or she could not do so in reality due to lack of budget and personnel. Each government agency's issues include the improvement of the ability to operate and manage the organization and the ability to plan and implement environmental protection policies, while there are much concrete awareness of issues and many themes for study from the viewpoint of natural science.

Table 10: Main target organizations' issues for Sub-Program 2

Target organization	Issues	Expected study themes
Ministry of Environment*	<ul style="list-style-type: none"> • Improvement of knowledge of border and local administrative officials on environmental ecology • Social and economic policy planning based on environment • Training of environmental experts who have knowledge on engineering and economy • Appropriate use of natural resources • Dealing with problems concerning water resources • Measures against draught • Measures against global warming 	Appropriate use of natural resources and improvement of environmental restoration measures, introduction of technologies for conservation and use of water resources, weather observation, information, measuring of water quality and air pollution, measures against environmental programs
Ministry of Food, Agriculture and Light Industry	<ul style="list-style-type: none"> • Stockbreeding and irrigation development that keep up with climate changes • Food safety 	Biotechnology in stockbreeding industry, marketing in agriculture and stockbreeding areas
Mongolian State	<ul style="list-style-type: none"> • Agricultural reform 	Bioengineering, nanotechnology

University of Agriculture	<ul style="list-style-type: none"> • Veterinary medicine • Biotechnology • Educational administration 	
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*: Managing organization

To cope with issues concerning environmental protection, GTZ has been carrying out a project for protecting the special natural reserves scattered in Mongolia, and the World Bank and USAID have been offering support through providing financial support to NGOs. Japan also have been providing support to a project for waste disposal in Ulaanbaatar, which also contributes to natural environmental protection, a project for weather forecast and data analysis, creation of a catchment area management model for the protection and sustainable use of the wetland ecosystem. The following are now under consideration: support for the strengthening of the natural environment management system, the development of technologies for appropriate use of natural resources and conservation of rare wildlife; support for the grasp of actual conditions and the feedback to prevention measures through weather and environment monitoring and collection of natural environment information.

In the JDS Program, it seems important to teach basic knowledge on environmental protection to the government agencies closely related to the issues and human resources belonging to agencies under the umbrella of such government agencies in order to deepen their understanding of environmental issues, and to improve their ability to establish and implement environmental policies and environmental education plans and implement and manage environmental projects.

(2) Target organizations' needs

Although the scales of Mongolia's government agencies are small, the ratio of officials who have a bachelor's degree is 100% in most of the target organizations. This indicates that the target organizations have many recommendable human resources. As described above, however, although officials are highly eager to improve their capacities, the number of officials who can receive training is extremely limited due to lack of budget and personnel.

The Ministry of Environment, the managing organization, has several subordinate practical organizations, such as the Water Resource Agency and the Weather and Hydrological Environment Agency, all of which showed high interest in the JDS Program. In addition, as officials who studied in the environmental policy area under the JDS Program in 2004 and were reinstated in 2007 have been working at the Mongolia State University of Agriculture, the university highly evaluates the JDS Program and has answered that it wants to support for application under the Program positively.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of candidates for the next four years

According to questionnaires, the 14 target organizations have about 1,700 officers, including local ones. Of them, about 850 officers meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 62 (28 from the Ministry of Environment, 3 from the Ministry of Industry and Trade, 5 from the Ministry of Food, Agriculture and Light Industry, 23 from national universities, etc. and 3 from others). The number of candidates listed in L/L is 197 (75 from the Ministry of Environment, 16 from the Ministry of Industry and Trade, 16 from the Ministry of Food, Agriculture and Light Industry, 14 from the Science Academy, 65 from national universities, etc. and 11 from others). The total number of candidates for the next four years is 259. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist for the next four years.

(4) 1st batch final candidates through interviews

Although the 1st batch S/L listed 62 applicants, the actual number of applicants was 21. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged five applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Mongolia and selected five final candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed two candidates listed in the 2nd batch S/L, both of whom belong to the Ministry of Environment, the managing organization, to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was estimated that both candidates would reach the level acceptable by the universities by the selection for the 2nd batch. In addition, taking into consideration the results of the 1st batch interviews and the fact that the capacities of the candidates from the other target organizations were on similar levels, it was estimated that three to five candidates would reach the level required by the universities every year. Moreover, because the applicant candidates' awareness of issues and their routine work seemed consistent with the issues concerning the component, their appropriateness as candidate was able to be confirmed. Therefore, in this sub-program, it can be confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch, and similar results of selection can be expected every year during the next four years.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this sub-program are estimated to be five per batch or a total of 20 for the four batches. At first, taking into consideration of the results of the 1st batch recruitment and selection, Mongolia's needs and the consistency with the numbers of fellows for the other sub-programs, etc., the number of fellows to be accepted was estimated to be two fellows per one batch or total of 8 fellows for four batches. However, as the meeting of the Operating Committee held upon increase of the number of fellows to be accepted recognized the importance of this component, the appropriate number of fellows to be accepted for this component was judged to be two fellows for the 1st batch as a result of the selection and three fellows for the 2nd batch and thereafter, or 11 fellows for the four batches in total.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization)

Discussion was held concerning the Basic Plan for Sub-Programs (first draft) in this target area. During the discussion, the managing organization explained the following important environmental issues: 1) desertification due to global warming; 2) human destruction of the environment due to mining development and deforestation; and 3) air pollution and water pollution. The universities explained its teaching policy and the curriculums it could provide and emphasized the importance of not only concrete environmental measures but also adequate legislation and provision of environmental education to people, as the universities thought that comprehensive measures are necessary for Mongolia's environmental issues. The managing organization highly regarded the results of researches by University of Tsukuba, the possibility of joint researches with other research institutions and the private sector and stated the expectation for the strengthening of the cooperative relationship with the university and the development of human resources.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers able to draft bills and plan measures to solve various issues in the environmental protection area.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Provision of references, theses and other information suitable for the planned study theme, and the academic advisor's guidance through e-mail

(During studying in Japan)

Provision of a domestic field practice program to acquire practical skills and knowledge

(After studying in Japan)

Provision of advice on the planning and implementation of environmental policies and beginning of international joint researches. Holding of joint seminars with JDS fellows returning to Mongolia to establish acquired knowledge firmly

Based on the above-described results, the Basic Plan for Sub-Programs (second draft) was formulated.

4-5. Sub-Program 3: Development of infrastructure to promote economic activities

((1) Development engineering, (2) urban environmental development, (3) ICT)

(1) Main study issues which should be targeted

Infrastructures are a basis for economic development. Many of Mongolia's existing infrastructures were built with the support of the former Soviet Union and have become decrepit. Therefore, it is imminently necessary to improve them. However, improvement of infrastructures is greatly limited because Mongolia is a landlocked country and has peculiarities of unbalanced distribution of small population on wide land and most of the people are nomads. Although roads, railroads, communication networks and other infrastructures have been built to some extent with the support of Japan and other donor countries, it is necessary to establish systems and organizations for maintaining and improving the constructed facilities and improve the economic efficiency of them. It is important not only to construct infrastructures but also to realize the promotion of economic activities by making it possible to shift workers from the stockbreeding industry, which has the problem of surplus workforce, and link with the Northeast Asian market through creation of employment by promotion of a market economy, establishment of the investment environment and improvement of infrastructures.

In addition, because recent decline in the stockbreeding industry has caused the inflow of many nomads into outskirts of cities and a rapidly increasing population of Ulaanbaatar, the capital of Mongolia, various urban problems have become serious, such as waste disposal, sewage systems, disputes about land possession, expansion of the Ger District, and air and soil pollution. Therefore, it is also necessary to develop and appropriately manage infrastructures for solving urban problems and promote urban development administration.

Moreover, Mongolia also has taken measures for keeping up with the global development of information technologies, such as the introduction of elementary curriculums in information

technologies. Because of its vast land, Mongolia can be expected to make the administrative services efficient and reduce costs by the use of information technologies. In rural areas dispersed all over the country, however, the digital divide between urban and rural areas has become a potential problem, including delay in the introduction of computers and the development of access to the Internet.

The following are the issues concerning this sub-program as a whole: planning of policies for infrastructure development that promotes economy, including not only roads, railroads and other traditional infrastructures but also IT infrastructures, such as optical cables; improvement of the ability to maintain and manage infrastructures; and improvement of the ability to establish and implement urban development measures, including the development of infrastructures.

Main target organizations recognized the improvement of administrative management ability as a common issue while there are many technical problems. However, they pointed out that they can not positively develop human resources due to lack of budget, although they have human resources with specialist capabilities. Each target organization stated a wide range of themes related to its routine work for the themes each specified area.

Table 11: Main target organization's issues for Sub-Program 3

Target organization	Issues	Expected study themes
Ministry of Construction and Urban Development*	<ul style="list-style-type: none"> • Urban plan, training of urban development experts • Supply of safe drinking water by development of water pipe filtration system • Improvement of people's collateral mortgage loan system by legal system reform for mortgage securities market, legal system reform for real estate sales • Establishment of land information fund by use of information communication network and realization of service system connecting regional revitalization, urban construction and land adjustment • Establishment of law, finance, tax system and business environment for "40,000 Households Project" • Setting of qualitative standards for construction materials • Housing development in Ger District and construction of sewage system in specific districts • Establishment of land information fund by use of information communication network 	Environmental policy, development engineering, urban development plan that satisfies market economy needs, legal system reform related to urban planning, land planning methodology, improvement of land evaluation and land prices, study of rising housing prices, study of factors for housing prices
Ministry of Environment	<ul style="list-style-type: none"> • Improvement of local administrative officials' knowledge on environmental ecology • Measures against water/air pollution and global warming 	Planning of social and economic policies based on environment, measures against environmental problems, such as water/air pollution and global warming
Ministry of Minerals and Energy	<ul style="list-style-type: none"> • Structure of source of electric heat supply to capital • Air pollution 	Development of administrative human resources Accordance of electric heat use and urban planning
Ministry of Roads, Transportation and Tourism	<ul style="list-style-type: none"> • Introduction of new road construction technologies • Improvement of inspection standards for road construction • Research and discovery of investors • Cooperation with international financial institutions and training of the experts • Development of international standards for railway, introduction of new technologies, improvement of function 	Improvement of management ability, development engineering in general, market expansion through marketing research, improvement of international and relay freight transportation
Mongolian University of Science and Technology	<ul style="list-style-type: none"> • Improvement of engineering faculty members' abilities 	Information technology
Information Communication Technology (ICT)	<ul style="list-style-type: none"> • Diffusion of Internet service to each household • Improvement of national registration information system • e-Mongolia Plan 	Improvement of Internet communication speed

Agency		
Central Bank of Mongolia	<ul style="list-style-type: none"> • Information Communication • Statistical survey and information management 	IT, risk management
Other government agencies	<ul style="list-style-type: none"> • Improvement of management ability (Ulaanbaatar) 	Urban planning (Ulaanbaatar)

*: Managing organization

With regard to the issue of development of infrastructure to promote economic activities, ADB supported the establishment of the Traffic and Transportation Master Plan, and Japan has been supporting the construction of road networks together with ADB, South Korea, China and others. In addition, according to the Water and Sewerage Master Plan established mainly by France, Japan and the World Bank has been supporting the construction of waterworks and Spain has been supporting the construction of the sewage system. With regard to ICT, positive support is provided by South Korea, from which many companies have advanced into Mongolia. Japan has so far strengthened the transportation capacity through railroad construction, provided support to the communication section, such as the construction of a shortwave communication network all over Mongolia and carried out various projects for solving urban problems in Ulaanbaatar (such as the waste management and improvement plan and the metropolitan management master plan). Japan is planning to implement short- and mid-term development program for the support of infrastructure development to keep up with rapid urbanization, which increasingly requires urgent measures.

In this sub-program, with regard to the expertise-related sector issues, support will be provided by other projects specialized in the issues. Under the JDS Program, at the same time, it is important to select candidates mainly from target organization closely related to the issues and develop the ability to establish and implement plans and policies and the management ability, while taking technical approaches.

(2) Target organizations' needs

Although the scales of Mongolia's government agencies are small, the ratio of officials who have a bachelor's degree is 100% in most of the target organizations. This indicates that the target organizations have many recommendable human resources. Although officials are highly eager to improve their capacities, they cannot do so due to lack of budget.

The Ministry of Construction and Urban Planning, the managing organization, has made positive efforts for training officials, such as management training as administrative officers in Mongolia. Receiving the opportunity of recommending its officials for studying abroad, the Ministry answered to the effect that it would positively select and use candidates, including affiliated organizations' officials. The Ministry of Minerals and Energy answered that, although it was important to develop engineering human resources, it felt necessary to develop human resources for the administrative section, such as economy and management, and had expectations for the JDS Program also as officials who participated in JICA training before had achieved an effect. Many target organizations are pleased to have received the opportunity of recommending their officials for studying abroad and expressed positive response to the effect that they would like to investigate study needs and capacities and select candidates. In addition, as five officers of the Central Bank of Mongolia (four officers engaged in IT and one in economy) studied in Japan under the JDS Program, returned to Mongolia, assumed important positions and are playing active roles, the bank stated that it would like to select candidates positively.

Many organizations have established a system of leave for officials studying abroad. With regard to reinstatement after returning to Mongolia, before an official studies abroad, most of the organizations conclude an agreement about the official's job for several (about five) years after return. Therefore, the possibility of reinstatement is extremely high and the use of JDS

fellows after returning to Mongolia can be expected.

- (3) Confirmation of the needs for studying in Japan under the JDS Program and the number of candidates for the next four years

According to questionnaires, the 15 target organizations have about 1,700 officials, including local ones. Of them, about 900 officials meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 60 (7 from the Ministry of Construction and Urban Planning, 5 from the Ministry of Roads, Transportation and Tourism, 9 from the Ministry of Minerals and Energy, 3 from the Ministry of Environment, 16 from Ulaanbaatar City Office, 6 from ICT Agency, 10 from national universities, etc. and 4 from others). The number of candidates listed in L/L is 131 (20 from the Ministry of Roads, Transportation and Tourism, 11 from the Ministry of Minerals and Energy, 13 from the Ministry of Environment, 33 from Ulaanbaatar City Office, 9 from ICT Agency, 10 from national universities, etc. and 35 from others). The total number of candidates for the next four years is 191. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist for the next four years.

- (4) 1st batch final candidates through interviews

Although the 1st batch S/L listed 60 applicants, the actual number of applicants was 34. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged six applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Mongolia and selected four final candidates.

- (5) Interviews with the 2nd batch candidates

The Ministry of Construction and Urban Planning, the Ministry of Roads, Transportation and Tourism and the Ministry of Minerals and Energy – the managing organization and target organizations – were merged or abolished due to the establishment of a new cabinet after general election. As a result, it became impossible to design a human resource development plan at the time of the date of interviews with the candidates, and no interview with the 2nd batch candidates could be held. However, it was possible to interview ten candidates listed in the 2nd batch S/L in the ICT area to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was estimated that about one candidate would reach the level acceptable by the graduate schools two years later. In addition, because the applicant candidates' awareness of issues and their routine work seemed consistent with the issues concerning the component, their appropriateness as candidates was confirmed. As a result, it was confirmed that about one prospective 2nd batch candidate exists in the ICT area. In addition, because the areas of urban environmental improvement and development engineering are highly expected as priority issues by Mongolia, and because it can be judged from the number of candidates listed in the long lists submitted by the target organizations that many potential candidates exist, it is estimated that there are about three prospective 2nd batch candidates, and similar results of selection can be expected every year for the next four years.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this sub-program was judged to be four per batch or a total of 16 for the four

batches.

- (6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization, etc.)

Discussion was held concerning the Basic Plan for Sub-Programs (first draft) in this target area. Although the managing organization and other target organizations could not explain the human resource development plan or the government policy concretely due to the situation before Cabinetmaking and government reorganization after the general election, they explained the current situation of human resource development, the situation of higher education related to the area concerned and the priority issues concerning urban environment and development. The universities explained their teaching principles and curriculums. As both Toyo University and the Tokyo Institute of Technology focus on the training of engineering administrative officials, they stated that they could give guidance on Mongolia's issues. With regard to the ICT area in particular, the universities stated that they would give guidance not through programs specialized in IT but by focusing especially on the training of leaders. The managing organization and other target organizations was able to have common awareness of the necessity for human resource development that would improve the ability to form projects, such as the establishment of a network for each administrative unit and measures for developing information and communication infrastructures.

When the managing organization and other target organizations made inquiry about qualifications for application, such as age and work experience, it was confirmed that the upper limit of age would be 39 years old and that Toyo University could also accept liberal arts human resources to develop their management ability. Although the managing organization and others requested preliminary language training, the universities explained that the target organizations should make efforts to provide language education. Although the managing organization and others thought that a great problem was that the capacity of public organizations' human resources did not keep up with the rapid urban development caused by market economy, during the universities' explanations and Q&A, they stated to the effect that they became able to expect the improvement of the capacity of administrative officials in this area.

Based on the results of this discussion, the universities commented that it was important to train engineering and administrative officials who could plan and implement policies for development of infrastructure to promote economic activities. Taking into account the consistency with the issues, the Tokyo Institute of Technology suggested that the target organizations in the development engineering area should be limited to the Ministry of Construction and Urban Planning, the Ministry of Roads, Transportation and Tourism, the Ministry of Environment, the Ministry of Minerals and Energy, the Ulaanbaatar City Office and the Mongolian University of Science and Technology.

- (7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Provision of references, theses and other information suitable for the planned study theme, and the academic advisor's guidance through e-mail

(During studying in Japan)

Provision of a domestic field practice program to acquire practical skills and knowledge, and support for presentation at domestic academic meetings

(After studying in Japan)

To hold joint seminars with JDS fellows returning to Mongolia to establish acquired knowledge firmly, launch of joint projects and support for presentation at international academic meetings

Based on the above-described results, the Basic Plan for Sub-Programs (second draft) was formulated.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

As described in (5) in this sub-program, the Tokyo Institute of Technology suggested that the target organizations in the development engineering area should be limited to the Ministry of Construction and Urban Planning, the Ministry of Roads, Transportation and Tourism, the Ministry of Environment, the Ministry of Minerals and Energy, the Ulaanbaatar City Office and the Mongolian University of Science and Technology. It is necessary to consider whether the suggestion should be accepted.

In addition, during the 3rd field survey, the JICA mission gave explanations to the Government of Mongolia to the effect that two fellows are to be accepted for one batch for both of the development engineering and ICT of the sub-program “Development of Infrastructure to promote economic activities” and that the development engineering will be given preference upon actual recruitment and selection, which was agreed by the Government of Mongolia.

5. Estimation of program scale

Based on the Basic Plan for 3 Sub-Programs / 4 Components (second draft) ,which were made as a result of the Survey for Planning until the 2nd field survey, the project cost for the next four years was estimated as follows:

5-1. How to implement the Program

With regard to each sub-program/component, government officials recruited or selected by each target organization complete a two-year master's course at the respective accepting university that provides education programs suitable for solving issues. After returning to Mongolia, they are reinstated in their former post and expected to contribute to the development of the country through their work, utilizing their capacity improved through studying in Japan.

Preliminary guidance before coming to Japan, field surveys in Mongolia during studying in Japan, special activities such as inviting experts from target organizations, and follow-up activities after returning to Mongolia will be provided to those officials studying in Japan, based on the special guidance and activities in addition to the ordinary curricula that each accepting university proposed not only to improve the achievement of the officials' studying in Japan but also to raise the level of all the target organizations.

5-2. Program cost estimation

Based on the above-described method to implement the JDS Program, estimation was made on the cost for the next four years (see Supplementary File). Assumptions for calculating the program cost are as follows:

(1) Number of JDS fellows

The number of JDS fellows set in the Basic Plan for the Sub-Programs (Draft), which was made based on the results of the 2nd field survey

(2) Duration of stay in Japan

(only for the JDS fellows coming to Japan in the year of concluding contract with the recipient government)

1) Arrival in Japan

The JDS fellows will arrive in Japan in early August 2009 before the entrance of accepting universities for the academic year of 2008. (However, the fellows entering University of Tsukuba visit Japan in early July because the entrance is scheduled for mid-August; the fellows entering Osaka University visit Japan in mid-January in time for entrance in August.)

In the meantime between their arrival in Japan and entrance into accepting universities, briefing orientation, procedures for foreign registration, arrangements for housing, basic Japanese-language training, support for entrance procedures, etc. will be carried out:

2) Departure for Mongolia

The JDS fellows will return to Mongolia by October 2011, taking into account the dates of the accepting universities' graduation ceremonies for the academic year of 2008. (However, the fellows entering University of Tsukuba return to Mongolia in August; the fellows entering Osaka University return to Mongolia in March).

(3) Accepting universities

Universities and Graduate Schools based on the university placement plan established as a result of the 1st analysis in Japan will accept JDS fellows.

(4) Expenses

1) Institution expenses

- (a) Estimation of entrance fee and tuition fee will be made for the JDS fellows coming to Japan in the year of concluding contract with the recipient government:
- (b) Estimation of entrance examination fee will be made for the JDS fellows coming to Japan next year of concluding contract with the recipient government:

2) Research activity facilitation expense

The expense is estimated based on the unit price of research activity model per graduate school

Concretely, expenses are paid for special guidance and activities in addition to the accepting university's ordinary curriculum to contribute to the JDS fellows' research activities and the improvement of the capacities of the persons concerned and the target organizations for the next four years, mainly on local activities and the activities of the local persons concerned.

3) Contract research expense

The expense is estimated to be five hundred thousand Japanese Yen (JPY500, 000) per JDS fellow coming to Japan in the year of concluding contract with the recipient government.

Concretely, the expense is paid to the university for supporting JDS fellows' research activities in Japan.

(5) Contract price

- 1) The contract price on Japanese-language training in Japan for JDS fellows is estimated for approximately 20 days.
- 2) The contract price on recruitment/selection of JDS fellows is estimated, who will come to Japan next year of concluding contract with the recipient government.

6. Issues which will be raised from 2nd to 4th Batch

6-1. Role of the managing organizations, etc.

(1) Role of the managing organizations

Although the purpose of the program and the role of the managing organizations were explained to the managing organizations, which understood the explanation to some extent. However, during most of the discussion with the accepting universities, the managing organizations mentioned their own issues rather than the issues for the whole sector or common to the target organizations. This was caused by the managing organizations' insufficient understanding of their role, practical difficulty in coordination across government agencies and insufficient negotiations because formation of a cabinet and reorganization of government ministries and the field survey were carried out at the same time, etc. In addition to re-visitation to the managing organizations to promote their understanding during the period of the official mission, it is considered that it is necessary to clarify the managing organization's role in the program for the next four years and do monitoring so that the managing organizations can perform desired functions.

(2) Recruitment and success situation from the managing organizations

Although the Ministry of Finance (Legal System Reform/Financial Management), Ministry of Education, Culture and Science (Basic education and Vocational Training) and Ministry of Construction and Urban Development (Urban Environmental Improvement) are the managing organizations, there were no successful candidates for the 1st batch. Though the JICA mission has requested to actively try to secure appropriate candidates after the 2nd batch, which was agreed by the managing organization, it is also necessary to encourage them to deepen the understanding of the JDS Program and the role of the managing organizations and recommend excellent applicants who are sure to contribute to Mongolia after returning to the country. In addition, given the importance of the managing organizations managing sub-programs, it is also necessary to encourage the Mongolian parties concerned (such as the Operating Committee) to make positive efforts for applicants from such organizations.

6-2. Review of target organizations

As it is supposed that it is difficult for the program to become fully effective due to wide-ranging target organizations under the existing circumstances, the JICA mission suggested narrowing the target to organizations which closely relate to the sub-programs/sub-components. However, at the discussion with the JICA mission, it was not good timing for the Government of Mongolia to examine the target organizations due to reorganization of government ministries, during the discussion, only rules to be necessary for review of the target organizations were established for the review to be carried out at the 1st meeting of the Operating Committee to be held after implementation of the program for the fiscal year 2009 would formally determined, which were approved by the Government of Mongolia. It was confirmed the following four rules: (1) to reduce the number of the target organizations, (2) to confirm the function and rule of each department of each government agency after reorganization of government ministries and select agencies which contribute to solve the issues, (3) to present detailed name of the target organizations, not general names such as "university", "research institute", etc., and (4) to remove organizations which has no sufficient candidate or cannot recommend applicants at the time of the 2nd batch recruitment, as well as the rule to present clear reason in the event of removal from the target organizations, which were described in the minutes. It is considered that to appropriately narrow the target organizations is necessary to secure that the program becomes effective from the viewpoint of the framework.

6-3. Recruitment period

This year's recruitment period is only about one month because of the survey schedule. As the period overlapped with Mongolia's general election and long summer vacation, many target organizations

complained that they could not spend enough time to select candidates, make the JDS Program widely known and prepare application documents. Although visits to government agencies and meetings to explain the recruitment were performed, it was difficult to make the JDS Program widely known among the government agencies and their subordinate agencies. As a result, problems might have arisen, such as a failure to find excellent human resources suitable for the purpose of the JDS Program and a failure to secure enough candidates to ensure a certain level of competition. Next year, therefore, it will be necessary not only to examine how long a period is necessary for the selection of candidates and the preparation of application documents but also to consider using an appropriate period and method for the promotion of target organizations/applicants' understanding of the program purpose and explanations about university information through, for example, careful encouragement of application and holding of explanatory meetings at each government office.

6-4. Enrolment time

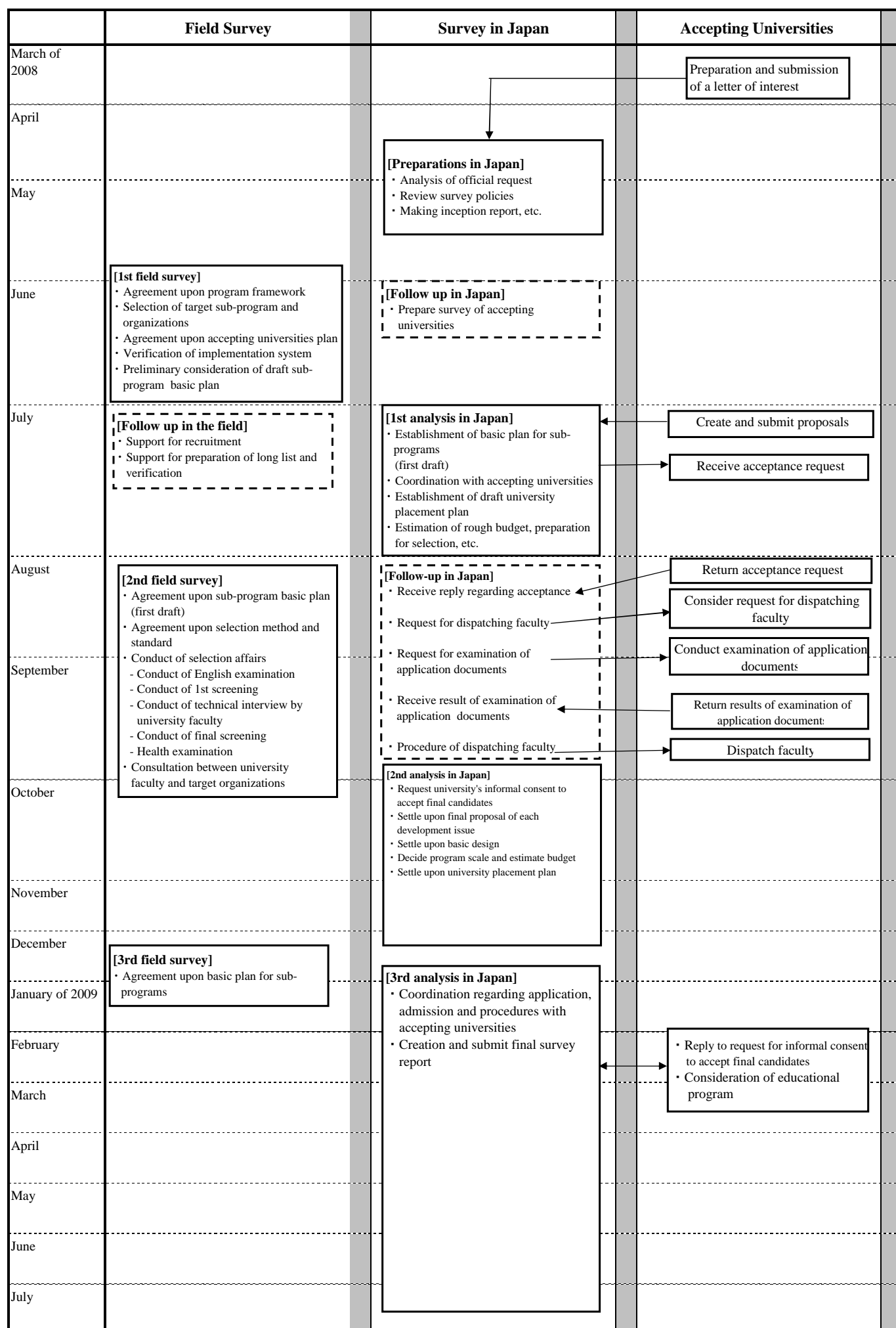
The successful candidates for Osaka University for the 1st batch are to delay their departure time for about half a year compared to other successful candidates due to University's reasons. With regard to the 2nd batch and thereafter, the JICA mission explained to and approved by the Government of Mongolia to the effect that it will be requested Osaka University to carry out enrolment in fall in the same way as other universities, however, it is still necessary to continuously request the university for understanding so that departure time would be consistent with other fellows.

7. Other Special Matters

7-1. Time to implement survey

It was decided to implement survey for review of the JDS Program once every four years from this year, however, such survey will be implemented in the same year as the election year of Mongolia which is once every four years. In the election year, it is supposed that chairman of the Operating Committee will change due to a result of election, the target organizations will be reviewed due to reorganization of government ministries, etc same as this year. If the second phase would be carried out in the same timing, it is supposed that there arise the same issues. Review of the time to implement the survey is considered to be necessary so that more appropriate survey would be implemented.

Flowchart of Survey for Planning the JDS



Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the new system

April 2008

Japan International Cooperation Agency (JICA)

This operating guideline applies to the Japanese Grant Aid for Human Resource Development Scholarship which will be implemented through a new method from FY2008 onward.

PART.1 Basic Principles

1. Preface

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “Japanese Development Scholarship” or “JDS”) program is to support human resources development in countries receiving Japanese grant aid (hereinafter referred to as “recipient countries”), targeting highly capable, young government officials, businesspeople, researchers, and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century. Through this, participants in the JDS program shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having a well-rounded knowledge of Japan.

Participants accepted through the JDS program will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge to take an active role in practically solving problems concerning the social and economic development issues that their countries are facing.

Many of the development issues of developing countries cannot be solved through the efforts of these countries alone, and thus responses amid a framework for international cooperation are vital. Furthermore, these responses cannot be separated from the actual development sites that are constantly trying to find solutions. This is why the JDS program is expected to develop human resources that are capable of tackling development issues within the framework of international cooperation, including actual development sites.

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS program as a whole. They are to be based on the exchange of notes (hereinafter referred to as the “E/N”) concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to as the “grant”). Also, they are to be based on the Grant Agreement (hereinafter referred to as the “G/A”) concluded between the government of the recipient country when Japan International Cooperation

Agency (hereinafter referred to as “JICA”) provides funds.

JICA will undertake the necessary duties aiming for the appropriate implementation of the JDS in accordance with the relevant laws and ordinances of Japan.

In addition, the government of the recipient country shall entrust its duties related to implementation of the JDS program to an agent (hereinafter referred to as “the Agent”) based on a contract agreement.

2. Overview of the Grant

(1) Basic Concept

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient country in the future by imparting them with advanced expertise through studying abroad in Japanese universities. The recruitment, selection, and dispatch of participants shall be conducted based on the agreement of the concerned officials from both countries.
- (b) JDS is to help strengthen the partnership between Japan and the recipient country in the future by continuously accepting and graduating a wide range of participants who specialize in key fields affecting the recipient country and who are educated in Japan, are knowledgeable of Japan, and have a friendly attitude toward Japan.
- (c) In order to ensure that graduates of the program are immediately able to participate in the work of formulating policy and other duties at key positions in the core of the government following their return to their home countries, the degree awarded to said graduates shall, in principle, be a master’s degree. The language of study shall, in principle, be English. This is based on the fact that efforts to solve the development issues facing development countries are undertaken under international cooperation frameworks and on the assumption that graduates will be active on the international stage after their return to their home countries.
- (d) For the implementation of the program, full consideration shall be paid to the selection and concentration of each country’s priority sectors and issues, as well as coordination with bilateral cooperation programs.

(2) Preliminary Survey

- (a) Prior to the implementation of JDS in the recipient country, JICA shall employ a consultant to conduct a preliminary survey. The preliminary survey shall be conducted once every four years (however, an E/N is concluded for each year), and a single program for each country shall be designed to have “four batches” (four groups of accepted participants: those accepted in each fiscal year constitute one batch).
- (b) The preliminary survey shall specifically ascertain the needs of the recipient country;

narrow down the target field, sector, and organization; and also set clear objectives and determine the required project scale.

- (c) Furthermore, it shall select the first batch of candidates after confirming the number of potential candidates who conform to the intent of the project.
- (d) The major items surveyed in the preliminary survey shall be as follows. The consent of the Operating Committee shall be required for items 1) ~ 5).
 - 1) Target sector and target organization
 - 2) Number of candidates
 - 3) Implementation structure
 - 4) Accepting universities
 - 5) Selection of candidates for the first batch
 - 6) Overall project costs
 - 7) Procedures related to application and matriculation

(3) The Agent

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preliminary survey as an Agent to the recipient country. The Agent, in accordance with a contract concluded with the government of the recipient country, shall perform the following duties toward the smooth implementation of the JDS program:

- Work associated with the recruitment and the selection procedure
- Provision of information on study in Japan to candidates
- Procedures related to matriculation, arrival in Japan
- Management of payment of tuition fees and scholarships
- Implementation of orientations at participants' arrival in Japan and return to home countries
- Monitoring for participants
- Implementation of Evaluation Program
- Other duties necessary for JDS program implementation

(4) The Operating Committee

The Operating Committee (hereinafter referred to as "the Committee") shall be comprised of government officials from the recipient country (diplomatic authorities, authorities in charge of acceptance of economic cooperation, education authorities, etc.) and of the Japanese officials (Embassy of Japan, JICA, etc.). In principle, a representative of the government of the recipient country shall serve as Chairperson, and a representative of the Government of Japan shall serve as the Vice Chairperson. However, it shall be possible for representatives of both governments to serve as Co-Chairpersons based on an agreement between the both governments. The Chairperson (representative of the government of the recipient country) shall chair and manage Committee meetings. A JICA representative shall serve as the Director of the Committee's

Secretariat, and shall handle all administrative duties of the Committee, including calling together Committee members and preparing meeting minutes.

(5) Number of dispatchees

Through the preliminary survey the number of dispatchees for the first batch shall be determined and the planned number of dispatchees for over the four batches shall be established. The number of dispatchees for the second batch onward shall be determined through the selection as part of the agent's duties in the previous fiscal year.

(6) Target Sectors

The sectors for which participants are accepted in this program shall be those in which Japan has a comparative advantage in degree acquisition. They shall be sectors which have been confirmed as being indispensable to the economic and social development of the recipient country through the preliminary study. As many as five or six sectors can be selected as target sectors.

Stress shall be laid on sectors related to the social sciences which are conducive to efforts like promoting moves toward a market economy and strengthening governance.

(7) Determination of the accepting universities

Through the preliminary survey JICA shall specify Japanese universities which approve the intent of the program and have educational programs that correspond to the recipient countries' needs, and determine the potential accepting universities for participants in each sector. The government of the recipient country shall be notified of the results during the preliminary survey. The participants from the same sector shall be allocated to the same university (post-graduate course) to the extent that this is possible.

(8) Scope of Expenses covered by the Grant

Expenses covered by the Grant shall be divided into the following two categories:

- (a) Expenses for the purchase of services necessary in providing academic opportunities to participants from the recipient country for study in Japanese universities: Expenses for recruitment and selection after the 2nd batch, expenses for orientations, expenses for monitoring, and others
- (b) Expenses necessary for said participants to study in Japan: Scholarships, allowances for travel to and from Japan, preparation allowances, accommodation allowances, book allowances, allowances for shipping of materials, travel and seminar allowances, tuition fees, contracting fees for university education, and others

3. Qualifications and Selection of Participants

(1) Qualifications and Requirements

- (a) Nationality: Applicants must be citizens of a recipient country
- (b) Age: In principle, participants shall be between the ages of 22 and 34 (as of April 1st of the fiscal year of the participant's arrival in Japan).
- (c) Exclusion of military personnel: Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons who have acquired a master's degree after receiving a scholarship and overseas study through other foreign assistance are not eligible. Persons who are currently receiving another scholarship are not eligible.
- (f) Participants must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is sufficient for studying abroad in Japan.

(2) Participant Recruitment and Selection

(a) Recruitment and selection policies

- The target group shall be administrative officials recommended by central or regional government ministries and agencies, as well as their related organizations, which oversee target sectors determined through the preliminary survey. However, recruitment from public shall not be excluded for sectors in which recruitment from the private sector is also reasonable.
- Recommendations of candidates shall be done by the target organization under the guidance and responsibility of the Operating Committee, and the quality and number of candidates sufficient for selection shall be ensured.
- The selection of students shall be unequivocally based on each person's academic abilities. The candidates shall be determined through an examination of the application documents and interviews.

(b) System for Selection

- The Committee shall administer all parts of the selection process, from the system for selection to determination of candidates.
- The Committee shall address the following issues:
 - Specific method for selection of participants (including selection criteria and selection policy)
 - Confirmation of the selection schedule
 - Implementation and management of selection tests
 - Determination of candidates
 - Discussion of the content of the E/N, G/A, solution of problems in implementing the JDS program, and other matters

- With the approval of the Committee, final candidates for the JDS program shall be determined, and a final decision on students shall be made after selection by the accepting universities.

4. Conditions for Study in Japan

(1) Participant Benefits

(a) Scholarships

The Agent shall pay allowances, such as scholarships and tuition, directly to participant and accepting universities on behalf of the government of the recipient country in accordance with the contract signed with the recipient country. Each amount for payment of said allowances shall be informed separately.

(b) Term of Scholarship Payment, etc.

In principle, the scholarship shall be provided to the participant for a term beginning with his/her arrival in Japan and ending with his/her acquisition of the scheduled degree within the initially scheduled period of study. In principle, said term shall not be extended. The recipient country shall cancel payment of the scholarship and arrange for the participant's early return to the recipient country in any of the following cases:

- A false statement has been found in the participant's application.
- The participant violates any article of his/her pledge to the recipient country.
- The participant is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study (including failure to achieve satisfactory performance in his/her major).

(2) Obligation to report

During the term of the participant's study in Japan, the recipient country shall conduct regular monitoring of the participant, through the Agent, and report to JICA.

(3) Follow up

Because a key of the JDS program is to create human networks and to encourage participants from the recipient country to help find solutions to problems in economic and social development in their countries after their return home, the recipient country shall conduct surveys on the participants' activities after their return and promote academic and cultural exchange with Japan.

Furthermore, the recipient country shall study ways of giving participants work that provides them the opportunity to be active at central levels within government offices, etc., after their return home.

PART2 Contract with the Agent and Verification

1. General remarks

The government of the recipient country shall conform to the E/N and the G/A, and an agent contract shall be concluded with the agent regarding 2. (3) above. For contracts concluded in this manner, JICA must provide certification to ensure that the grant is eligible. Two contracts prepared with the identical contents shall be presented to JICA by the government of the recipient country through a contractor.

2. Recommendation of the agent

In order to implement the JDS smoothly, following the conclusion of the G/A JICA shall recommend the consultant that undertakes the preliminary survey to the recipient country as the agent.

3. References for the E/N and G/A

The agent contract shall refer the E/N and G/A in the following manner.

[Draft] “Regarding (program name), JICA shall provide a grant to the Government of (name of recipient country) in compliance with the E/N signed between the Japanese Government and the government of the recipient country on (date), and the G/A signed between JICA and the government of the recipient country on (date).”

4. References to the number of dispatchees

The agent contract shall refer the number of dispatchees for each fiscal year, with said number of dispatchees serving as the upper limit.

5. Scope of Work

The contract shall clearly state all products and services to be procured under the Grant.

In case that a contract includes services which are not covered by the E/N and the G/A, such a contract shall not be verified by JICA.

6. Period of Execution

The contract shall clearly stipulate the period of execution of work. That period shall not exceed the term of validity of the Grant as prescribed in the G/A.

7. Contract Price

The total amount of the contract price shall not exceed the amount of the Grant specified in the E/N and the G/A. The contract price shall be precisely and correctly stated in Japanese yen in the contract using both words and figures. If there is a difference between the price in words and that

in figures, the price in words is deemed correct.

8. Verification of Contract

The contract shall clearly state that it shall be verified by JICA to be eligible for the Grant in accordance with the stipulations of the E/N and the G/A.

9. Payment Method

In accordance with the E/N and the G/A, the contract shall have a clause stating that "payment shall be made in Japanese yen through a Japanese bank under an Authorization to Pay (A/P) issued by the Recipient or its designated authority". Payment shall be made in accordance with the criteria stipulated by JICA.

As payment includes the participants' living expenses in Japan, due care shall be taken to ensure that payment is made on the designated date in a timely manner. Thus, the government of the recipient country must issue an Authorization to Pay without delay.

10. Responsibilities and Obligations of the Recipient Country

The contract shall clearly state the responsibilities and obligations of the Recipient Country in accordance with the E/N and the G/A.

11. Amendment

If the contract requires amendment, it shall be done in the form of a contract of amendment, referring to the contract presently in force identified by its verification date and number.

The contract of amendment shall clearly state that;

- (1) all the clauses except that which is or are amended, remain unchanged.
- (2) the contract of amendment shall be verified by JICA to be eligible for the Grant.

*If application of the Guidelines is inconsistent with the laws and regulations of the Government of the recipient country, the Government of the recipient country is requested to consult with JICA.

Attachment 1: Major changes in the JDS

	Item	Before	After	Notes
Project formation stage	Preliminary surveys including field surveys	Not be implemented		1) To be Implemented once in four years. The program is planned to cover four batches of the scholarship fellows. 2) To be conducted for two to three target countries. Taking 4 fiscal years, the new system will be applied for all the target countries. 3) To be conducted by JICA contracting with private consultants
	Collaboration between target sectors / issues / organizations and bilateral ODA programs			1) The target sectors and issues, and target organizations are decided through the preliminary survey from the perspective of collaboration with bilateral cooperation programs. 2) "Selection and concentration" on four to five sectors at most per target country.
	Recruitment of candidates from public through the media or internet		Not applicable generally	1) The target organizations will carry out the recruitment of candidates while the Operating Committee, including the Embassy of Japan and JICA overseas offices, will take part to ensure that the selection of scholarship fellows is conducted appropriately. 2) If the target sector is Private Sector Development then recruitment from public may be applied as an exceptional case.
	Selection of candidates by university faculty (examination of the application documents and technical interview)			1) The participation of the Operating Committee in the selection process will essentially remain unchanged. 2) The expertise of the accepting universities will be reflected to the planning of the program covering four batches of the scholarship fellows
	Period of examination of the application documents and technical interview	Examination of the application documents: Oct. - Nov. Technical interview Dec.-Jan.	Examination of the application documents: Aug.-Sept. Technical interview Sept.	
	Survey of the accepting universities (postgraduate courses) and confirmation of the programs provided			1) JICA is responsible for the survey. 2) Specific contents and method of the survey are currently prepared.
	Formulation of a strategic university allotment plan			1) JICA is responsible for the formulation. 2) Enhancement of the matching of the needs of the partner countries with accepting universities 3) The scholarship fellows of the same target country and sector and issues will be accepted in the same accepting university as much as possible.
Implementation stage	Conclusion of E/N			To be concluded each year as usual.
	Agent			JICA will recommend the organization which wins an open bid on the preliminary field surveys.
	Cooperation period	No explicit agreement exists	4 years (4 batches)	1) Acceptance of the four batches planned for one cooperation period. 2) The number of scholarship fellows for the four batches accepted in each accepting university/master courses will be fixed as well as the target countries and sectors. 3) If the partner country requests, another preliminary survey will be conducted after the completion of the cooperation for its evaluation and the examination of suitability and possibility to implement another cooperation.
	Pre-departure language training		Not applicable	Pre-departure language training will be done away with. If necessary, it will be conducted under the responsibility of the partner country's government.
	Language training in Japan		Not applicable	1) Group-type training for two month which is currently provided will no longer be provided. 2) Essential Japanese language training for one week or so will be provided.
	Monitoring mission		Not applicable	(c) Monitoring missions for which the Japanese side has borne the expenses will not be implemented. This measure is applied to all the target countries. Instead, the embassy of the target countries in Tokyo are encouraged to initiate the monitoring, if necessary.
	Supports for the scholarship fellows, etc.			Supports for the scholarship fellows such as application, matriculation, and procedures of returning home country, confirmations of the research progress and others will be carried out by the agents as they were.
	Party responsibility for conducting follow-ups of JDS Returned Fellows	The government of the partner country	The government of the partner country	1) Utilization of JDS Returned Fellows will be managed by the government of the partner countries as it was. 2) The possibility will be discussed that the Japanese side will support this initiative with soft-type follow-up cooperation scheme and providing information through the website "JICA Global Network."

Japan's Country Assistance Program for Mongolia / JICA's country-specific programs / JDS Sub-programs

Basic policy	Japan supports the self-help efforts of Mongolia for the reduction of poverty through sustainable economic growth			
Targets of Assistance	Priority areas	Development goals (assistance policy by priority area)	Cooperation programs	JDS Sub-programs/ Components
①Japan support institutional and human resource development in both the public and private sectors for sound macroeconomic management	①Institution building and human resource development necessary for promoting a market economy	①Stabilization of macro-economy and national finance	①Support program for stabilization of macro-economy and national finance	Development of Institutions (Financial Management) (SP1 – ①)
		②Private sector development	②Support program for private sector development	Development of Institutions (Enterprise Management / Policy Planning) (SP1 – ①)
		③Basic education improvement	③Support program for basic education improvement	Development of Institutions (Legal System Reform) (SP1 – ①)
		④Practical human resource development necessary for promoting a market economy	④Support program for higher education and vocational training	Basic education and Vocational Training (SP1 – ②)
		⑤Supplement to negative phenomena of market economy	⑤Support Program for the Socially Vulnerable	
②Japan support rural development to bridge the gap between the rural and urban areas	②Support for rural development	⑥Development of model district for rural development base	⑥Development program for regional hubs model	
			⑦Basic Human Needs (BHN) Infrastructure Maintenance Support Program	
③Japan support environmental protection for eco-friendly sustainable economic growth	③Environmental protection	⑦Support for development of pasture, livestock breeding and farming, and Support for nomads	⑧Support program for revitalization of pasture, livestock breeding and farming	
		⑧Natural environment protection / Appropriate utilization of natural resources	⑨Support program for natural environment protection and appropriate utilization of natural resources	Environmental Protection (SP2)
④Japan support infrastructure development conducive to promoting economic activity including foreign exchange-earning industries and policy formulation related to such development	④Development of infrastructure to promote economic activity	⑨Urban Environmental Improvement	⑩Urban Environmental Improvement Program	Development of infrastructure to promote economic activity (Urban Environmental Improvement) (SP3)
		⑩Development of infrastructure to promote economic activity	⑪Development of infrastructure Program	Development of infrastructure to promote economic activity (Development Engineering/Information Communication Technology) (SP3)

Mongolia							
Sub-Program / Component	Name of accepting university / Study Course	Basic Policy of education	Acceptance result (field of study, no. of persons)			Improvements proposed to universities	
			Field of study	0 6	0 7		
Sub-Program 1:Institutional development for a market economy							
	Development of Institutions (Legal System Reform)	Kyushu University Graduate School of Law (LLM Law course)	With regard to the envisaged target countries, as progress is made in the development of statute law, development of the legal system does not finish with the completion of statute laws. A legal system competent of being the basis of development can only be established if a process can fully function in which human resources capable of making full use of this system can be developed, and in which laws can be utilized and can be independently amended by these people. In addition, with the advance of globalization, as recipient nations are absorbed into the world economy, support for the development of law must be provided from the perspectives of international economics and business. This initiative provides support for this.	-	-	-	
	Development of Institutions (Enterprise Management / Policy Planning)	International University of Japan Graduate School of International Management	In 1990, the Mongolian economy began to shift from a planned economy to a market economy, and it is said that the period of transition has finished. However, apart from the manufacturing industry, the private sector is weak, and there is a need for the development of human resources who can contribute to the competitiveness of this sector. The International University of Japan hopes to develop human resources who can contribute to the development of the private sector in Mongolia. Specifically, our aim is to develop (1) human resources that have a broad range of specialist knowledge on management in general, and (2) human resources that will contribute to the establishment of a financial system in Mongolia. We believe that (1) will be feasible by students taking courses in finance, management, marketing and accounting, and (2) will be possible by students taking the enriched courses which are offered by the university in the field of finance. Currently in Mongolia, there is a particularly pressing need for building the capacity of banks, and there is a demand for human resources who are thoroughly acquainted with the finance sector. In addition to completing these types of courses, by participating in platform programs, which are one of the selling points of the university providing opportunities of industry-academia collaborative research, students are able to conduct in-depth studies on management issues adapted for the present circumstances in Mongolia.	-	-	-	(Curriculum, lecture) • Improvement of faculty for study of human resource development • Feedback is expected to faculty and lectures evaluated by students • Homogenization of faculty’s lectures
	Development of Institutions (Financial Management)	Hitotsubashi University Asian Public Policy Program, School of International and Public Policy	Following the transition to a market economy in 1990 the country was temporarily plunged into a severe economic crisis. But after this, bold liberalization and structural reforms were promoted under economic cooperation from various countries and the leadership and advice of international organizations. In 2003 Mongolia formulated the Economic Growth Support and Poverty Reduction Strategy, which lists macroeconomic stability and increasing the efficiency of the public sector as one major pillar. Faced with circumstances in which the importance of this pillar is expected to increase further in the future, the country has made fostering core human resources in public sectors in charge of implementation its basic policy.	-	-	-	(Curriculum, lecture) • Improvement of lectures for local government employees • Improvement of selective subjects in fields other than tax and finance
	Basic Education and Vocational Training	Osaka University Graduate School of Human Sciences	The environment surrounding education was altered enormously in Mongolia due to the privatization which has occurred since 1990. During the period of socialism expenses for things like the education budget and faculty training which had been covered by the national government decreased. Moreover, while decentralization has progressed and many items have been transferred to provincial education bureaus, it would be hard to say that this is functioning satisfactorily owing to the lack of capacity and resources. Furthermore, the development of educational facilities and materials such as computers and textbooks is insufficient, and qualitatively the country is faced with significant problems in basic education sectors. As such, the fostering of human resources is a pressing issue above all else. From this perspective, certain initiatives have been deemed necessary, including: (1) functional education administration and school management, (2) the development of curriculums, textbooks, and teaching materials suited to children’s developmental stages, and (3) the creation of an appropriate teaching faculty training system. Out of this standpoint, the basic policy is to foster the human resources needed to improve basic education in Mongolia through education and research based on Japan’s front lines of education.	-	-	-	
Sub-Program 2: Environmental Protection		University of Tsukuba Graduate School of Life and Environmental Science	The aim of the project is to foster human resources who will contribute directly to the formulation and implementation of effective environmental policy in order to achieve sustainable economic growth while preserving the abundant natural environment amidst the move to a market economy, which is advancing rapidly. Thorough guidance is provided for realistic policy and issue analysis with a view toward the ground level (field) for issue-targeted regions, with this being based upon a system of multiple instructors and teaching faculty. Special issues (corresponding to a master’s thesis) are set through consultations between the instructors and teaching faculty and the students themselves, and research guidance is offered for the practice of environmental policy. This is done with the aim of providing the students with support for going back to work upon returning home to their countries. Students are actively encouraged to take the courses offered by other major programs in English. They are also enabled to develop an interdisciplinary perspective which is a necessary prerequisite for drafting environmental policy, and exchanges between the foreign students are promoted.	Environmental Policy	1	2	

Mongolia						
Sub-Program / Component	Name of accepting university / graduate school	Basic Policy of education	Acceptance result (field of study, no. of persons)			Improvements proposed to universities
			Field of study	06	07	
Sub-Program 3: Development of infrastructure to promote economic activity						
(Urban Environmental Improvement)	Toyo University Graduate School of Regional Development Studies	The transition to a market economy, privatization of land, and the concentration of the population in the city of Ulaanbaatar have led to a deterioration in the harsh living environment, mainly in Ger and other areas within the city. Every one of the environmental and sanitary problems in the Ger Area must be addressed, including the environmental pollution in midwinter which is concomitant with the use of coal heaters, the issue of disposing of coal ash and other solid wastes, water supply and effluent treatment, and the issue of disposing of human waste from sanitary facilities like toilets. The Graduate School of Regional Development Studies will provide the knowledge needed to improve various aspects in Ulaanbaatar, including: (1) the disposal of waste, (2) water supply and sewage facilities, (3) atmospheric pollution, and (4) urban planning. The school will also give consideration to how human resources can be fostered so that future environmental improvements can be effectively accomplished for the city.	-	-	-	
(Development Engineering・ICT)	Tokyo Institute of Technology Department of International Development Engineering, Graduate School of Science and Engineering	Economic activity was invigorated after the move to a market economy in Mongolia, with rapid urbanization and motorization advancing in the capital of Ulaanbaatar in proportion to this. While improvements to the major inner-city highways are being promoted, there is horrible traffic congestion due to the fact that traffic regulations are not complied with, and public transportation such as inner-city railways have not been sufficiently developed. At the same time, Mongolia does not border on the ocean and therefore lacks entranceways for the movement of goods such as harbors. Therefore, a road network both within the country and connecting it with China and Russia, expanding the capacity of the railroad network, and renovating facilities are indispensable for economic development. As it is going through a growth process, Mongolia itself is capable of achieving the improvement of infrastructure which will enable sustainable economic development. Underneath this recognition, the basic philosophy is to aim to foster human resources who possess specialized knowledge with respect to items like: (1) formulating appropriate urban traffic plans, (2) measuring economic effects from both the aspects of the movement of people and goods through the improvement of infrastructure, (3) appropriate management of infrastructure investment projects, and (4) infrastructure management which is economically effective and takes environmental issues into consideration.	Development Engineering	-	2	
		<p>To keep up with the progress of information technology, Mongolia has made various policy efforts, such as introduction of information technology to curriculums of elementary and secondary education, construction of an optical backbone network and establishment of e-policy. In the rural areas scattered all over the large country, however, introduction of computers and establishment of means for access to the Internet have still been great problems. Therefore, it can be said that regional “digital divide” is a potential problem from the viewpoints of administrative services, education, medical care, business, etc. On the other hand, it is hard to say that e-government is always successful, although e-government has been spreading among the advanced countries to improve the efficiency and quality of administrative service. There are various problems in infrastructure development, service quality, usability, maintenance cost, human resources, etc.</p> <p>The basic policy of this program is to improve Mongolia’s administrative services through ICT, and main challenges are 1) elimination of digital divide in rural areas; and 2) realization of sustainable e-government. Emphasis is placed on acquisition of individual skills and case study to develop human resources with technical knowledge. Research and analysis of the planning, development and implementation of Japan’s administrative services by the use of ICT from the viewpoints of both the administration (service provider) and residents (service beneficiary) will enable arrangement of views and issues important for sustainable introduction of technologies, which then will enable the development of engineers who understand what the introduction of ICT necessary for administrative services should be. Recently, through the cooperation between developing countries and advanced countries, it has been increasingly expected to transfer and use advanced technologies in the form of technologies that meet the local demand and situation. Under this cooperation, it seems essential to focus on both acquisition and application of technologies. The Department of International Development Engineering aims to make technologies and policies compatible with each other, utilizing its own characteristics.</p>	Development Engineering	-	2	

(2) Accepting Universities (Graduate School) Proposal

Name of accepting university :

<div>1</div> <div>Basic Principles of Guidance</div>	
<div>2</div> <div>Program Contents/ Curriculums, etc.</div>	Program Outline
	Curriculum Composition
	Course Contents
	Standard example of study
<div>3</div> <div>Additional Proposals for Studies by JDS Students</div>	
<div>Estimated expenses for implementation of the above proposals</div>	

4	Potential Candidates (Requirements)					
5	Matters to be specially emphasized at local interviews					
6	Support that can be offered to prospective enrollees before visiting Japan					
7	Possible follow-up support for fellows after returning home					
8	Possible support for language (Japanese, English) education					
9	Faculty members able to provide guidance on the development issue concerned	The number of faculty members able to provide main types of guidance, such as guidance on thesis		[]	Of them, the number of instructors who can provide guidance in English	[]
10	Opinion from technical viewpoint concerning "Basic Plan for Sub- Programs" (Draft)					
11	Number of persons acceptable for the issues concerned	[]	persons/yea r	Total for four years	[]	persons
12	Other					

Japanese Grant Aid for Human Resource Development Scholarship (JDS) **Basic Plan for the Sub-Programs (Draft)**

Basic Information of Sub-Program

1. Country: Mongolia
2. Sub-Program (Target Priority Area): Institutional development for a market economy
3. Operating Committee: Ministry of Education, Culture and Science, Cabinet Secretariat, Ministry of Finance, Ministry of Foreign Relations, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan For human Resources Development Center

Itemized Table 1-1

1. Outline of the Sub-Program/Component

(1) Basic Information

1. Sub-Program (Target Priority Area): Institutional development for a market economy
2. Components (Development Issues): Development of Institutions (Legal System Reform)
3. The Managing Organization: Ministry of Finance
4. Target Organizations: Ministry of Justice and Internal Affairs, Ministry of Finance, Ministry of Foreign Relations, Ministry of Roads, Transportation, Construction and Urban Development, Ministry of Minerals and Energy, Ministry of Education, Culture and Science, Ministry of Social Welfare and Labor, Ministry of Food, Agriculture and Light Industry, Ministry of Health, Ministry of Environment, Cabinet secretariat, The Supreme Court, Central Bank of Mongolia, Financial Regulatory Commission of Mongolia, State Specialized Inspection Agency, Mongolian Agency for Standardization and Metrology

(2) Background

Since its move to a market economy in 1990, Mongolia has been rapidly promoting economic reforms and the development of laws. But the state of affairs remains inadequate in both an institutional and operational sense in terms of its functioning as a market economy country, and challenges like the development of rules, the development of organizations to properly apply these rules, and the development of human resources have arisen. The development of effective laws and policies, as well as the proper use of government agencies and the legal system based upon these, is an important challenge for the vitalization of the private sector. There is also a pressing need for the development of human resources and the improvement of policy formulation and implementation abilities in the government sector, which are prerequisites for a market economy.

In order to address the aforementioned challenges, the Government of Mongolia is taking up legal reforms within institutional development for a market economy, which is one of the pillars of the Economic Growth Support and Poverty Reduction Strategy (EGSPRS), which has been positioned as the Poverty Reduction Strategy Paper (PRSP) for the country. In addition, it is also taking up reform of the legal system as one of the keynote policies in the Action Plan of the Government of

Mongolia for 2004-2008, which is the major mid-term development strategy of the Government of Mongolia. Moreover, support is being provided for the promotion of legal system reforms within support for the institutional development for a market economy, which is one of the four pillars of Japan's Country Assistance Program for Mongolia.

For its part, the Government of Japan is carrying out initiatives conducive to resolving challenges, such as dispatching long-term advisor experts and implementing a project to strengthen the bar association. In order to encourage proactive initiatives for the legal system reforms by the Government of Mongolia, the development of human resources for this field through the JDS Program is a pressing task.

(3) The status of Mongolia in Japan's ODA

Under the objective of Japan's Country Assistance Program for Mongolia of "supporting the self-help of the recipient country for reducing poverty through sustainable economic growth," "support for the institutional development for a market economy" has been provided as a target priority challenge. This component comprises a part of said support.

Previously, advice had been provided for various different fields in relation to legal system reforms from 2004 to 2006 by a long-term advisor expert. This included advice on the public disclosure of judgments, the application of judicial precedents at the ground-level of legal practice, improving the organizational management capacity of the bar association, and improving legislative capacity. Furthermore, the Project to Strengthen the Bar Association which began in 2006 is conducting training in order to improve the organizational management of the bar association, as well as providing support and training for the Bar Association Arbitration Center.

It is anticipated that this component will foster government officials who will contribute to supporting the institutional development for a market economy in Mongolia, particularly the fostering of government officials capable of policy planning related to legal system reforms, while keeping organic collaboration with the other forms of Japanese support described above in mind.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To improve the capacity of the relevant administrative institutions related to policy formulation and institution building with regard to matters like: (1) legal system reform and the establishment of an evaluation system, (2) the enactment of laws relevant to the mining and manufacturing sector and economic sectors, (3) protecting fair competition within a market economy, (4) protecting intellectual property, and (5) the enactment of insurance laws designed to protect insurance policyholders, through the returning exchange students.

(2) Project purpose

To have the human resources concerned with legal system reforms at the target organizations acquire knowledge related to policy formulation and institution building with regard to matters like: (1) legal system reform and the establishment of an evaluation system, (2) the enactment of laws relevant to the mining and manufacturing sector and economic sectors, (3) protecting fair competition within a market economy, (4) protecting intellectual property, and (5) the enactment of insurance laws designed to protect insurance policyholders.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Carry out sufficient preliminary preparations for the sake of smooth research after arriving in Japan.	Provide the basic literature required for studying abroad in order to equip the students for research in Japan.
2) During the stay in Japan	
Acquire knowledge centering mainly around coursework pertaining to international economic and business law.	Compare the situation in one's own country with that of other countries, and combine courses for learning about a broad range of legal fields with ways of conducting research by pursuing a single theme in depth. Acquire knowledge by organically combining activities like thesis writing and internships centered mainly around coursework.
Consider solutions for challenges by preparing a thesis.	Promote concrete research and prepare a thesis on challenges which the international students have established via instruction by academic advisors specializing in the applicable field and overseas field surveys.
To learn and deepen understanding of practical methods for applying the knowledge acquired through experience at the ground-level of practice.	Hold internships at places like law offices Carry out study trips such as company visits
3) After returning home	
Strengthen relations with the target organizations and improve its organizational capacity.	Hold seminars or lectures to disseminate the knowledge acquired in Japan (accompanied by teaching faculty from the graduate course).

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 2 fellows × 4 years = 8 fellows Two year master's course
 2009 (until 2011): 2 fellows
 2010 (until 2012): 2 fellows
 2011 (until 2013): 2 fellows
 2012 (until 2014): 2 fellows

(5) Inputs from the Mongolian Side

- 1) Dispatch of JDS fellows

- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - The applicant is a regular staff member engaged in tasks related to legal system reform at a target organization
 - The applicant must have two or more years of practical experience in an area like legal system reform
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Mongolia
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from the Mongolian government or other governments.

Implementation Framework

(1) Accepting university

Kyushu University, Graduate School of Law

(2) Accepting university's experience in ODA-related activities

JICA

- ASEAN Southeast Asia Engineering Education Development Network (Seed-Net) (2003 - 2008)
- School of Agriculture and Institute of Tropical Agriculture, Education and Research Capability Building Project of Hanoi Agricultural University (1998 - 2003)
- Group training course (dentistry education and training, geothermal energy and environmental science, and developing and using coal resources courses)
- Dispatch of experts (Around 10 people each year since FY2000)
- Shanghai Jiao Tong University International Industry-University Collaboration (December 2002 -)
- Project for Improving Higher Education Institutions through University-Industry-Community Links in Gajah Mada University, Indonesia (2006 - 2009)

JBIC

- Inland China Human Resource Development Project (2005 - 2006)
- Proposal-type survey regarding the development of a training course specially set up for the Inland China Human Resource Development Project with reducing coal mining accidents and environmental improvement as its themes (2005 - 2006)
- Proposal-type survey regarding the Project to Raise Income in Impoverished Areas through the Sustainable Use of Resources in Sabah, Malaysia (2006 - 2007)

(3) Program Overview

Development of the legal system does not finish with the completion of statute laws. A legal system competent of being the basis of development can only be established if a process can fully function in which human resources capable of making full use of this system can be developed, and in which laws can be utilized and can be independently amended by these people. In addition, with the advance of globalization, as recipient nations are absorbed into the world economy, support for the development of law must be provided from the perspectives of international economics and business. This initiative provides support for this.

A suitable technique for realizing the abovementioned basic philosophy is one where a curriculum, in which students compare circumstances in their own countries against other countries and in which students learn wide-ranging fields of law, is combined with a method where students pursue and research a single topic in depth. From a perspective such as this, our university's approach provides course work related to international economic and business law which ensures as many opportunities as possible for students to come into contact with other students from different countries and with diverse backgrounds. Courses are formed by organically combining thesis writing and internships, etc. around the central course work. The courses are designed for students from JDS countries in a way that a course which normally takes one year to finish is completed specifically over two years because it is believed that measured education is needed.

Furthermore, as a result of consultations with the concerned parties at the local target organizations, proposals such as the preliminary instruction, research support activities, and ex-post follow-ups listed in '2. (3) Activities' were made to serve as activities for strengthening the problem solving capabilities of the international students.

Itemized Table 1-2**1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program (Target Priority Area): Institutional development for a market economy
2. Components (Development Issues): Development of Institutions
(Enterprise Management / Policy Planning)
3. The Managing Organization: Ministry of Finance
4. Target Organizations: Ministry of Justice and Internal Affairs, Ministry of Finance, Ministry of Foreign Relations, Ministry of Roads, Transportation, Construction and Urban Development, Ministry of Minerals and Energy, Ministry of Education, Culture and Science, Ministry of Social Welfare and Labor, Ministry of Food, Agriculture and Light Industry, Ministry of Health, Ministry of Environment, Cabinet secretariat, The Supreme Court, Central Bank of Mongolia, Financial Regulatory Commission of Mongolia, State Specialized Inspection Agency, Mongolian Agency for Standardization and Metrology

(2) Background

Since its move to a market economy in 1990, Mongolia has been rapidly promoting economic reforms and the development of laws. But the state of affairs remains inadequate in both an institutional and operational sense in terms of its functioning as a market economy country, and challenges like the development of rules, the development of organizations to properly apply these rules, and the development of human resources have arisen. There is also a pressing need for the development of human resources and the improvement of policy formulation and implementation abilities in the government sector, which are prerequisites for a market economy.

In order to address the aforementioned challenges, the Government of Mongolia has made the transition to a market economy and the creation of systems and an environment for growth centered around the private sector pillars of its Economic Growth Support and Poverty Reduction Strategy (EGSPRS), which has been positioned as the Poverty Reduction Strategy Paper (PRSP) for the country. Moreover, strengthening the financial system; enhancing the support system for fostering companies such as by improving things like the managerial capacity and transactional know-how at small and medium-sized companies (SMEs); and fostering human resources by means such as developing the trade and investment environment are described as pressing issues within support for the institutional development for a market economy, which is one of the four pillars of Japan's Country Assistance Program for Mongolia.

For its part, the Government of Japan is carrying out initiatives conducive to resolving challenges, such as dispatching trade and investment policy advisors and implementing the Two-Step-Loan Project for SME Development and Environmental Protection, as well as support for the Japan Human Resource Development Center. In order to encourage proactive initiatives for enterprise management and policy planning by the Government of Mongolia, the development of human resources for this field through the JDS Program is a pressing task.

Although the country has entered a period of stability following the transition period to a market

economy, the situation remains one in which the fostering of human resources who are capable of responding to a diverse array of challenges is essential. The expectation is that through JDS the fostering of human resources for the government sector will be enhanced, as will institutional development for a market economy.

(3) The status of Mongolia in Japan's ODA

Under the objective of Japan's Country Assistance Program for Mongolia of "supporting the self-help of the recipient country for reducing poverty through sustainable economic growth," "support for the institutional development for a market economy" has been provided as a target priority challenge. This component comprises a part of said support.

Previously, in relation to enterprise management and policy planning, support for trade and investment-related policy planning has been provided since November 2007 by Japan as a policy advisor for the Deputy Minister for Industry and Trade. Long-term financing was lent to SMEs in Mongolia through the Two-Step-Loan Project for SME Development and Environmental Protection, which also provided capacity building for intermediary financial agencies and SMEs, support for the cultivation of the private sector, and more.

It is anticipated that this component will foster government officials who will contribute to supporting the institutional development for a market economy in Mongolia, particularly the fostering of government officials capable of policy planning related to enterprise management and policy planning, while keeping organic collaboration with the other forms of Japanese support described above in mind.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To improve the capacity of the relevant administrative institutions related to policy formulation and institution building with regard to matters like improving the managerial capacity and transactional know-how at SMEs, and developing the trade and investment environment through the returning exchange students.

(2) Project purpose

To have the human resources concerned with enterprise management and policy planning at the target organizations acquire knowledge related to policy formulation and institution building with regard to matters like improving the managerial capacity and transactional know-how at SMEs, and developing the trade and investment environment.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Improve the learning results after arriving in Japan.	Hold lectures on subjects like statistics, microeconomics, and macroeconomics, as well as Japanese culture, history, society, geography, and climate.
2) During the stay in Japan	

Entrench fundamental knowledge by holding introductory training.	Review statistics, microeconomics, macroeconomics, and computer operation. Hold introductory training related to a fundamental understanding of Japanese culture, history, society, geography, and climate.
Acquire an extensive range of specialized knowledge related to enterprise management and policy planning.	<p>In the first year, basic knowledge related to enterprise management is acquired without placing undue emphasis on any particular field in order to cultivate a comprehensive outlook. For the second year, knowledge of a particular field is acquired by selecting one of five areas: Finance and Accounting, Information Technology and Operations Management, Marketing, Strategic Management, and General according to one's career plans, and taking special courses according to the area.</p> <p>Lecturers are invited from outside in order to deepen understanding of relevant challenges and to improve the study results, and activities like special lectures and study theme presentations are conducted as well.</p>
Consider solutions to challenges by preparing a thesis.	Promote concrete research and prepare a thesis on challenges which the international students have established via instruction by academic advisors specializing in the applicable field and overseas field surveys.
To deepen understanding of practical methods for applying the knowledge acquired through experience at the ground-level of practice.	Conduct field trips like factory tours as part of the lectures with the goal of deepening understanding management at the ground-level.
3) After returning home	
To brush up on knowledge through the use of networks.	Improve upon the knowledge needed for solving problems by using networks of graduates in the form of members of the International University of Japan Alumni Association, as well as regular contact with the academic advisors in charge.

(4)-1 Inputs from the Japanese Side

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch : 6 fellows × 1 year + 1 batch : 4 fellows x 3 years = 18 fellows Two year master's course
2009 (until 2011): 6 fellows
2010 (until 2012): 4 fellows
2011 (until 2013): 4 fellows
2012 (until 2014): 4 fellows

(5) Inputs from the Mongolian Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - The applicant is a regular staff member engaged in tasks related to enterprise management and policy planning at a target organization
 - Must have two or more years of practical experience in areas like enterprise management and policy planning
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Mongolia
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from the Mongolian government or other governments.

Implementation Framework**(1) Accepting university**

International University of Japan, Graduate school of International Management

(2) Accepting university's experience in ODA-related activities

The university has cooperated with international agencies and development assistance agencies like the International Monetary Fund (IMF), World Bank, and JICA to conduct the fostering of human resources in Asia and transitional economic zones for challenges confronting the global society, such as financial market fluctuation, income disparity, and environmental problems.

- JICA long-term trainee acceptance (2000 -) from numerous target countries, including Cambodia, China, and Ethiopia
- IMF scholarship program (2001 -) for numerous target countries, including Indonesia, Kazakhstan, and Laos

(3) Program Overview

With regard to development of human resources that have a broad range of specialist knowledge on management in general, in the first year, students will acquire basic knowledge that is essential as managers, and they will nurture a comprehensive perspective, without bias toward any particular discipline. In the second year, students will select one of the following five areas: finance and accounting, information technology and operations management, marketing, strategic management, and general management. By taking specialized subjects in a particular area, it is hoped that students will acquire knowledge in a specific field of learning. It will be possible to take classes like those below for the fields of personnel management, information and technology, project management, the securities market, and project finance, which were requested by Mongolia in particular. Cross Cultural Management, Human Resource Management, International Career

Development, IT Strategy & Policy Planning, Project Management, Corporate Restructuring and M&A, Debt Securities Markets, Derivatives Markets, Money and Banking in Japan, Portfolio Management, Value-based Management for Japan, Valuation of Japanese Management Style, Private Equity & Venture Capital). In general, students are also encouraged to participate in platform programs. Platform programs go beyond just the academic level. They promote joint research for solving problems, calling for participation from past graduates, support companies, governments, NGOs and other stakeholders of the International University of Japan. Following are the platform programs that are expected to be suited to the abovementioned development issue for Mongolia.

- New Leadership in Japan and Asia under Globalization
- The innovations of ICT and their strategic use in Governance, Society, and Globalization
- Performance Evaluation and Incentive System
- Corporate Restructuring and Mergers and Acquisitions
- Investments in Emerging Markets and Risk Management for Local Businesses

Furthermore, as a result of consultations with the concerned parties at the local target organizations, proposals such as the preliminary instruction, research support activities, and ex-post follow-ups listed in ‘2. (3) Activities’ were made to serve as activities for strengthening the problem solving capabilities of the international students.

Itemized Table 1-3**1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program (Target Priority Area): Institutional development for a market economy
2. Components (Development Issues): Development of Institutions (Financial Management)
3. The Managing Organization: Ministry of Finance
4. Target Organizations: Ministry of Justice and Internal Affairs, Ministry of Finance, Ministry of Foreign Relations, Ministry of Roads, Transportation, Construction and Urban Development, Ministry of Minerals and Energy, Ministry of Education, Culture and Science, Ministry of Social Welfare and Labor, Ministry of Food, Agriculture and Light Industry, Ministry of Health, Ministry of Environment, Cabinet secretariat, The Supreme Court, Central Bank of Mongolia, Financial Regulatory Commission of Mongolia, State Specialized Inspection Agency, Mongolian Agency for Standardization and Metrology

(2) Background

Since its move to a market economy in 1990, Mongolia has been rapidly promoting economic reforms and the development of laws. But the state of affairs remains inadequate in both an institutional and operational sense in terms of its functioning as a market economy country, and challenges like the development of rules, the development of organizations to properly apply these rules, and the development of human resources have arisen. There is also a pressing need for the development of human resources and the improvement of policy formulation and implementation abilities in the government sector, which are prerequisites for a market economy.

In order to address the aforementioned challenges, the Government of Mongolia has made macroeconomic stability and improving the efficiency of the public sector pillars of its Economic Growth Support and Poverty Reduction Strategy (EGSPRS), which has been positioned as the Poverty Reduction Strategy Paper (PRSP) for the country. Moreover, establishing a tax collection system and improving both policy planning capabilities and specialized capabilities for economic and social sectors are described as pressing issues within support for the institutional development for a market economy, which is one of the four pillars of Japan's Country Assistance Program for Mongolia.

For the aforementioned challenges, Japan provided support for the formulation of development strategies, public investment plans, and implementation plans for concrete economic reform programs in order to propel the transition to a market economy in Mongolia forward from 1998 to 2001. Emphasis was also placed on improving the tax collection capabilities of the Mongolian Taxation Authority in the interest of developing a financial base as part of economic reform programs. Support pertaining to institution and organization building was provided through advice for organizational reform and tax system revision proposals, followed by support related to improving administrative capacity for the implementation side in order to ensure proper management of institutions and organizations that began in 2001. Despite the fact that the support for sectors other than tax collection was not necessarily long-term, support for the economic sector was provided for policy planning, the development of institutions, and the application of laws

through the dispatch of long-term experts to the Ministry of Finance, Bank of Mongolia, and other organizations.

For the financial management field, there is a demand for the fostering of human resources who are capable of performing in a wide range of fields that are not limited to the development of financial and monetary systems, but which also include personnel management, information and technology, project management, the securities market, project finance, and strengthening risk management structures.

Although the country has entered a period of stability following the transition period to a market economy, the situation remains one in which the fostering of human resources who are capable of responding to a diverse array of challenges is essential. The expectation is that through JDS the fostering of human resources for the government sector will be enhanced, as will institutional development for a market economy.

(3) The status of Mongolian in Japan's ODA

Under the objective of Japan's Country Assistance Program for Mongolia of "supporting the self-help of the recipient country for reducing poverty through sustainable economic growth," "support for the institutional development for a market economy" has been provided as a target priority challenge. This component comprises a part of said support.

Previously, support was provided in relation to financial management with the Ministry of Finance and Mongolian Taxation Agency as the target organizations. The support was provided through the Establishment of Tax Education System Project which began in August 2005 under the three pillars of improving the fostering of human resources, tax collection techniques, and taxpayer services.

It is anticipated that this component will foster government officials who will contribute to supporting the institutional development for a market economy in Mongolia, particularly the fostering of government officials capable of policy planning related to financial management, while keeping organic collaboration with the other forms of Japanese support described above in mind.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To improve the capacity of the relevant administrative institutions related to policy formulation and institution building with regard to matters like fiscal policies such as the tax system and decentralization, public sector policies like privatization and competition policy, monetary policies, and policies for fiscal stabilization through the returning exchange students.

(2) Project purpose

To have the human resources concerned with financial management at the target organizations acquire knowledge related to policy formulation and institution building with regard to matters like fiscal policies such as the tax system and decentralization, public sector policies like privatization and competition policy, monetary policies, and policies for fiscal stabilization.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Improve the learning results after arriving in Japan.	Conduct short, intensive classes on mathematics. Carry out exchanges of opinions between teaching faculty, prospective enrollees, and graduates by using a remote system. Conduct small-scale seminars at the target organizations.
2) During the stay in Japan	
Acquire an extensive range of specialized knowledge related to financial management.	Provide instruction so that the students can systematically learn fundamental economic theory and practical techniques required for the creation and management of actual policies in order to achieve macroeconomic stability and greater efficiency in the public sector. For classes concerned with pressing challenges, deepen practical understanding by inviting internal and external experts who actually are, or who once were, practically involved in macroeconomic stability and increasing the efficiency of the public sector, holding workshops, learning from their knowledge and experiences, and engaging in discussions. Hold short, intensive courses regarding important challenges for macroeconomic policy by inviting lecturers from internal and external universities and government administrative offices.
Consider solutions to challenges by preparing a thesis.	Promote concrete research and prepare a thesis on challenges which the international students have established via instruction by academic advisors specializing in the applicable field and overseas field surveys.
Strengthen the foundation for cooperation between the two countries and deepen understanding regarding the Government of Japan's assistance policy.	Conduct seminars related to Official Development Assistance (ODA) by gathering together JDS fellows and Japanese people (students, young employees at JICA and JBIC, officials concerned with ODA policy).
3) After returning home	
To brush up on knowledge through the use of networks.	Carry out exchanges of opinions and offer advice as needed through websites for graduates. Carry out exchanges of opinions between teaching faculty, graduates, and top officials at the target organizations. Carry out exchanges of opinions between teaching faculty, prospective enrollees, and graduates by using a remote system.

(4)-1 Inputs from the Japanese Side

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch : 1 fellows × 1 year + 1 batch : 2 fellows x 3 years = 7 fellows Two year master's course
 2009 (until 2011): 1 fellows
 2010 (until 2012): 2 fellows
 2011 (until 2013): 2 fellows
 2012 (until 2014): 2 fellows

(5) Inputs from the Mongolian Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - The applicant is a regular staff member engaged in tasks related to financial management at a target organization
 - The applicant must have two or more years of practical experience in an area like financial management
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Mongolia
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from the Mongolian government or other governments.

Implementation Framework**(1) Accepting university**

Hitotsubashi University, Asian Public Policy Program, School of International and Public Policy

(2) Accepting university's experience in ODA-related activities

- JICA
- Long-term trainee acceptance related to Asian public policy
 - Consigned research on the Development of Case Examples Regarding Knowledge Management
 - Development Study on Support for the Transition to a Market Economy in Vietnam
 - Dispatch of long-term and short-term experts
- Others
- Implementation of the Japan-IMF Executive Program
 - In terms of cooperation with the Ministry of Foreign Affairs (MOFA) of Japan, cooperation has been provided over committee members to work on the formulation and revision of country assistance programs, members of the Council on the Movement of People Across Borders, and members of the Board on Comprehensive ODA Strategy,

among others

- Established the International Joint Research Center and created the International Joint Research Network with the goal of contributing to the advancement and creation of international academic research

(3) Program Overview

Instruction is provided so that students are able to systematically acquire the basic economic theory and practical techniques necessary for the formulation and management of actual policies and projects in order to achieve macroeconomic stability and improve the efficiency of the public sector.

Specifically, the curriculum consists of required courses, elective courses, courses concerning pressing issues, as well as the preparation of a master's thesis.

In the required courses students learn basic economic theory and econometrics, such as macroeconomics, microeconomics, and public economics.

In the elective courses students learn finance policy such as the tax system and decentralization, public sector policy such as privatization and competition policy, and finance policy and finance stabilization policy.

For the courses concerning pressing issues, domestic and foreign experts who are actually involved in a practical manner with macroeconomic stabilization and improving the efficiency of the public sector or those who have taken part are called in for the holding of workshops. Students thereby learn from their knowledge and experience while deepening their practical understanding through discussions. In addition, with regard to important themes for macroeconomic policy, lecturers from domestic and foreign universities and government agencies are invited to hold short-term, intensive lectures.

Then, based on the know-how obtained from these required courses, elective courses, and courses concerning pressing issues, the students prepare a master's thesis for policy issues which are important to their own home countries.

Furthermore, as a result of consultations with the concerned parties at the local target organizations, proposals such as the preliminary instruction, research support activities, and ex-post follow-ups listed in '2. (3) Activities' were made to serve as activities for strengthening the problem solving capabilities of the international students.

Itemized Table 2**1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program (Target Priority Area): Institutional development for a market economy
2. Components (Development Issues): Basic Education and Vocational Training
3. The Managing Organization: Ministry of Education, Culture and Science
4. Target Organizations: Ministry of Education, Culture and Science, Ministry of Labor and Social Welfare, Universities and Research Institutions. Other related government organization

(2) Background

Since its move to a market economy in 1990, Mongolia has been rapidly promoting economic reforms and the development of laws. But the state of affairs remains inadequate in both an institutional and operational sense in terms of its functioning as a market economy country, and challenges like the development of rules, the development of organizations to properly apply these rules, and the development of human resources have arisen.

In addition to the importance of bolstering the public sector, fostering human resources through the reinforcement of basic, vocational, and higher education is an extremely important theme from the perspective of fostering the human resources who will play a major role in Mongolia's future. As such, the Government of Mongolia is making haste to rebuild the education sector. For this reason, the Education Sector Master Plan was drawn up as a medium to long-term strategy paper for 2006 to 2015 which indicates an attitude of emphasizing education as the foundation for national development.

The challenges mentioned above will be dealt with by addressing issues in the education sector, including the problem of triple-shift rotating classes due to the shortage of schools which mainly affects basic education, the lengthening of the number of years of compulsory education (12 years after beginning school at age 6), and improving the quality of education (content, teachers' teaching methods, etc.). These are to be dealt with via initiatives like improving primary education facilities via grant aid, as well as supporting the ability of local government education officials to formulate training for in-service teachers and support for the development of teacher instruction manuals designed to promote child-centered lessons via technical cooperation projects. Furthermore, in recent years the implementation of practical vocational education suited to the needs of the market has been sought from the perspective of expanding employment opportunities for young people. Against such a background, particularly urgent requirements include approaches from an economic dimension with regard to education administration, evaluation methods with regard to the quality of education, and the fostering of human resources with regard to modalities for education which make practical use of new technologies like computers.

Although the country has entered a period of stability following the transition period to a market economy, the situation continues to be one in which the fostering of human resources who are capable of responding to a diverse array of challenges is essential. The expectation is that through JDS the fostering of human resources for the government sector will be enhanced, as will institutional development for a market economy.

(3) The status of Mongolian in Japan's ODA

Under the objective of Japan's Country Assistance Program for Mongolia of "supporting the self-help of the recipient country for reducing poverty through sustainable economic growth," "support for the institutional development for a market economy" has been provided as a target priority challenge. This component is comprised of "fostering human resources through the reinforcement of areas like basic education and vocational training" within this. The fostering of human resources through the reinforcement of areas like basic education and vocational training is an extremely important challenge from the perspective of fostering human resources to contribute to sustainable growth. Technical cooperation has been provided in order to improve the educational facilities and teaching materials for, and qualitatively enhance the education of, primary and secondary education through the Project for Improvement of Primary Education Facilities, Teacher Retraining Project, Teaching Methods Improvement Project towards Children's Development, and others. In addition, physical support has also been actively provided through initiatives like the acceptance of education sector trainees for areas like education administration, as well as the dispatch of Japan Overseas Cooperation Volunteers (JOCV) and experts.

It is anticipated that this component will foster government officials and others who will contribute to the reinforcement of basic education and vocational training in Mongolia, while keeping organic collaboration with the other forms of Japanese support described above in mind.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To improve the capacity of the relevant administrative institutions related to policy formulation and institution building with regard to qualitatively enhancing education administration (educational methods, school management, improving teaching materials, data analysis, evaluation, etc.) to contribute to the improvement of basic education through the returning exchange students.

(2) Project purpose

To have the human resources concerned with fostering human resources through the reinforcement of areas like basic education and vocational training at the target organizations acquire knowledge related to policy formulation and institution building with regard to qualitatively enhancing education administration (educational methods, school management, improving teaching materials, data analysis, evaluation, etc.) to contribute to the improvement of basic education.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Improve the learning results after arriving in Japan.	Provide reference literature and theses suited to the research theme in order to equip the students for research in Japan.
2) During the stay in Japan	
Increase awareness of the challenges for basic education in Mongolia and create personal networks.	Hold special lectures and workshops by inviting external lecturers from educational administrative institutions, educational research institutes, international agencies and donors, and international non-governmental organizations

	(NGOs), among others.
Acquire advanced specialized knowledge in order to contribute to improving basic education.	Provide instruction which enables the students to study and learn in a systematic manner, such as acquiring practical capabilities related to educational administration, school management, and class management; as well as analytical capabilities related to the handling of educational data.
Obtain expertise by comparing the educational situation in Japan with the one in Mongolia.	Conduct fieldwork at places like educational administrative institutions (Ministry of Education, Culture, Sports, Science and Technology [MEXT], local boards of education, etc.), teacher training institutions (teacher training colleges, etc.), at actual schools (elementary, lower secondary, and special education schools, etc.), and education-related institutions (healthcare institutes, textbook companies, and welfare facilities) within Japan.
Organically integrate practice in the field with academic theory and acquire survey and analysis methods.	Conduct education research through an academic approach, maintaining widespread coordination with institutions in Japan and overseas (international agencies, ODA agencies, university and research institutes, NGOs, non-profit organizations (NPOs), etc.). Provide instruction which combines seminars and individual guidance, as well as instruction on survey and analysis methods through fieldwork
Consider solutions to challenges by preparing a thesis.	Promote concrete research and prepare a thesis on challenges which the international students have established via instruction by academic advisors specializing in the applicable field and overseas field surveys.
3) After returning home	
Disseminate knowledge through the returning students.	Provide the support needed to disseminate knowledge at the local level, such as by having instructors give lectures, when holding on-site seminars that are led by graduates.

(4)-1 Inputs from the Japanese Side

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 3 fellows × 4 years = 12 fellows Two year master's course
2009 (until 2011): 3 fellows
2010 (until 2012): 3 fellows
2011 (until 2013): 3 fellows
2012 (until 2014): 3 fellows

(5) Inputs from the Mongolian Side

1) Dispatch of JDS fellows
2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)

3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

1) Work experience

- The applicant is a regular staff member engaged in tasks related to fostering human resources through the reinforcement of areas like basic education and vocational training at a target organization
- The applicant must have two or more years of practical experience in an area like fostering human resources through the reinforcement of areas like basic education and vocational training

2) Other qualifications

- The applicant must have a bachelor's degree
- Adequate English proficiency for research activities in a Master's program
- Nationality: Citizenship of Mongolia
- Age: 22-39 years old
- The applicant is not on a scholarship or has no plans to receive scholarship.
- The applicant has not acquired a master's degree from a foreign university on a scholarship from the Mongolian government or other governments.

Implementation Framework

(1) Accepting university

Osaka University, Graduate School of Human Sciences

(2) Accepting university's experience in ODA-related activities

JICA

Mongolia Teacher Retraining Project (2003 - 2006)

Mongolian long-term trainees (educational administration)

Dispatch of experts (Mongolian education ministry)

Implementation of an exchange class for elementary schools in both Mongolia and Japan via the use of a satellite connection (2004; in cooperation with the Mongolian education ministry)

(3) Program Overview

To countries toward improving basic education, instruction is provided so that students can systematically learn about: (1) advanced, specialized knowledge pertaining to educational administration and the study of educational methods, (2) analytical capacity concerning the handling of education data, and (3) practical capacity concerning educational administration, running a school, and running classes.

Specifically, the curriculum offers lectures, as well as an emphasis on practical, hands-on learning and recitations. On top of this, the research status is checked and guidance provided in a detailed manner via a seminar format. Particular emphasis is placed on research and thesis preparation concerning a master's thesis. Instruction is provided so that students internalize the ability to analyze specific problems in the field and capacity conducive to resolving challenges through fieldwork.

Moreover, traditionally the foreign students have been encouraged to acquire implications for education policy in their home countries by studying various issues related to education in Japan as

their theme. A structure is being set up to provide support for regional education administration and fieldwork on the front lines of education.

Furthermore, as a result of consultations with the concerned parties at the local target organizations, proposals such as the preliminary instruction, research support activities, and ex-post follow-ups listed in '2. (3) Activities' were made to serve as activities for strengthening the problem solving capabilities of the international students.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)

Basic Plan for the Sub-Programs (Draft)

1. Basic Information of Sub-Program

(1) Basic Information

1. Country: Mongolia
2. Sub-Program (Target Priority Area): Environmental Protection
3. Operating Committee: Ministry of Education, Culture and Science, Cabinet Secretariat, Ministry of Finance, Ministry of Foreign Relations, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan For Human Resources Development Center
4. The Managing Organization: Ministry of Environment
5. Target Organizations: Ministry of Environment, Ministry of Finance, Ministry of Food, Agriculture and Light Industry, Ministry of Minerals and Energy, Universities and research institution, Other related governmental organization

(2) Background

Although Mongolia has a diverse ecosystem and biodiversity, including internationally rare wild animals, the pressure to use wildlife, pasture, forests and other natural resources has been increasing as a result of disorderly development since 1990. In this situation, the Mongolian Government has positively participated in international frameworks, such as the Biodiversity Treaty and the United Nations Convention to Combat Desertification. However, Mongolia is delayed in the establishment of a domestic system to comply with the frameworks. In addition, although some environment-related laws have been established to cope with recent environmental destruction caused by urbanization and mining development, the execution of the laws has not functioned well, conspicuously showing vulnerability in the operation of them. Moreover, consideration for the environment is essential for the development of Mongolia and it is especially important to protect the nature peculiar to Mongolia, because the nature is producing Mongolia's unique culture. Natural resources have a value as resources for the tourism development encouraged by the Mongolian Government. In addition, it cannot be ignored that animals, plants and other natural resources are keenly expected to be used as local people's supplementary revenue sources. Therefore, it is necessary to support the promotion of the protection of the natural environment and the proper use of natural resources, contributing also to poverty alleviation and the protection of traditional cultures peculiar to local areas.

To cope with these issues, the Mongolian Government has been promoting well-balanced and environmentally sustainable local development as one of the pillars of the Economic Growth Support and Poverty Reduction Strategy (EGSPRS), which the Government regards as its Poverty Reduction Strategy Paper (PRSP). In addition, under Japan's Country Assistance Program for Mongolia also, the Government regards the support for environmental protection as one of the four targets to support the promotion of the protection of the natural environment and the appropriate utilization of natural resources.

The Japanese Government has been making efforts to solve the issues, for example, by carrying out the Project for the catchment area management model for the protection and sustainable utilization of the wetland ecosystem. However, also to promote the Mongolian Government's active efforts for the natural environment and the improvement of systems and the appropriate operation, it is urgently necessary to develop human resources in this area under the JDS Program.

(3) The status of Mongolia in Japan's ODA

Under the assistance objective “support for self-help efforts to reduce poverty through sustainable economic growth,” support has been provided to a target priority issue, “Environmental protection (Natural environment protection and Appropriate utilization of natural resources; measures against environmental problems in the capital city of Ulaanbaatar.” This component constitutes a part of the natural environment protection and the appropriate utilization of natural resources. In addition, it is written in the direction of assistance to Mongolia that Japan will support environmental protection for sustainable economic growth compatible with the environment.

The technical cooperation project for improving the Mongolian Government's administrative capacity has so far been carried out widely under the “Development of Human Resources for Weather Forecast and Data Analysis” and “Catchment Area Management Model for the Protection and Sustainable Use of the Wetland Ecosystem.”

Coordinating organically with other Japanese support programs than the above-mentioned, this Sub-program is expected to develop administrative officials who contribute to environmental protection in Mongolia – especially, administrative officials who can plan policies concerning the protection of the natural environment and the appropriate utilization of the natural resources.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

Related administrative agencies' capacity should be improved through the fellows returning to Mongolia concerning policy planning and system construction for the protection of the ecosystems and environment of wetlands and closed water regions, the management of basins for effective use of them, the utilization of the environmental monitoring system, and environmental education, etc.

(2) Project purpose

The target organizations' human resources engaged in environmental protection should acquire knowledge on policy planning and system construction for the protection of the ecosystem and environment of wetlands and closed water regions, the management of basins for effective use of them, the utilization of the environmental monitoring system, and environmental education, etc.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Sufficient preparations for smooth study after visiting Japan	Acquiring basic knowledge through provision of references and treatises to be read before study
2) During the stay in Japan	
Learning of policy theories concerning environmental protection and know-how in project design, implementation and management	Learning about the composition and correlation between the air, water, and soil (environmental mediums), how these are involved with living things (ecosystems), as well as the impact and interaction that human activities have on environmental mediums and ecosystems in an interdisciplinary manner, and theoretically and practically learning about development and assistance measures for solving these

	<p>problems</p> <p>Every one of practical research team selects a special issue on their own and then their specialized knowledge and research capacity are improved and they are provided with know-how for planning, implementation, and operation of joint environmental projects.</p>
Consideration of measures for solving issues through preparation of thesis	Proceeding with concrete study and preparing a thesis on the issue set by each fellow through guidance by academic advisors specialized in the area and an overseas field survey
Deepening understanding of how to use learnt knowledge practically through field experience	Acquiring practical skills and knowledge helpful after returning to Mongolia through practice at regions environmentally similar to Mongolia, visiting related facilities and holding experts' workshops
3) After returning home	
Brushing up knowledge	<p>Provision of advice concerning study and policy planning /implementation as needed by academic advisors</p> <p>Follow-up of effective study activities and environmental policy planning/implementation through establishment of international joint researches</p> <p>Learning latest information on the area concerned and disseminating knowledge through joint seminars with fellows who complete the study course</p>

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch : 2 fellows × 1 year + 1 batch : 3 fellows x 3 years = 11 fellows
 2009 (until 2011): 2 fellows
 2010 (until 2012): 3 fellows
 2011 (until 2013): 3 fellows
 2012 (until 2014): 3 fellows

(5) Inputs from the Mongolian Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - The applicant must be a target organization's regular employee engaged in work related to environmental protection.

- The applicant must have two or more years' practical experience in the environmental protection area or the like.
- 2) Other qualifications
- The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Mongolia
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship from other than the JDS Program.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from the Mongolian government or other governments.

Implementation Framework

(1) Accepting university

University of Tsukuba, Graduate School of Life and Environmental Studies

(2) Accepting university's experience in ODA-related activities

JST CREST research project centering on Mongolia, "Elucidation of the Interaction between the Hydrologic Cycle and the Biosphere and Atmosphere in Northeast Asian Vegetation Transition Regions" (2002 to 2007)

"International Joint Workshops and Symposiums with Mongolian Research Institutions"

(3) Program Overview

For the JICA project students can learn about fundamental environmental knowledge which is necessary for fostering human resources capable of giving instruction from an environmentally conscious viewpoint in an interdisciplinary manner. In particular, they are able to learn about the composition and correlation between the air, water, and soil (environmental mediums), how these are involved with living things (ecosystems), as well as the impact and interaction that human activities have on environmental mediums and ecosystems. On top of which JDS project prospective candidates comprise the core of practical research teams studying basin management for conserving and effectively utilizing the ecosystems and environment in wetlands and closed water regions, or else for the implementation of environmental policies and environmental education using environmental monitoring systems. Every one selects a special issue on their own and then their specialized knowledge and research capacity are improved and they are provided with know-how for planning, implementation, and operation of joint environmental projects. Instruction is provided mainly by earth science, biological systems, applied biology, agricultural village engineering, and system information engineering teaching faculty. Centering around the earth science teaching faculty, the faculty have accumulated experience and knowledge from the implementation of numerous international projects. These include elucidations of water and air circulation systems, the production volume for grasslands, and suitable water usage systems for arid lands typified by countries like Mongolia, such as the Elucidation of the Interaction between the Hydrologic Cycle and the Biosphere and Atmosphere in Northeast Asian Vegetation Transition Regions (RAISE) by CREST. In addition, Ibaraki Prefecture, where our university is located, is positive about environmental support for Mongolia.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in "2. (3) Activities" have been proposed as activities for strengthening fellows' problem-solving ability.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)

Basic Plan for the Sub-Programs (Draft)

Basic Information of Sub-Program

1. Country:	Mongolia
2. Sub-Program (Target Priority Area):	Development of Infrastructure to Promote Economic Activity
3. Operating Committee:	Ministry of Education, Culture and Science, Cabinet Secretariat, Ministry of Finance, Ministry of Foreign Relations, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan For Human Resources Development Center

Itemized Table 1-1

1. Outline of the Sub-Program/Component

(1) Basic Information

1. Sub-Program (Target Priority Area):	Development of infrastructure to promote economic activity
2. Components (Development Issues):	Strengthening Urban Development (Development Engineering · ICT)
3. The Managing Organization:	Ministry of Roads, Transportation, Construction and Urban Development
4-1. Target Organizations (Development Engineering):	Ministry of Roads, Transportation, Construction and Urban Development, Ministry of Environment, Ministry of Minerals and Energy, Ulaanbaatar City Administration, Universities and Research Institutions, Other related governmental organization
4-2. Target Organizations (ICT):	All Ministries (Except Ministry of Defense) , Information Communication Technology Agency, Central Bank of Mongolia

(2) Background

Infrastructure is essential for activating the private sector and promoting trade and investments and a basis for developing the Mongolian economy. However, most of the existing facilities have become decrepit because they were built with the support of the former Soviet. Although the development of infrastructure has been promoted with the support of Japan and other donor countries after the shift to market economy, it is still not sufficient. In addition, it has become a challenge to establish systems and organizations necessary for adequate maintenance and enhancement of infrastructure as a whole in order to improve economic efficiency of the infrastructure. Moreover, there are the following problems: an increase in the population and a rapid increase in household incomes have resulted in an increasing number of car owners, serious traffic congestion at peak time zones and an increase number of traffic accidents; and the population increase and urbanization have caused random construction of apartment houses and condominiums.

Mongolia has taken various policies to keeping up with the global development of information and communication technologies, such as the introduction of the information and communication technology course in the elementary school curriculums. However, in the rural areas dispersed around the vast area of Mongolia, there is the problem of delay in the introduction of computers and

the establishment of means for access to the Internet. In addition, regional “digital divide” has become a potential problem in terms of administrative service, education, medical care, and business, etc. Moreover, to provide effective and efficient administrative services by the use of ICT technologies, the Mongolian Government has been promoting researches on the improvement of administrative efficiency and cost reduction through the introduction of e-government.

Although the Japanese Government has been supporting the construction of the new Ulaanbaatar International Airport in the transportation and traffic area and the Ulaanbaatar City Urban Planning Master Plan and the Urban Development Program in the urban and rural development area, human resources have still not developed fully.

Under this situation, by covering organizations closely related to this problem, the JDS Program is expected to develop human resources through improvement of the administrative officials’ capacities that contribute to the development of infrastructure for the promotion of economic activities.

(3) The status of Mongolia in Japan’s ODA

Under the overall objective of the assistance to Mongolia, “support for self-help efforts for poverty reduction through sustainable economic growth,” a lot of cooperation has been given to Mongolia since the start of the assistance concerning one of the target priority issues, “support for development of infrastructure to promote economic activity.” In the transportation and traffic area, transportation capacity has been strengthened by the Eastern Highway Construction and Road Construction Machinery Development Plan, the Ulaanbaatar Elevated Bridge Construction Plan and the construction of the Ulaanbaatar International Airport. In the urban and rural development area, the Ulaanbaatar Urban Planning Master Plan and the Urban Development Program were implemented. In addition, the Fourth Thermal Power Plant Improvement Plan has been carried out in the energy area, and the shortwave communication network has been achieved in the communication area. In this way, the support for the development of infrastructure has achieved some effects. In these areas, Japan accepted JICA short-term trainees and dispatched experts and JOCV.

Coordinating organically with other Japanese support programs than the above-mentioned and covering organizations closely related to the issues, this program is expected to develop administrative officials who contribute to the development of infrastructure to promote economic activity and improve the economic efficiency of infrastructure, such as policy planning and implementation and the establishment of systems and organizations.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

- Related administrative agencies’ capacity should be improved through the fellows returning to Mongolia concerning policy planning and institutional building for (i) an appropriate urban traffic plan, (ii) measurement of the economic effect of infrastructure development in terms of human distribution and physical distribution, (iii) appropriate management of infrastructure investment projects, and (iv) economically efficient and environmentally friendly management of infrastructure, the purpose of all of which is to realize infrastructure development that enables sustainable economic development.
- Related administrative agencies’ capacity should be improved through the fellows returning to Mongolia concerning policy planning and institutional building for (1) elimination of digital

divide in rural areas and (2) efficient administrative services by the use of ICT technologies, such as realization of sustainable e-government.

(2) Project purpose

- The target organizations' human resources engaged in infrastructure development for promotion of economic activities should acquire knowledge on policy planning and institutional building related to (1) an appropriate urban traffic plan, (2) measurement of the economic effect of infrastructure development in terms of human distribution and physical distribution, (3) appropriate management of infrastructure investment projects, and (4) economically efficient and environmentally friendly management of infrastructure.
- The target organizations' human resources engaged in the ICT area for promotion of economic activities should acquire knowledge on policy planning and institutional building related to (1) elimination of digital divide in rural areas and (2) efficient administrative services by the use of ICT technologies, such as realization of sustainable e-government.

(2) Verifiable indicators

(1) Overall goal

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Sufficient preparations for smooth study after visiting Japan	Acquiring basic knowledge through provision of treatises and reports that become the background to study activities
2) During the stay in Japan	
Development of the ability to form, manage, implement and administer projects as well as presentation method	Learning about analysis and resolution of programs through discussions concerning skills and case method for project formulation and management, international development projects and furnishing engineering students with a perspective of panoramically resolving problems
Practical learning of how to prepare materials and present the result of study	Presentation at academic meetings in Japan (engineering planning study presentation meeting, etc.)
Acquisition of practical skills and knowledge	Fieldwork/internship in an enterprise or a development project Visiting a site of railroad or road construction or a site of trial of digital divide elimination
Consideration of how to solve issues through preparation of thesis, and development of problem-solving ability from the technical viewpoint	With regard to the issue selected by the fellow, preparing a thesis through concrete study under the guidance of an academic advisor specialized in the area concerned. Emphasizing the viewpoint of solving development problems through study for the thesis
3) After returning home	
Brushing up knowledge by use of the result gained during studying in Japan	Presenting the dissertation at the Eastern Asia Society for Transportation Studies, case contribution to the International Telecommunication Union – Telecommunication Development Sector (ITU-D) Regular holding of discussions
Dissemination of knowledge	Dissemination of knowledge by holding seminar symposiums in

gained during studying in Japan among persons concerned	coordination with the Mongolian Transport Research Society
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(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 2 fellows × 4 years = 8 fellow (Total of development engineering area and ICT area)
 Two-year master's course
 2009 (until 2011): 2 fellows
 2010 (until 2012): 2 fellows
 2011 (until 2013): 2 fellows
 2012 (until 2014): 2 fellows

(5) Inputs from the Mongolian Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - The applicant must be the target organization's regular employee engaged in a job related to development of infrastructure or ICT environment for the promotion of economic activities.
 - The applicant must have two or more years' experience in a area related to the development of infrastructure or ICT environment for the promotion of economic activities.
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Mongolian
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework

(1) Accepting university

Tokyo Institute of Technology, Department of International Development Engineering, Graduate School of Science and Engineering

(2) Accepting university's experience in ODA-related activities

JICA

- Dispatch of short- and long-term experts
- Cooperation in the “Plan to Expansion of the Engineering Department of Thammasat University,” “Support for KMITL Information and Communication Research Center,” JSPS project “Research on Maintenance, Development and Conservation of Metropolitan Areas and Rural Areas in the Philippines,” etc.

Participation in international organizations' projects for developing human resources

- Having experience in accepting 61 trainees of UNESCO lecture from 26 countries (four trainees from Mongolia) (results in 1998 to 2002)
- Cooperation in academic advisors (Secretariat of Eastern Asia Society for Transportation Studies)'s establishment of the Mongolian Transport Research Society (2008). Joint researches and projects with Asian countries are expected after the establishment of the society.

(3) Program Overview

The Department of International Development Engineering aims to develop technical experts, in a broad sense of the term (including technical administrative officials), who will shoulder leadership with respect to “sustainable social development by utilizing science and technology.” The domains covered by the department spans fields such as improving infrastructure, manufacturing, information and communications, and the environment.

In order to achieve this objective, the educational program is comprised of several different elements.

- (1) In addition to skills and case methods for project formulation and management, international development projects which are currently underway are taken up as educational materials. Discussions are also carried out on problem analysis and means of resolving them through the active participation of the students. These skills furnish engineering students with a perspective of panoramically resolving problems.
- (2) Advanced engineering knowledge which is focused on sustainable development.
- (3) Fieldwork / internships at corporations, development projects, and so on (optional) / Master's thesis research, aiming to foster the capacity to resolve problems from technical standpoint. In particular, emphasis is laid not just on technology itself, but on the point of view of resolving development problems. The weight placed on international development and engineering through the curriculum is about 3:7.

(Development engineering)

Through the program, one teaching faculty who specializes in measuring economic effects and project management for urban traffic planning and infrastructure development provides guidance for researching a master's thesis. Moreover, the teaching faculty for other fields provides guidance cooperatively as needed.

(ICT)

This program focuses on the improvement of administrative services by ICT and accepts only two issues: (1) elimination of digital divide in rural areas and (2) realization of sustainable e-government. Guidance is given according to the following policies:

- Emphasize the acquisition of individual technology and case studies.
- Study and analyze the planning, development and implementation of administrative services by the use of ICT in Japan from the viewpoints of both the administration (service provider) and residents (service beneficiaries) and arrange views and issues important for the introduction of sustainable technologies.

As a result of consultation with concerned officials of the target organizations, the preliminary guidance, study support activities and follows-up specified in “2. (3) Activities” have been proposed as activities for strengthening the fellows’ ability to solve issues.

Itemized Table 1-2**1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program (Target Priority Area): Development of infrastructure to promote economic activity
2. Components (Development Issues): Urban Environmental Improvement (Regional Development)
3. The Managing Organization: Ministry of Roads, Transportation, Construction and Urban Development
4. Target Organizations: Ministry of Roads, Transportation, Construction and Urban Development, Ministry of Environment, Ministry of Minerals and Energy, Ulaanbaatar City Administration, Universities and Research Institutions, Other related governmental organization

(2) Background

Infrastructure is essential for activating the private sector and promoting trade and investments and a basis for developing the Mongolian economy. However, most of the existing facilities have become decrepit because they were built with the support of the former Soviet. Although the development of infrastructure has been promoted with the support of Japan and other donor countries after the shift to market economy, it is still not sufficient. In addition, it has become a challenge to establish systems and organizations necessary for adequate maintenance and enhancement of infrastructure as a whole in order to improve economic efficiency of the infrastructure. In the urban environment area, because economic activities has become active since the shift to market economy, and the capital city of Ulaanbaatar has been urbanized rapidly, the urban environment has been considerably worsened. Because recent decline in the stockbreeding industry has caused the inflow of many nomads into outskirts of cities and a rapidly increasing population of Ulaanbaatar, various urban problems have become serious, such as waste disposal, water and sewerage systems, disputes about land possession, expansion of the Ger District, and air and soil pollution. Therefore, it is also necessary to develop and appropriately manage infrastructures and promote urban development administration to solve urban problems.

Under this situation, by covering organizations closely related to the issue concerned, the JDS Program is expected to develop human resources through the improvement of the capacities of administrative officials who contribute to the improvement of urban environment.

(3) The status of Mongolia in Japan's ODA

Under the overall assistance objective to Mongolia, "support for self-help efforts for poverty reduction through sustainable economic growth," support has been provided to "development of infrastructure to promote economic activity," a target priority issue. In this support, various projects (waste management improvement plan, urban planning master plan, etc.) have been carried out to improve the urban environment of Ulaanbaatar. In the future, short- and middle-term development programs are planned for infrastructure development support to keep up with rapid urbanization.

This sub-program includes many issues concentrated on special technologies as described above. Covering organizations closely related to the strengthening of urban development, the JDS Program is expected to develop their ability to make, implement and manage plans and policies, taking technological approaches.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal	<ul style="list-style-type: none"> Related administrative agencies' capacity should be improved through the fellows returning to Mongolia, concerning policy planning and institutional building related to the maintenance, development and management of infrastructures economically efficient and friendly to urban environmental problems.
(2) Project purpose	<ul style="list-style-type: none"> The target organizations' human resources engaged in the strengthening of urban development should acquire knowledge on policy planning and institutional building related to the maintenance, development and management of infrastructures friendly to urban environmental problems.

(2) Verifiable indicators

1) Percentage of JDS fellows who have acquired a master's degree
2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
Improvement in the effect of study after visiting Japan	Support for purchase of necessary materials and academic advisor's direct guidance by mail
2) During the stay in Japan	
Acquisition of practical skills and knowledge	Visiting domestic facilities under environmental conditions related to the study theme and similar to Mongolia
Achievement of practical study results beneficial to Mongolia	Support for fellows' field surveys
Acquisition of cross-area knowledge necessary for administrative officials	Taking courses related to regional policies, regional researches and others in addition to the major course "regional planning and environmental management"
Improvement in the ability to check progress in study and give a presentation	Holding a presentation meeting of graduate school students and making evaluation and giving advice with the participation of all teachers. Preparing materials and giving presentation to check progress in study, as well as having advice reflected in the preparation of thesis
Consideration of measures for solving issues through preparation of thesis	With regard to the issue selected by the fellow, preparing a thesis through concrete study under the guidance of an academic advisor specialized in the area concerned
Support for improvement in the effect of study in Japan	Financial aid for purchasing books and materials, provision of support to tutors who support study
3) After returning home	
Maintenance of networks acquired through studying in Japan and strengthening of cooperative relationships with target organizations	Organizing an alumni association and regularly holding workshops in the home country In the future, establishing a joint research course centering on the alumni association to support regional development continuously

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities

(4)-2 Input duration and the number of JDS fellows

- 1 batch: 2 fellows x 4 years = 8 fellows Two-year master's course
- 2009 (until 2011): 2 fellows
- 2010 (until 2012): 2 fellows
- 2011 (until 2013): 2 fellows
- 2012 (until 2014): 2 fellows

(5) Inputs from the Mongolian Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - The applicant must be a target organization's regular employee engaged in work related to strengthening of urban development.
 - The applicant must have practical experience for two or more years in the area of strengthening of urban development.
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Mongolia
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework**(1) Accepting university**

Toyo University, Graduate School of Regional Development Studies

(2) Accepting university's experience in ODA-related activities

JICA

- Acceptance of long-term trainees (two trainees in 2007; 4 trainees in 2008)
- The academic advisor for the development survey "Waste Management Planning Survey in Ulaanbaatar, Mongolia" held posts as chairperson of the Work Management Committee and chairperson of the Domestic Support Committee.
- Group training, invitation of the youth (urban environment area)
- Acceptance of long-term trainees (Mongolian Railway Master Plan Survey)

(3) Program Overview

The Graduate School of International Regional Studies, which has been promoting the integration of the humanities and sciences, provides education from the technical aspect of infrastructure construction and from the managerial aspect like economics and sociology. As tools for supporting the education, it is equipped with geography, regional information management and social system theories to cover all the subjects necessary for the development of developing countries. Main lecture subjects concerning the items specified in the “Basic Principles of Approach” are (1) waste disposal: “Special Lecture and Seminar on International Environment and Health,” (2) water and sewerage facilities: “Special Lecture and Seminar on International Environment and Health,” (3) air pollution: “Special Lecture and Seminar on Energy Resources Management,” and (4) urban planning: “Special Lecture and Seminar on Residential Environment.” The students master the outlines through the lectures and seminars, receive study guidance mainly from the chief and assistant academic advisors and complete master theses. To provide reliable guidance in preparing theses, the Graduate School has the students present study results twice in each semester and receive guidance and evaluation from all the instructors specialized in international regional study.

As a result of consultation with concerned officials of the target organizations, the preliminary guidance, study support activities and follows-up specified in “2. (3) Activities” have been proposed as activities for strengthening the fellows’ ability to solve issues.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Survey for Planning of JDS (Mongolia)
The First Field Survey, List of Visited Target Organizations

1. Visited Target Organizations, etc...

Date and Time	Name of Interviewee	Remarks
6/4 (Wed.) 10:00-11:00	Ministry of Finance Ms. D. OYUN (Director, State Administration and Management Department) Ms. P. TSERENKHAND (Officer, State Administration and Management Department) Ms. BOLORMAA (Officer, State Administration and Management Department)	
11:30-12:30	The Bank of Mongolia Ms. SHATAR(The Head of the General Affairs Department) Ms. MYAGMARSUREN(Senior Officer, General Affairs Department) Ms. TSORMON (Supervisor, Banking Supervision Dept) Mr. TSOGTSANAA (Director, Switch Cleaning Center) Mr. BATTUGULDUR(IT officer,) Mr. BUYANMUNKH(IT Researcher) Mr. DOVCHINBAZAR(Acting Director)	
15:00-16:00	Ministry of Trade and Industry Ms. L. ENKHTUYA(Director, Department of Public Administration)	
16:30-17:30	Ministry of Road, Transport and Tourism Mr. Ts. MANLAJAV (Director, State Administration Department) Mr. B. NYAMDAVAA (Head, Foreign Cooperation Division)	
6/5 (Thu.) 10:00-10:45	Ministry of Fuel and Energy Mr. NYAMJYARGAL (Director General, Department of State Administration and Management) Mr. BAYANJYARGAL (Senior Officer, Department of State Administration and Management) Mr. DULGUUN (Officer, International Cooperation Department)	
11:00~12:00	Ministry of Nature and Environment Mr. A. BOLAT (Director, State Administration and Management Department) Ms. SAINBAYAR (Senior Officer, State Administration and Management Department)	
6/9 (Mon.) 10:00~10:50	CaBSAF (Mongolia-Australia Targeted Capacity Building & Small Activity Facility) Mr. Ron STAPLES (Facility Director) Ms. Yu TSETSEGEE(Deputy Facility Director)	
11:00-12:00	Ministry of Justice and Home Affairs Mr. MYAGMAR(Director, State Administration and Management Department)	
16:00-16:45	Ministry of Food and Agriculture Mr. N. GALTSG (Director, State Administration and Management Department) Ms. ARIUNBAYAR(Officer, State Administration and Management Department)	
6/10 (Tue.) 9:00-10:30	Ministry of Education, Culture and Science Ms. TSEDEVSUREN (Director, Department of Public	

11:00-11:45	Administration) Ministry of Foreign Affairs Mr. DASHPUREV (Director, State Administration and Management Department)	
14:00-14:45	Mongolian Academy of Science Mr. D. REGDEL (Secretary General)	
15:00-15:45	Ms. ALTANTSETSEG (Officer) Mongolian State University of Education Mr. Ts. BATSUURI (Vice Rector on Education and Cooperation)	
16:00-16:45	National University of Mongolia Ms. ERDENECHIMEG (Director, State Administration Department)	
6/11 (Wed.) 9:30-10:20	Ministry of Health Ms. B. BAYART (Director, Public Administration and Management Division)	
11:00-11:45	Ulaanbaatar City Administration Ms. TSETSEGDELGER(Officer, Public Administration Division)	
14:30-15:30	Mongolian Agency for Standardization and Metrology Ms. BAIGALMAA(Officer, Foreign Cooperation Division)	
16:00-16:45	General Council of the Court of Mongolia Mr. D. BATARKHUU(Head of Judicial Human Resource and Training Division)	
17:00-17:40	Health Sciences University of Mongolia Mr. Ts. LKHAGVASUREN (President of HSUM)	
6/12 (Thu.) 10:00-11:00	Government of Mongolia, Cabinet Secretariat Ms. N. ALTANTSETSEG (Government Principal Officer)	
12:30-13:30	Mongolian University of Science and Technology Mr. T. BATBAYAR(Vice-President for International Cooperation)	
16:00-17:00	Supreme Court of Mongolia Mr. Ts. TUMENBAYAR (Head of Internal Affairs Organization & Supervisory Division)	
6/13(Fri.) 11:00-12:00	Ministry of Construction & Urban Development Ms. NYAMAA (Vice-Director, Public Administration and Management Department)	
14:00-14:45	Mongolian State University of Agriculture Mr. A. GOMBOJAV (Vice President for International Affairs)	
15:00-15:45	Mongolian Government Implementing Agency Water Authority Mr. Ts. BADRAKH(Director)	
16:30-17:15	Ministry of Social Welfare and Labor Ms. O. BAIGALMAA(State Secretary)	
6/16 (Mon.) 11:00-11:45	National Agency for Meteorology, Hydrology and Environment Monitoring Mr. D. TSEESODROLTSOO(Deputy Director General)	
6/17 (Tue.) 11:00-12:00	Financial Regulatory Commission Mr. O. GANBAT (Head of Staff) Ms. B. ALTANTSETSEG(Officer, International Cooperation Division)	

List of Survey Results on Target Organizations (Mongolia)

Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation on for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
1	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Strengthening Urban Development (ICT)	Ministry of Justice and Home Affairs	According to Art. 8 of Action Plan of Government of Mongolia: [Art. 8] (1) Criminal prevention and measures. Expansion of local government power for ensuring residents' safety. Improvement of system for measures against organized crime (2) Improvement of personnel, skills, technologies and funds for strengthening of border security power Implementation of measures for strengthening functions of special security agency "Basic Policy for Law Improvement" (until 2008) Amendment of Mineral Resources Law "National Program for Construction of Comprehensive Registration System"	N/A	50	37	N/A	100% 14 officials can participate in JDS Program	General police department General authority for border protection State center for civil registration and information National archives Office of immigration, naturalization and foreign citizens National trial research center Judgment Enforcement Office National Center for Law, Trial, Rights Research, Education and Information General Hospital for Special Government Employees	Necessary to establish a system for reinstating returned fellows and strengthen management of reinstatement agreement	Y/N	N/A	N/A	Nothing	CaBSAF Expert on support for legal reform Firefighting equipment and maintenance/repair facilities improvement plan CaBSAF JDS
2	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Environmental protection Strengthening Urban Development (ICT)	Ministry of Finance	Strengthening of economic and financial stability Proceeding with system renewal based on private enterprise reform and introduction of advanced technologies to develop economy through expansion of exports and foreign investments Establishment of implementation plan to ensure an annual economic growth rate of 6% or more (1) Stabilization of macro economy (2) Strengthening of finance (3) Continuation of privatization and improvement of efficiency of land management and finance/economy (4) Protection of industries, agriculture/stockbreeding and service sector, and increase of exports (5) Securing of overseas investments and creation of reliable investment environment (6) Strengthening of infrastructure to promote economic growth (7) Development of tourism, info-communication and technologies to promote economic growth (8)Support for economic growth based on the policy of export promotion	[Necessary research areas] Economy Business administration Development economy Public administration Public policy	142	99	N/A	100%	Mongolian tax administration General customs office Bank dept. liquidation authority State standardization of precious metals agency	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	Dispatch of expert on macroeconomic policy Human resource development plan by IMF, ADB, CaBSAF and JDS Program IMF, ADB, CaBSAF, JDS
3	Institutional development for a market economy Environmental protection Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Environmental protection Strengthening Urban Development (ICT)	Ministry Trade and Industry	N/A	Development of human resources specialized in metals in mining/manufacturing industries and heavy/light industries Strengthening of policy management in economy and business administration areas	65	60-70%	N/A	100%	Mineral resources and petroleum authority of Mongolia Foreign investment and foreign trade agency Governor's office of the free trade zone etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	Dzamin Uud Station freight transshipment facilities development plan Expert on development of small and midsize enterprises CaBSAF JDS
4	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Environmental Protection Urban environmental improvement Strengthening Urban Development (ICT)	Ministry of Nature and Environment	Environmental protection, proper use of natural resources and improvement of environmental recovery policy Establishment of social/economic policies based on environment Disclosure of environmental information to increase people's contribution to and monitoring of environmental protection Objection to "Gold Deposit Development Plan" "Clean Drinking Water Supply Program" "Third Development Campaign Program"	Improvement of knowledge on borders/customs and environmental ecology of officials of local government agencies	61	26	N/A	100%	Water authority agency Forest and water research center National agency for meteorology, hydrology and environment monitoring Forest authority agency	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	Experts on environmental policy and wildlife maintenance/management plan Weather observation/forecast facilities development plan Catchment area management model project for moor conservation CaBSAF JDS

List of Survey Results on Target Organizations (Mongolia)

Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
5	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Urban environmental improvement Strengthening Urban Development (Development engineering / ICT)	Ministry of Fuel and Energy	"Comprehensive Energy System" program	<Issues> Ulaanbaatar electric heat supply source structure Improvement of air pollution <Research needs> Consistency of electric heat use with urban planning	55	31	N/A	100%	Renewable energy technology Energy research & development center 4th Thermal Power Plant etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	CaBSAF JDS
6	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Urban environmental improvement Strengthening urban development (Development engineering / ICT)	Ministry of Road, Transport and Tourism	Implementation of measures for civil rights, freedom and security through improvement of urban planning, development, construction and land management measures based on historical, cultural, environmental and economic needs Development of rural infrastructures and strengthening of economic competitiveness by use of local characteristics Construction of bridges between urban and rural areas and adjustment of gap between rural and urban areas through construction of information and telecommunications networks • Overall plan for construction of road networks in Mongolia (until 2020) • Transportation development policy (until 2015) • Mid-term tourism development policy • Gobi region railway network construction plan	<Issues> (1) Introduction of new technologies into the road construction area (2) Improvement of inspection standards for road construction (3) Survey and discovery of proper investors (4) Cooperation with international financial institutions and training of experts (4) international-standard development of civil aviation and railways, introduction of new technologies, improvement of functions (5) Improvement of management of traffic, postal and tourism services (6) Market expansion through marketing research <Research needs> • Improvement of service management in the areas concerned • Survey for improvement of efficiency of the unified road traffic network • Improvement of international and junction freight transportation • Strengthening of technologies in the transportation area	66	38	N/A	100%	Civil aviation authority Mongolian railway Authority etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	Eastern highway construction plan CaBSAF JDS

List of Survey Results on Target Organizations (Mongolia)

Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
7	Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Urban environmental improvement Strengthening urban development (Development engineering / ICT)	Ministry of Construction and Urban Development	Implementation of measures for civil rights, freedom and security through improvement of urban planning, development, construction and land management measures based on historical, cultural, environmental and economic needs	44	20	N/A	100%	Agency of Land Management, Geodesy and Cartography National Center for Construction, Urban Development and Public Utility National housing center Agency of state Property title Registration	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	CaBSAF	CaBSAF JDS
8	Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Strengthening urban development (ICT)	Ministry of Health	Provision of medical assistance and services, and increase of kinds of medical services through improvement of nation-wide disease prevention measures Trying to increase average life expectancy by diagnosis and medical treatment methods based on advanced technologies. Aiming to improve the people's health level and activate national sports Medical master plan (2006-2015)	43	28	N/A	100%	National health development center Research center of chronic disease Cancer center National mental health center Mother and child health center etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	Basic medical equipment installation plan Local medical center medical equipment installation plan Second national hospital medical equipment installation plan Mother-child health project CaBSAF	CaBSAF JDS

List of Survey Results on Target Organizations (Mongolia)

Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
					Total Number	Ratio between 22:39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
9	Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Basic education and vocational training Strengthening urban development (ICT)	Ministry of Social Welfare and Labor	Increase of employment rate and reduction of unemployment and poverty Comprehensive settlement of social welfare improvement and other issues, and implementation of social and economic measures to improve the people's life standard Increase of types and options of social insurance. Sure provision of social welfare and services. Improvement of quality of welfare services to the weak.	41	14	N/A	100%	General authority for social insurance Labor and welfare service agency etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	CaBSAF	CaBSAF JDS
10	Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Strengthening urban development (ICT)	Ministry of Foreign Affairs	(1) Strengthening of Mongolia's position in international cooperative organizations (2) Independence, disclosure and multi-diplomacy consistent with stable development policy (3) Protection of legal rights of Mongolia's basic interests, people and juridical persons in foreign countries	102	44	N/A	100%	Department of service for diplomatic corps of Ministry of Foreign Affairs	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	nothing	CaBSAF	CaBSAF JDS

List of Survey Results on Target Organizations (Mongolia)

	Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
						Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
11	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Environmental protection Strengthening urban development (ICT)	Ministry of Food and Agriculture	"Government's food and agriculture/stockbreeding policies," the 29th decision of 2002 at national meeting "Government's food and agriculture/stockbreeding policies implementation plan," the 245th decision of 2003 Mongolia has been implementing policies and plans for the food and agriculture/stockbreeding area according to the above policies.	<Issues> Stockbreeding industry and irrigation development that can keep up with climate changes Food safety <Research needs> [Specialized areas that need development of human resources] Biotechnology, stockbreeding/agriculture, agricultural option Marketing in food, agriculture and stockbreeding areas	59	24	N/A	100%	Area of agriculture support foundation Extension center for agricultural production National gene bank etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	Darkhan meat processing facilities development plan Dairy goods processing facilities development plan Grain storehouse construction plan Complex agriculture/stockbreeding management model creation support project Agriculture/stockbreeding policy expert CaBSAF	CaBSAF JDS
12	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Basic education and vocational training Strengthening urban development (Development engineering / ICT)	Ministry of Education, Culture and Science	(1) Improvement of quality of education (2) Connection of research projects with demand in the industrial world (2) Expansion of people's education right and improvement of educational environment (3) National economic development and improvement of quality of people's life through scientific and technological development (4) Industrialization and capitalization of intellectual products (5) Development and encouragement of traditional ethnic culture and modern culture/art (6) Provision of opportunities for enjoying world culture/art (7) Improvement of quality of modern arts and strengthening of market competitiveness Technical Education Master Plan (2006 to 2015) Science Master Plan (2008-2020) Culture and Art Master Plan "Project for Distribution of Computers to all Children in Mongolia"	Qualitative improvement of higher education Management of culture facilities, such as libraries and museums	61	26	N/A	100%	Institute of Education Police Academy Khovd University Dornod University National Library etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	Japan-Mongolia Human Resource Development Center establishment plan Grand aid for foreign students (JDS) Elementary education facilities development plan Project for improvement of guidance method for support of child development CaBSAF Korean Government Scholarship Program	Project for improvement of guidance method for support of child development JDS CaBSAF Korean Government Scholarship Program
13	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Strengthening urban development (ICT)	Government of Mongolia, Cabinet Secretariat	(1) Selection of priority areas for national projects, establishment of implementation plan for the Action Plan of the Government and unification of actions of the Cabinet, central government offices and coordinating and implementing agencies. Advance and suggestions about the Cabinet's development of strategies, planning and coordination for the purpose of effective implementation of national projects. Provision of comprehensive services. (2) Conclusion of an efficient relationship between central and local administrative agencies, and provision of guidance on administrative management by the best method with the use of experience (3) Gradual improvement of government employees' working conditions and social security by changing national administrative agencies and managing human resources according to development strategy, in order to change administrative agencies into reliable, small and efficient organizations. (4) Reduction of expenditures of the central government and the central and local administrative offices and improvement of the quality of services.	<Issues> Provision of technical and effective advice to the Cabinet and construction of a highly technical and excellent organization that makes comprehensive support possible <Research needs> <Research> Science area: Basic strategic research based on earth science Overall evaluation of Mongolia's nature. Method and technology to reduce environmental pollution Agricultural area: Use of creatures, biotechnology and genetic methods for research of ecological resources, such as livestock, plants and animals and for etiologi cal diagnosis and medical treatment of ecological resources Resources in pastures, monitoring of use, technology to recover underused pastures and rice fields Technological area: Electronics, IT Health area: Food safety, food, eating and drinking, infection system, bacteriology, environmental health Socio-humanistic area: Society, economics, science, politics, law, study of law	85	35	N/A	100%	State and governmental service agency Management academy	Reinstatement is possible. Conclusion of agreement before studying in Japan (semi-permanent)	Y/N	N/A	N/A	Nothing	CaBSAF	CaBSAF JDS

List of Survey Results on Target Organizations (Mongolia)

	Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
						Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
14	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Basic education and vocational training Environmental protection Urban environmental improvement Strengthening urban development (Development engineering)	Mongolian Academy of Sciences	Training of experts who have scientific and technical study and research and ability and high linguistic ability Creation of proper environment for study and research Support for newly developed products	<Issues and needs> Having young people interested in research participate in study and research Having young researchers study in developed countries Create domestic workplaces where young researchers who acquired a degree abroad can work	60	20	N/A	100%	Institute of Informatics Institute of Chemistry, Science and Technology Institute of Botany Institute of Geoecology etc.	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	N/A	JDS
15	Institutional development for a market economy Support for a development of infrastructure to promote economic activity	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Strengthening urban development (ICT)	The Bank of Mongolia	■Financial policy implementation agency (1) Issue of government bonds in government bond market (2) Development of highly competitive economic zones and development of laws (3) Debt reduction plan by currency, budget and tax policies (4) Creation of second securities market (5) Promotion of provision of housing to residents by long-term loans and introduction of mortgage method (6) Expansion of non-cash settlement and electronic settlement system (7) Strengthening of protection of personal accounts and development of laws (8) Strengthening of people's debt record search system	Bank finance, info-communication, economic mathematics, risk management, financial measures, law, accounting, business administration, statistical survey and information management	217	60	N/A	100%	No	Before studying abroad, an agreement is concluded to oblige the bank to reinstate fellows for five years after return. Because the binding force is strong, most of the fellows have been reinstated.	Y/N	N/A	N/A	Nothing	N/A	JDS
16	Institutional development for a market economy	Development of institutions (Legal system reform)	General Council of the Court of Mongolia	According to Art. 8 of Action Plan of Government of Mongolia: [Art. 8] (1) Criminal prevention and measures. Expansion of local government power for ensuring residents' safety. Improvement of system for measures against organized crime. (2) Improvement of personnel, skills, technologies and funds for strengthening of border security power Implementation of measures for strengthening functions of special security agency "Basic Policy for Law Improvement" (until 2008) Amendment of Mineral Resources Law "National Program for Construction of Comprehensive Registration System"	N/A	N/A	N/A	N/A	100%	All courts	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	N/A	JDS
17	Institutional development for a market economy	Development of institutions (Legal system reform)	Supreme Court of Mongolia	According to Art. 8 of Action Plan of Government of Mongolia: [Art. 8] (1) Criminal prevention and measures. Expansion of local government power for ensuring residents' safety. Improvement of system for measures against organized crime. (2) Improvement of personnel, skills, technologies and funds for strengthening of border security power Implementation of measures for strengthening functions of special security agency "Basic Policy for Law Improvement" (until 2008) Amendment of Mineral Resources Law "National Program for Construction of Comprehensive Registration System"	N/A	70	N/A	N/A	100%	N/A	N/A	Y/N	N/A	N/A	Nothing	N/A	JDS

List of Survey Results on Target Organizations (Mongolia)

	Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
						Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
18	Institutional development for a market economy	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management)	Financial Regulatory Commission	Development of domestic financial market and proper adjustment Introduction of comprehensive system for strengthening of management of financial market in accordance with international standards and development policy	<Issues> Conformity with international accounting standards Supervision of financial institutions. Internationalization of auditing standards Development finance, direction of macro finance and improvement of competition rate Financial and economic surveys, international standards for statistical operations <Research needs> Risk management for health area, micro finance, securities area, etc. International accounting standards Securities, real estate, assets, business evaluation Development of securities laws IPO, mutual fund, hedge fund	85	60-70%	N/A	100%	N/A	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	Because concentration is focused on language training, there are highly capable human resources.	Provision of four-month English language training	N/A	CaBSAF JDS
19	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Basic education and vocational training Environmental protection Urban environmental improvement Strengthening urban development (Development engineering)	National University of Mongolia	Science and technology master plan (2007-2020) National innovation system improvement master plan (2008-2015) Reform of higher education Introduction of credits authorization system for bachelor's, master's and doctor's courses	Shortage of experts on pedagogy, IT, information-communication, economic model theory and econometrics Shortage of experts on international laws Shortage of professors with doctor's degree and specialized professors Training of experts on biotechnology and nanotechnology	ICT, International Relations, Mathematics, Social Science, Chemistry, Biology Total 376	174	N/A	100%	N/A	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	N/A	CaBSAF JDS
20	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Basic education and vocational training Environmental protection Urban environmental improvement Strengthening urban development (Development engineering)	Mongolian State University of Education	N/A	Pedagogy, environment	N/A	N/A	N/A	100%	N/A	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	CabSAF	JDS
21	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Basic education and vocational training Environmental protection Urban environmental improvement Strengthening urban development (Development engineering)	Health Sciences University of Mongolia	N/A	Whole medical area Environment, ecology	N/A	N/A	N/A	100%	N/A	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	N/A	JDS
22	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Basic education and vocational training Environmental protection Urban environmental improvement Strengthening urban development (Development engineering)	Mongolian University of Science and Technology	Science and technology master plan (2007-2020) National innovation system improvement master plan (2008-2015) Reform of higher education	Capacity building of engineering teachers Information-communication technology	850	60%	N/A	100%	Technology school in Darkhan Technology school in Erdenet Technology school in Uvurkhangai Technology school in Sukhbaatar	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Encouragement of all teachers to take TOEFL	N/A	JDS

List of Survey Results on Target Organizations (Mongolia)

	Target Priority Area (Sub- Program)	Component	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	The Constraints after Returning	Permission for absence from duty	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)	
						Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA			Y/N		more than TOEFL500 (IELTS5.5)	Training course in the Organizations	Implementing	Future plan
23	Institutional development for a market economy Environmental Protection Support for a development of infrastructure to promote economic activity	Basic education and vocational training Environmental protection Urban environmental improvement Strengthening urban development (Development engineering)	Mongolian State University of Agriculture	N/A	Agricultural measures Ecology technology Pedagogy Soil Veterinary medicine Biotechnology	N/A	N/A	N/A	100%	Branch school of University of agriculture at Darkhan-uul	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	Livestock infection diagnosis technology improvement plan	JDS
24	Support for a development of infrastructure to promote economic activity	Urban environmental improvement Strengthening urban development (Development engineering)	Ulaanbaatar City Administration	Implementation according to plan in each area, based on measures concerning Ulaanbaatar	<Issues> Improvement and implementation of management <Research needs> Roads, bridges, infrastructure area Urban planning Land adjustment Education	N/A	N/A	N/A	100%	All District Governor's Office other related governmental organization	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	Nothing	Ulaanbaatar waste disposal management plan	JDS
25	Environmental Protection Support for a development of infrastructure to promote economic activity	Environmental protection Urban environmental improvement	Mongolian Government Implementing Agency, Water Authority	Jurisdiction over problems concerning water resources all over Mongolia Drought measures, proper use of areas of Tuul River, Khentii River and Orkhon River	Conservation of water resources, use method and introduction of other technologies in Asian region	67	N/A	N/A	100%	N/A	Reinstatement is possible. Conclusion of agreement before studying in Japan	Y/N	N/A	N/A	N/A	N/A	JDS
26	Environmental protection Support for a development of infrastructure to promote economic activity	Environmental protection Urban environmental improvement	National Agency for Meteorology, Hydrology and Environment Monitoring	Jurisdiction over weather information Measurement of degree of water and air pollution, measures against environmental problems, such as global warming	Weather observation, information Measurement of degree of water and air pollution Measures against global warming	N/A	20-30	N/A	100%	N/A	Reinstatement is possible. Conclusion of agreement before studying in Japan. No permission for studying in Japan is granted without agreement on reinstatement.	Y/N	N/A	A high training participation rate in other countries Many staff who have language skills	N/A	Weather observation/forecast facilities plan Regional weather observation network improvement plan Weather analysis experts	JDS
27	Support for a development of infrastructure to promote economic activity	Strengthening urban development (ICT)	Information and Communication Technology Authority	Implementation of E-Mongolia Plan and related projects	·Making each household available for Internet service ·Improvement of Internet transmission speed ·Improvement of national registration information system ·Supply of personal computer per child	29	22	N/A	100%	National Information Technology Park etc.	Fellows should be reinstated, if at all possible. Or, they should be employed at government-related organizations.	Y/N	N/A	N/A	N/A	ITU, APT, World Bank (seminars and training) KADO (master and doctor) National government funds (master and doctor)	JDS
28	Institutional development for a market economy Environmental protection	Development of institutions (Legal system reform) (Enterprise management/Policy planning) (Financial management) Environmental protection	Mongolian Agency for Standardization and Metrology	The Center compares standards for domestic industries with international standards and grants approval and license. It controls standards for wide areas, such as quality, management, service, construction, food, health, agriculture, stockbreeding, medical care and nature. It promotes international standardization in every industry.	International standardization in domestic industries	120	N/A	N/A	100%	No	Reinstatement is possible. Conclusion of agreement before studying in Japan. (Five years after return)	Y/N	N/A	N/A	Nothing	N/A	JDS

* Because a general election was scheduled for June 29, and because the government offices were likely to be reorganized after the election, the government offices each answered that it was difficult to show the number of recommendable officials every

* Many candidates have not taken TOEFL because of few opportunities and large expense. Moreover, because the government offices could not accurately grasp scores, they answered that they could not enter TOEFL lev

Selection of 1st Batch Candidates

As a part of this survey, the selection of the 1st batch candidates was conducted, and the results of examination of the facts and program scale (accepting number) grasped through the selection were reflected in the Basic Plan for the Sub-Programs (2nd Draft).

1st batch candidates were selected in Mongolia as follows:

1. Recruitment of applicants (June to July 2008)

The following support for the recruitment was provided to the target organizations during the 1st field survey and the 1st analysis in Japan according to the qualifications for applicants, application guidelines/documents and the selection schedule:

(a) Explanatory meetings, recruitment materials and other preparations

The following necessary materials were prepared and distributed to the target organizations when hearing surveys were conducted:

- Application guidelines
- Application documents
- “Let’s Study in Japan!”¹
- Forms of short list and long list

At the same time, explanations were made concerning the new JDS system, sub-programs/components, the role of target organizations, the short and long lists, how to fill in the application documents, the selection schedule, etc. On June 20, meetings for explanation of the Program were held in the morning and afternoon with the attendance of 29 participants from 20 organizations. With regard to six organizations that were absent from the meetings, the explanation of the Program and the encouragement of application were given through visiting to each of them.

(b) Request for selection of applicants and submission of long list

A set of the above-mentioned materials and a cover letter were distributed² to all the target organizations, and requests were made to select applicants and submit short and long lists. Each target organization was requested to encourage its subordinate organizations to make application. In addition, a visit and a request for recommendation were made to organizations that seemed to have human resources suitable for the purpose of the Program.

¹ Explanatory pamphlet used for past JDS programs

² The application materials in other data forms were also supplied upon request.

(c) Collection method

By July 10, the target organizations submitted short and long lists to the JDS Project Office.³ The total number of applicants in the short lists was 375 (this year's estimated number of applicants) and the total number of applicants in the long lists was 876. A total of 148 application documents were submitted by the deadline of application on July 25.

2. Accepting universities' examination of application documents and results

The submitted application documents were sent to each accepting university, whose faculty members examined the application documents (from August 22 to September 11). On August 19, aptitude tests for English and mathematics were conducted, and the results were submitted to the universities as a reference for the examination of application documents. By September 11, the results of the examination were submitted by seven accepting universities.

Each test or examination for selection was conducted as follows:

(a) Basic check

From July 28 to August 5, as a preliminary stage for the examination of application documents, check was made on the applicants' qualifications, necessary documents and entry mistakes in the application documents. Whenever there was an unclear point, confirmation was obtained from the applicant or the target organization to which the applicant belongs. The number of application documents that passed the basic check was 134 (76 target organizations) (one application documents was rejected because it did not meet the age requirements; six application documents were rejected because they did not meet the work history requirements; and seven application documents were rejected because they had been submitted from non-target organizations). The results were notified to the applicants on August 7 and, after that, application documents were sent to the planned accepting universities through the JICE Headquarters.

(b) English and mathematics tests

On August 19, English and mathematics tests were conducted to check the basic academic abilities of 121 of the 134 applicants who passed the basic check (13 applicants refused the tests). The Test of English as a Foreign Language (TOEFL) was used for checking the applicants' international levels. The mathematics test used

³ JDS Project Office: In 2001, JICE established a project office in Ulaanbaatar to recruit and select fellows, provide language training and orientation and carry out procedures for visiting Japan. The Office is effectively used also for this survey.

was one that was prepared by universities that have experience in accepting fellows in the economic and management fields under past JDS programs for checking whether the applicants have a mathematic ability necessary for the master's degree level.

No pass line was set for both tests. All the applicants' results of the tests were sent to each accepting university as a reference for the examination of the application documents.

(c) Examination of the application documents

The examination items were the following five items: academic record (25 points), how to use knowledge after returning home (20 points), research plan (25 points), letter of recommendation (10 points) and the degree of consistency with the research course (20 points). The perfect score was 100 points. Judgment of acceptance was indicated by a circle (○) or a cross (×) (the circle stood for success and move to the next stage of interview, while the cross stood for rejection). No pass line was set in terms of points, and only the applicants who received a circle passed the examination. The decision on whether the results of the English and mathematics tests were treated as a part of the standards for judgment of acceptance or as only a reference was left to the universities, because the academic ability necessary after admission and the importance of the English or mathematics ability differ among the universities.

As a result, 60 applicants from 43 target organizations passed the examination of the application documents in three sub-programs/four components (Annex a: Results of Selection with Details of Target Organizations).

With regard to applicants' English ability, which had been a pending problem during past programs and the 1st field survey, the accepting universities pointed out that, even taking it into account that the applicants were unfamiliar with TOEFL, their English ability was not so high as to complete the master's course. Therefore, it is necessary to request Mongolia to take measures for the 1st batch candidates immediately and take long-term measures for improving the English ability of candidates for the 2nd batch and thereafter.

3. Technical interviews by faculty members of planned accepting universities and the results

Before technical interviews, on September 20, health examination was conducted on all the applicants who passed the examination of the application documents. Reexamination was conducted on 12 applicants and found that one applicant had a health problem.

Because the problem was likely to cause a trouble in studying in Japan, the applicant declined the selection.

From September 21 to 28, university faculty members' technical interviews and consultations between the target organizations – mainly, the managing organization – and university faculty members were held (Table 1 shows the schedule). With regard to the ICT field, which will be added to Sub-Program 3 next year, consultations were held between the managing and target organizations and university faculty members (Table 2 shows the schedule).

Table1: Schedule of technical interviews and consultations

Date		Schedule
Sept. 21	Sun	Arrival at Mongolia
Sept. 22	Mon	Courtesy visit to Ministry of Education (Ministry's meeting room)
		Courtesy visit to JICA Mongolia Office
		Orientation
		Courtesy visit to Embassy of Japan in Mongolia
Sept. 23	Tue	Technical interview
		Technical interview
		Consultation with the managing organization, Ministry of Education, Culture and Science [Osaka University]
Sept. 24	Wed	Technical interview [International]
		Consultation with the managing organization, Ministry of Construction and Urban Development [Toyo University, Tokyo Institute of Technology]
		Consultation with the managing organization, Ministry of Justice and Internal Affairs [Kyushu University]
		Consultation with the managing organization, Ministry of Environment [University of Tsukuba]
Sept. 25	Thu	Osaka University's return to Japan
		Consultation with the managing organization, Ministry of Finance [International University of Japan]
		Visit to Japanese Law Research Center (National University of Mongolia)
		Explanatory meeting on examination results for Operating Committee members
		Visit to fourth thermal power plant
		Hitotsubashi University's arrival at Mongolia
Sept. 26	Fri	Return to Japan [Kyushu, International, Tsukuba, Toyo]
		Technical interview [Hitotsubashi]
		Consultation with the managing organization, Ministry of Finance [Hitotsubashi University]
Sept. 27	Sat	Exchange of opinions with graduates
Sept. 28	Sun	Returning to Japan

Table 2: Schedule of consultation between target organizations and accepting university faculty members in the ICT field

Date		Schedule
Oct. 14	Mon	Arrival at Mongolia
Oct. 15	Tue	Consultation with the managing organization, Ministry of Construction and Urban Development [Tokyo Institute of Technology]
		Visit to School of Telecommunications and Information Technology, Mongolian University of Science and Technology
Oct. 16	Wed	Return to Japan

The examination items for technical interviews were the following three items: academic background and learning ability (50 points), grounding enough to accomplish study in Japan (30 points) and the possibility to contribute to the development of Mongolia (20 points). The perfect score was 100 points. Judgment of acceptance was indicated by a circle (○), a triangle (△) or a cross (×) (a circle stood for positive acceptance, a triangle stood for acceptable and a cross stood for rejection). No pass line was set in terms of examination points. The applicants who received ○ or △ passed the technical interviews. As a result, of the 60 applicants who received the technical interviews, 30 applicants from 24 target organizations passed the interviews.

4. Operating Committee's comprehensive interviews and the results

On October 16, the Operating Committee interviewed the candidates who passed university faculty members' technical interviews. The examination items were the following three items: possibility to contribute to the development of Mongolia (50 points), the ability to use the results of study in Japan for a long time (25 points), grounding enough to accomplish study in Japan (25 points). The perfect score was 100 points. The applicants for all the sub-programs/components were ranked. Higher-scoring applicants passed the interviews to the minimum number of successful applicants⁴ set for each sub-program/component. As a result, 13 applicants from 13 target organizations passed the interviews as the final candidates. In addition, the Operating Committee ranked the applicants who had received the comprehensive interviews, except the 13 successful applicants, and recommended eight higher-scoring applicants, taking into consideration the maximum number of applicants that each university can accept. Table 3 shows the result of the whole selection procedure.

⁴ The minimum number of successful applicants was set for each sub-program/ component to input, during the four-year Program cycle, a certain number of applicants in important sub-programs selected as a result of consultation with the Mongolian Government according to the purpose of the Program (the minimum number was set at two for each sub-program/component).

Table 3: Result of the selection of 1st batch applicants (for each sub-program)

Sub-program	Component	Univ.	Study course	The number of valid applicants for 1st Selection		The number of applicants who passed the Document Screening		Pass rate %	The number of applicants who passed the Technical Interview		Pass rate %	The number of candidates who passed Comprehensive Interview	
1. Institutional development for a market economy	Development of Institutions (legal system reform)	Kyushu	Graduate School of Law	18	(11)	6	(5)	33.3	3	(2)	16.6	2	(2)
	Institutional development (financial management)	Hitotsubashi	Asian Public Policy Program	11	(8)	5	(5)	45.4	1	(1)	9.0	1	(1)
	Institutional development (enterprise management/policy planning)	IUJ	Graduate School of International Management	32	(22)	19	(14)	59.3	9	(7)	28.1	6	(6)
	Basic education and vocational training	Osaka	Graduate School of Human Sciences	22	(8)	10	(5)	45.5	4	(3)	18.1	3	(3)
2. Environmental protection		Tsukuba	Graduate School of Life and Environmental Sciences	21	21	(11)	10	(6)	47.6	7	(5)	33.3	5
3. Development of infrastructure to promote economic activity (urban environmental improvement) (development engineering, ICT)		Toyo	Graduate School of Regional Development Studies	6	6	(5)	5	(5)	83.3	3	(3)	50.0	2
		Tokyo Institute of Technology	Graduate School of Science and Engineering	24	24	(11)	5	(3)	20.8	3	(3)	12.5	2
Total				134	(76)	60	(43)	44.8	30	(24)	22.4	21	(21)

Parenthesized figures indicate the number of target organizations.

5. Finalization of the number of fellows of the first batch

During the 3rd field survey, the JICA mission gave an explanation to the Government of Mongolia as to the number of fellows to be accepted for each sub-program/component (draft) (totaling 15 fellows) determined based on the results of the 2nd field survey and calculation process of such number. However, during the 3rd field survey, it was confirmed that, based on the results of adjustment carried out between the Ministry of Foreign Affairs of Japan and Embassy of Japan in Mongolia, the Embassy of Japan in Mongolia finally presented the number of fellows to be accepted totaling 18 (draft) to the Mongolian side, which was agreed. Therefore, according to such agreement, an explanation was again given as to the number of fellows to be accepted for the 1st batch, which was agreed by the Government of Mongolia. Further, as to three fellows newly added, the Government of Mongolia agreed that such fellows will be determined based on priority of the final selection (Comprehensive interview) carried out in October 2008.

Table 4: Number of fellows of the 1st batch (tentative)

Sub-program	Component	University	Faculty	Numbers of fellows
1. Institutional Development for a Market Economy	Development of Institutions (Legal System Reform)	Kyushu University	Graduate School of Law	2
	Development Institutions (Financial Management)	Hitotsubashi University	Asian Public Policy Program	1
	Institutions (Enterprise Management/Policy Planning)	International University of Japan	Graduate School of International Management	6
	Basic Education and Vocational Training	Osaka University	Graduate School of Human Sciences	3
2. Environmental Protection		University of Tsukuba	Graduate School of Life and Environmental Studies	2
3. Development of infrastructure to promote economic activity (Urban Environmental Improvement) (Development Engineering, Information and Communication Technology)		Toyo University	Graduate School of Regional Development Studies	2
		Tokyo Institute of Technology	Graduate School of Science and Engineering	2
Total				18

6. Notification of the result of selection of the 1st batch candidates

The results of the selection were notified to all candidates of the final selection at the end of December 2008. In addition, the notice was given for the results of the selection to all target organizations.

7. Support for preliminary study prior to coming to Japan

(a) Provision of English study materials

In March 2009, for successful candidates for the 1st batch, for the purpose of smooth transition to research activities after entering into graduate school, three or four books of English study materials were distributed according to English level of successful candidates to promote self-development for improvement of English ability.

(b) Interview between managing organizations and successful candidates

For successful candidates for the 1st batch of “Basic education and Vocational Training”, according to the suggestion from the managing organization of Ministry of Education, Culture and Science, interviews between the managing organization and successful candidates were arranged in order to promote understanding of the background of sub-program/component and issues which Mongolia faces. In addition, based on the suggestion from the said Ministry, implementation of internship in the Ministry for about two weeks was suggested. Accordingly, it was implemented for three successful candidates, which was of some help to deepen the understanding of the background of the applicable component.

8. The first orientation

The first orientation concerning studying in Japan was held in March 2009 for the successful candidates for the 1st batch. Main briefing contents are as follows. The second orientation was held just before the candidates come to Japan.

- ① Outline of the JDS Program, support system for the fellows and the role of fellows
- ② Necessary preparations prior to coming to Japan;
- ③ Outline of the schedule prior to coming to Japan
- ④ Others

9. Coordination with accepting universities, etc.

- (1) Implementation of survey concerning the application procedure

In mid-January 2009, the survey was conducted in relation to application period, method, examination fee, etc., and application documents were obtained from each university.

- (2) Notification on successful candidates for the 1st batch and the maximum number of fellows for the next four batches to accepting universities, and confirmation of their approval

JICE made a draft on the notification letters on the fellows to be enrolled in FY2009 and the maximum number of fellows for the next four batches for FY2009-2012 under the name of the Director General, Training Affairs and Citizen Participation Department of JICA. After getting approval by JICA, JICE sent the letters to accepting universities in mid-February 2009, and requested them to submit informal consent letters on the fellows to be enrolled in FY 2009.

- (3) Support for accepting universities on application procedure

In March 2009, for the successful candidates for the 1st batch (expected fellows to enroll in FY 2009), instructions on application documents to universities were given and such documents were collected. In addition, such collected documents were submitted to Asian Public Policy Program of Hitotsubashi University, Graduate School of Law of Kyushu University, Graduate School of Life and Environmental Studies of Tsukuba University and Graduate School of Science and Engineering of Tokyo Institute of Technology. Further, in the same way, for the successful candidates for the 1st batch (expected fellows to enroll in FY 2009) for Graduate School of International Management of International University of Japan and Graduate School of Regional Development Studies of Toyo University, whose submission deadline of university application documents was after April 2009, instructions on preparation of university application documents were given and such documents were collected and submitted to universities. Further, as to Graduate School of Human Sciences of Osaka University, because the application period for expected enrollment in FY 2010 is after fall, it is planned to take actions before the deadline.

The selection results of the 1st batch(Mongolia)

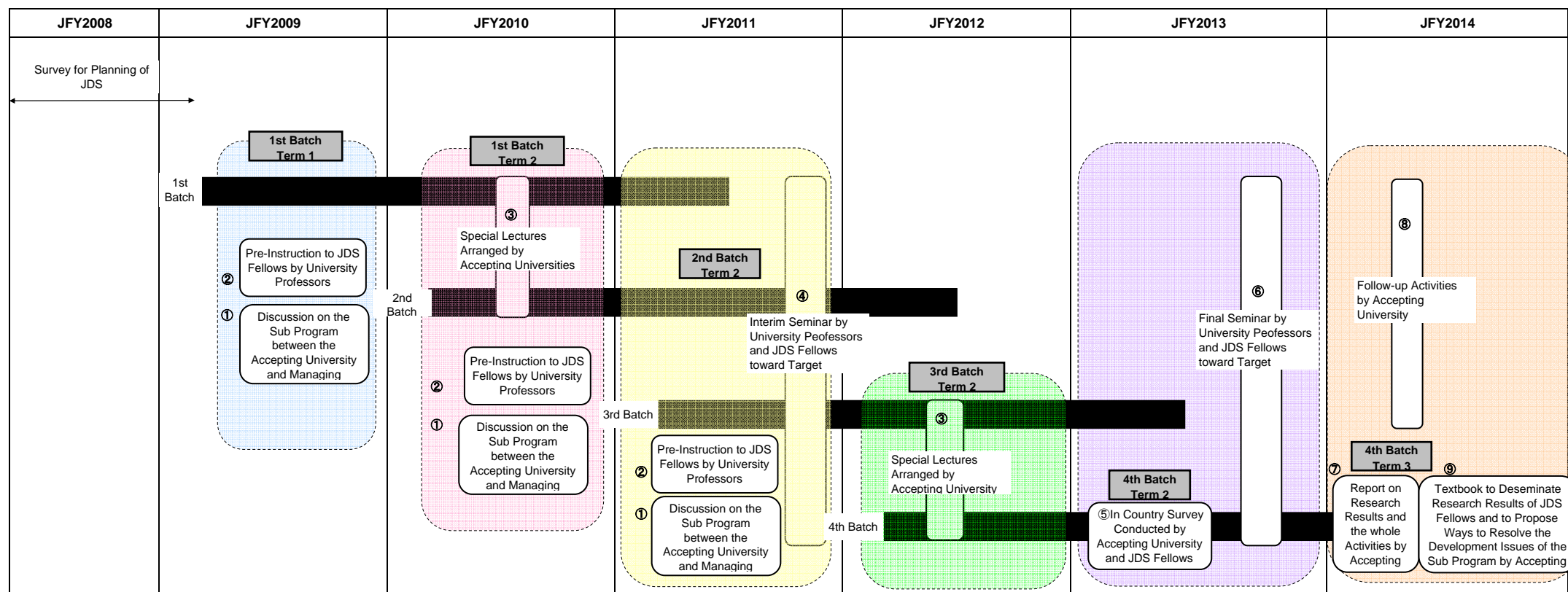
Sub-Program	Component		Accepting University		Target Organizations	The 1st Batch		Selection result of the 1st batch	
			Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component	Per University	Per Target Organization
Institutional development for a market economy	Development of Institutions	Legal System Reform	Kyushu University, Graduate School of Law	2	★ Ministry of Finance	0	20	2	0
					Ministry of Foreign Affairs	0			0
					Ministry of Education, Culture and Science	0			0
					Ministry of Justice and Home Affairs	10			2
					Ministry of Nature and Environment	0			0
					Ministry of Trade and Industry	4			0
					Ministry of Construction and Urban Development	0			0
					Ministry of Road, Transport and Tourism	1			0
					Ministry of Fuel and Energy	0			0
					Ministry of Health	0			0
					Ministry of Labor and Social Welfare	1			0
					Ministry of Food and Agriculture	0			0
					Cabinet secretariat	0			0
					The Supreme Court of Mongolia	1			0
					Financial Regulation Committee	1			0
					Central Bank of Mongolia	0			0
					Others	2			0
		Financial Management	Hitotsubashi University, Asian Public Program	2	★ Ministry of Finance	2	12	1	0
					Ministry of Foreign Affairs	0			0
					Ministry of Education, Culture and Science	0			0
					Ministry of Justice and Home Affairs	0			0
					Ministry of Nature and Environment	0			0
					Ministry of Trade and Industry	0			0
					Ministry of Construction and Urban Development	1			1
					Ministry of Road, Transport and Tourism	0			0
					Ministry of Fuel and Energy	0			0
					Ministry of Health	2			0
					Ministry of Labor and Social Welfare	0			0
					Ministry of Food and Agriculture	0			0
		Enterprise Management/ Policy Planning	International University of Japan, Graduate School of International Management	6	Cabinet secretariat	0	33	6	0
					The Supreme Court of Mongolia	0			0
					Financial Regulation Committee	1			0
					Central Bank of Mongolia	1			0
					Others	5			0
					★ Ministry of Finance	3			2
					Ministry of Foreign Affairs	2			0
					Ministry of Education, Culture and Science	0			0
					Ministry of Justice and Home Affairs	0			0
					Ministry of Nature and Environment	1			0
					Ministry of Trade and Industry	5			0
					Ministry of Construction and Urban Development	3			0
					Ministry of Road, Transport and Tourism	0			0
					Ministry of Fuel and Energy	2			1
					Ministry of Health	2			0
					Ministry of Labor and Social Welfare	1			1
					Ministry of Food and Agriculture	0			0
					Cabinet secretariat	1			0
					The Supreme Court of Mongolia	0			0
					Financial Regulation Committee	4			0
					Central Bank of Mongolia	1			1
					Others	8			1
	Basic Education and Vocational Training	—	Osaka University, Graduate School of Human Sciences	3	★ Ministry of Education, Culture and Science	3	28	3	0
					Ministry of Labor and Social Welfare	0			0
					Research Institutions	0			0
					Higher education institutions (National Universities)	21			3
					Others	4			0

The selection results of the 1st batch(Mongolia)

Sub-Program	Component		Accepting University		Target Organizations	The 1st Batch		Selection result of the 1st batch								
			Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component	Per University	Per Target Organization							
Environmental Protection	—	—	Tsukuba University, Graduate School of Life and Environmental Sciences	5	★Ministry of Nature and Environment	6	21	2	1							
					Ministry of Finance	0			0							
					Ministry of Trade and Industry	3			0							
					Ministry of Food and Agriculture	2			0							
					Research Institutions	1			0							
					Higher education institutions (National Universities)	5			0							
					Others	4			1							
Development of infrastructure to promote economic activity	—	Urban Environmental Improvement	Toyo University, Graduate School Regional Development Studies	2	★Ministry of Construction and Urban Development	0	8	2	0							
					Ministry of Nature and Environment	0			0							
					Ministry of Road, Transport and Tourism	0			0							
					Ministry of Fuel and Energy	1			0							
					Ulaanbaatar City Administration	2			1							
					Research Institutions	1			1							
					Higher education institutions (National Universities)	2			0							
					Others	2			0							
		Strengthening Urban Development (Development Engineering/ ICT)	Tokyo Institute of Technology, Graduate School of Engineering	2	★Ministry of Construction and Urban Development	2	26	2	1							
					Ministry of Nature and Environment	4			0							
					Ministry of Road, Transport and Tourism	1			1							
					Ministry of Fuel and Energy	1			0							
					Ulaanbaatar City Administration	9			0							
					Research Institutions	0			0							
					Higher education institutions (National Universities)	2			0							
					Ministry of Finance (ICT)	0			0							
					Ministry of Foreign Affairs (ICT)	0			0							
					Ministry of Education, Culture and Science (ICT)	0			0							
					Ministry of Justice and Home Affairs (ICT)	0			0							
					Ministry of Trade and Industry (ICT)	0			0							
					Ministry of Health (ICT)	0			0							
					Ministry of Labor and Social Welfare (ICT)	0			0							
					Ministry of Food and Agriculture (ICT)	0			0							
					Cabinet secretariat (ICT)	0			0							
					Information Communication Technology Agency	7			0							
					Central Bank of Mongolia (ICT)	0			0							
					Others	0			0							
					Total						148	148	18	18		

★: The Managing Organization

Model Plan for Encouraging Research Activities by the Accepting University for Japanese Grand Aid for Human Resource Development Scholarship under the New System



Japanese Grant Aid for Human Resource Development Scholarship (JDS) Project 2009-2012 in Mongolia

Sub-Program	Component		Managing Organization	Target Organization	Accepting University	Study Course	Expected Number of JDS Fellows				
							The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total
1. Institutional Development for a Market Economy	Development of Institutions	(Legal System Reform)	Ministry of Finance	<ul style="list-style-type: none">• Cabinet secretariat• Ministry of Foreign Affairs• Ministry of Trade and Industry• Ministry of Finance• Ministry of Justice and Home Affairs• Ministry of Construction and Urban Development• Ministry of Fuel and Energy• Ministry of Transportation and Tourism• Ministry of Education, Culture and Science• Ministry of Labor and Social Welfare• Ministry of Food and Agriculture• Ministry of Health• Ministry of Nature and Environment• State Specialized Inspection Agency• Mongolian Agency for Standardization and Metrology (MASM)• The Supreme Court of Mongolia• Financial Regulation Commission• Central Bank of Mongolia	Kyushu University	Graduate School of Law	2	2	2	2	8
		(Financial Management)			Hitotsubashi University	Asian Public Policy Program	1	2	2	2	7
		(Enterprise Management / Policy Planning)			International University of Japan	Graduate School of International Management	6	4	4	4	18
	Basic Education and Vocational Training		Ministry of Education, Culture and Science	<ul style="list-style-type: none">• Ministry of Education, Culture and Science• Ministry of Labor and Social Welfare• Universities and research institutions• Other related government organization	Osaka University	Graduate School of Human Sciences	3	3	3	3	12
2. Environmental Protection			Ministry of Nature and Environment	<ul style="list-style-type: none">• Ministry of Nature and Environment• Ministry of Finance• Ministry of Food and Agriculture• Ministry of Trade and Industry• Universities and research institutions• Other related government organization	University of Tsukuba	Graduate School of Life and Environmental Studies	2	3	3	3	11
3. Development of infrastructure to promote economic activity (Urban Environmental Improvement)			Ministry of Construction and Urban Development	<ul style="list-style-type: none">• Ministry of Nature and Environment• Ministry of Construction and Urban Development• Ministry of Fuel and Energy• Ministry of Transportation and Tourism• Ulaanbaatar City Administration• Universities and research institutions• Other related government organization• Information Communication Technology Agency• Central Bank of Mongolia	Toyo University	Graduate School of Regional Development Studies	2	2	2	2	8
3. Development of infrastructure to promote economic activity (Development Engineering・Information Communication Technology)					Tokyo Institute of Technology	Graduate School of Science and Engineering	2	2	2	2	8
Total							18	18	18	18	72

* The name of the target organizations are as of the end of August.

* Subsidiary organizations and/or agency are included in each target organization.

Analysis of Scale of the JDS Project
for Mongolia

Sub-Program	Component		Accepting University		Target Organizations	Number of Potential Candidates (with qualified age and Bachelor)		Number of Possible Candidates for JDS during The 4 Batches								Selection of The 1st Batch						The Results of Consulting Meeting With The Possible Applicants for the 2nd Batch	Selection Result of the 1st Batch		Expected Number of JDS Fellows					
			Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component	The 1st Batch		The 2nd Batch		The 3rd-4th Batch		Total		Number of Applicants		Number of Applicants Who Passed the Technical Interview		Number of Applicants Who Passed the Comprehensive Interview										
								Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component									
Institutional Development for a Market Economy	Development of Institutions	Legal System Reform	Kyushu University Graduate School of Law	2	★Ministry of Finance	10	300	0	20	0	47	0	184	0	251	0	20	0	3	0	2	2	2	2	2	2	8			
					Ministry of Foreign Affairs	20		0		2		0		2		0		0		0		0								
					Ministry of Education, Culture and Science	10		0		1		0		1		0		0		0		0								
					Ministry of Justice and Home Affairs	30		10		7		149		166		10		3		2		2								
					Ministry of Nature and Environment	10		0		0		0		0		0		0		0		0								
					Ministry of Trade and Industry	10		4		0		0		4		4		0		0		0								
					Ministry of Construction and Urban Development	10		0		0		0		0		0		0		0		0								
					Ministry of Transportation and Tourism	10		1		0		5		6		1		0		0		0								
					Ministry of Fuel and Energy	10		0		0		2		2		0		0		0		0								
					Ministry of Health	10		0		0		2		2		0		0		0		0								
					Ministry of Labor and Social Welfare	5		1		1		0		2		1		0		0		0								
					Ministry of Food and Agriculture	5		0		0		0		0		0		0		0		0								
					Cabinet secretariat	20		0		0		0		0		0		0		0		0								
					The Supreme Court of Mongolia			1		8		0		9		1		0		0		0								
					Financial Regulation Commission	20		1		6		0		7		1		0		0		0								
					Central Bank of Mongolia	10		0		2		0		2		0		0		0		0								
					Other	110		2		20		26		48		2		0		0		0								
		Financial Management	Hitotsubashi University Asian Public Policy Program	2	★Ministry of Finance	50	417	2	12	3	34	0	125	5	171	2	12	0	1	0	1	1	1	1	2	2	7			
					Ministry of Foreign Affairs	10		0		0		0		0		0		0		0		0								
					Ministry of Education, Culture and Science	10		0		1		0		1		0		0		0		0								
					Ministry of Justice and Home Affairs	5		0		0		0		0		0		0		0		0								
					Ministry of Nature and Environment	10		0		0		8		8		0		0		0		0								
					Ministry of Trade and Industry	15		0		14		3		17		0		0		0		0								
					Ministry of Construction and Urban Development	5		1		0		0		1		1		1		1		1								
					Ministry of Transportation and Tourism	15		0		0		12		12		0		0		0		0								
					Ministry of Fuel and Energy	10		0		0		1		1		0		0		0		0								
					Ministry of Health	10		2		0		6		8		2		0		0		0								
					Ministry of Labor and Social Welfare	2		0		0		1		1		0		0		0		0								
					Ministry of Food and Agriculture	5		0		0		0		0		0		0		0		0								
					Cabinet secretariat	10		0		0		0		0		0		0		0		0								
					The Supreme Court of Mongolia			0		0		0		0		0		0		0		0								
					Financial Regulation Commission	30		1		10		15		26		1		0		0		0								
					Central Bank of Mongolia	30		1		2		5		8		1		0		0		0								
					Other	200		5		4		74		83		5		0		0		0								
	Enterprise Management / Policy Planning	International University of Japan Graduate School of International Management	6	★Ministry of Finance	40	383	3	33	1	11	1	51	5	95	3	33	2	9	2	6	6	6	6	4	4	4	4	18		
				Ministry of Foreign Affairs	10		2		0		0		2		0		0		0		0									
				Ministry of Education, Culture and Science	10		0		0		1		1		0		0		0		0									
				Ministry of Justice and Home Affairs	5		0		0		0		0		0		0		0		0									
				Ministry of Nature and Environment	10		1		0		0		1		1		0		0		0									
				Ministry of Trade and Industry	15		5		0		26		31		5		1		0		0									
				Ministry of Construction and Urban Development	5		3		0		0		3		3		0		0		0									
				Ministry of Transportation and Tourism	15		0		0		0		0		0		0		0		0									
				Ministry of Fuel and Energy	10		2		0		5		7		2		1		1		1									
				Ministry of Health	10		2		0		10		12		2		0		0		0									
Ministry of Labor and Social Welfare				3	1		0		0		1		1		1		1		1											
Ministry of Food and Agriculture				10	0		0		0		0		0		0		0		0											
Cabinet secretariat				10	1		0		0		1		1		0		0		0											
The Supreme Court of Mongolia					0		0		0		0		0		0		0		0											
Financial Regulation Commission				10	4		0		0		4		4		0		0		0											
Central Bank of Mongolia				20	1		0		7		8		1		1		1		1											
Other				200	8		10		1		19		8		3		1		1											
Basic Education and Vocational Training	—	—	Osaka University Graduate School of Human Sciences	3	★Ministry of Education, Culture and Science	30	700	3	28	4	16	5	80	12	124	3	28	1	4	0	3	3	3	3	3	3	12			
					Ministry of Labor and Social Welfare	10		0		0		0		0		0		0		0										
					Research institutions	20		0		0		0		0		0		0		0										
					Higher Educational Institution (National Universities)	640		21		6		55		82		21		3		3		3								
					Other			4		6		20		30		4		0		0		0								
Environmental Protection	—	—	University of Tsukuba Graduate School of Life and Environmental Studies	5	★Ministry of Nature and Environment	50	850	6	21	4	15	71	182	81	218	6	21	2	7	2	5	5	5	5	11					
					Ministry of Finance	100		0		0		0		0		0		0		0										
					Ministry of Trade and Industry	40		3		0		16		19		3		2		1										
					Ministry of Food and Agriculture	20		2		0		16		18		2		0		0										
					Research institutions	20		1		0		14		15		1		1		1										
					Higher Educational Institution (National Universities)	620		5		0		65		70		5		1		0										
					Other			4		11		0		15		4		1		1										

Analysis of Scale of the JDS Project for Mongolia

Sub-Program	Component		Accepting University		Target Organizations	Number of Potential Candidates (with qualified age and Bachelor)		→	Number of Possible Candidates for JDS during The 4 Batches								→	Selection of The 1st Batch						→	The Results of Consulting Meeting With The Possible Applicants for the 2nd Batch	→	Selection Result of the 1st Batch		Expected Number of JDS Fellows					
			Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component		The 1st Batch		The 2nd Batch		The 3rd-4th Batch		Total			Number of Applicants		Number of Applicants Who Passed the Technical Interview		Number of Applicants Who Passed the Comprehensive Interview					Per University	Per Target Organization	The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total	
									Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component		Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component											Per Target Organization
Development of infrastructure to promote economic activity	Urban Environmental Improvement	Toyo University Graduate School of Regional Development Studies	2	★Ministry of Construction and Urban Development	10	365	0	8	0	20	0	17	0	45	0	8	0	3	0	2	2	0	2	2	2	2	8							
				Ministry of Nature and Environment	30		0		9		1		10		0		0		0															
				Ministry of Transportation and Tourism	20		0		0		4		4		0		0		0															
				Ministry of Fuel and Energy	15		1		0		4		5		1		1		0															
				Ulaanbaatar City Administration			2		4		5		11		2		1		1															
				Research institutions	10		1		0		0		1		1		1		0															
				Higher Educational Institution (National Universities)	280		2		0		3		5		2		0		0															
				Other			2		7		0		9		2		0		0															
		Tokyo Institute of Technology Graduate School of Science and Engineering	2	★Ministry of Construction and Urban Development	10	2	26	5	30	3	64	10	120	2	26	1	3	1	2	1								2	1	2	2	2	8	
				Ministry of Nature and Environment	20	4		0		3		7		4		0		0		0														
				Ministry of Transportation and Tourism	20	1		0		16		17		1		0		1		1														
				Ministry of Fuel and Energy	15	1		0		7		8		9		4		20		33														
				Ulaanbaatar City Administration		9		4		20		33		0		0		1		1														
				Research institutions	10	0		0		1		1		0		0		0		0														
				Higher Educational Institution (National Universities)	340	2		0		7		9		2		0		0		0														
				Ministry of Finance (ICT)	10	0		0		0		0		0		0		0		0														
	Development Engineering • Information Communication Technology	Tokyo Institute of Technology Graduate School of Science and Engineering	2	Ministry of Foreign Affairs (ICT)	10	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Ministry of Education, Culture and Science (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Ministry of Justice and Home Affairs (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Ministry of Transportation and Tourism (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Ministry of Health (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Ministry of Labor and Social Welfare (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Ministry of Food and Agriculture (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Cabinet secretariat (ICT)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Information Communication Technology Agency	20	7	6	3	16	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
				Central Bank of Mongolia (ICT)	10	0	2	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
				Other		0	13	0	13	0	13	0	13	0	13	0	13	0	13	0	13	0	13	0	13	0	13	0	13					
				Total					3,550	3,550	148	148	173	173	703	703	1024	1024		148		30		21	22	18	18	18	18	72				

* The name of the target organizations are as of the end of August.

*** Subsidiary organizations and/or agency are included in each target organization.**

★: Managing Organization