

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

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**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
JAPAN INTERNATIONAL COOPERATION CENTER (JICE)**

Summary

1. Summary of the Preparatory Survey

Background of the Survey

The Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “JDS”) Program¹ was first launched in Uzbekistan and Laos in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The program has later been introduced to other countries as well, and the number of target countries has reached 14 by the fiscal year 2012.

JDS has introduced a new system (hereinafter referred to as “the new system”) gradually for further effectiveness and efficiency since 2008 in Uzbekistan, Laos, Mongolia and Tajikistan, in which the dispatch of participants to Japan in 2012 marked the completion of the dispatch of JDS Participants in the six-year project cycle.

Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of continuing with this project and properly reflecting the Country Assistance Program for Mongolia, relevant JICA programs, etc. in the formulation of the project based upon the results of reviewing the needs of the government of Mongolia.

Objectives of the Survey

The main objectives of the survey are as follows:

- For the survey team and the JDS Operating Committee of Mongolia to discuss and agree on target priority areas (Sub-Programs)/development issues (Components) based on the Millennium Development Goals (MDGs)-based Comprehensive National Development Strategy of Mongolia and the Country Assistance Program for Mongolia by the Japanese government and allotted number of participants per Sub-Program. And also to consider the contents and the budget of Special Program provided by the Accepting University, and figure out the program scale design (draft) for acceptance of the JDS participants for the next four batches.
- To conduct the selection for the applicants nominated by the Target Organizations and select the final successful candidates. To finalize the Basic Plan for each Sub-Program, with involvement from the Accepting Universities, based on the information through the discussion between the survey team and Target Organizations and meetings between faculty members of the university and the Operating Committee members.

¹ Japanese Grant Aid for Human Resource Development Scholarships (JDS) Program: A human resource development (overseas education) scheme provided to currently 12 countries through Japanese grant aid.

Method of the Survey

As part of the Preparatory Survey, the survey in Mongolia has been conducted from October 2012 to March 2013.

- October 2012: Confirmation of the principle/policy for the survey
 - (1) to set Sub-Programs and Components in accordance with Country Assistance Program for Mongolia by Japanese government and development needs of Mongolia
 - (2) to select and determine the Accepting Universities of Japan which would provide the educational programs corresponding to each Sub-Program/Component
 - (3) to select Target Organizations corresponding to each Sub-Program/Component
 - (4) to select Managing Organizations corresponding to each Sub-Program/Component
 - (5) to confirm the implementation system
- October 2012 to March 2013: Recruitment and Selection of the JDS applicants of the 1st batch
- October 2012: Estimation of the program scale
- December 2012: Formulation of the drafts of Basic Plans for each Sub-Program
- March 2013: Confirmation of the Basic Plans for Sub-Programs

Results of the Survey

Sub-Programs/Components in Mongolia

Sub-Program (JDS Priority Area)	Target organizations		Accepting University/Graduate School
1. Sustainable development of the mining sector and enhancement of governance	1-1 Environment-friendly Mineral Resource Management	1-1-1 Environmental Management	Keio University Graduate School of Media and Governance
		1-1-2 Resource Engineering	Kyushu University 1) Graduate School of Engineering (Earth resource Engineering) 2) Graduate School of Socila and Cultural Studies (Earth Sciences)
	1-2 Fiscal Policy Management		International University of Japan Graduate School of International Relations
	1-3 Improvement of Legal System		Kyushu University Graduate School of law
2. Assisting Inclusive Growth	2-1 Business Environment Development		International University of Japan Graduate School of International Management
	2-2 Public Administration		Meiji University Graduate School of Governance Studies
3. Enhancement of the capacity and function of Ulaanbaatar as urban center	3-1 Urban Development Engineering		Hiroshima University Graduate School for International Development and Cooperation (IDEC)
	3-2 Improvement of Urban Environment Policy		University of Tsukuba Graduate School of Life and Environmental Sciences

Evaluation of the JDS

Through the evaluation of the JDS, the Sub-Programs and Components which were set in line with the human resource development needs of Mongolia were found to be consistent with the challenges facing the country in its development efforts and the priority areas of the Country Assistance Program for Mongolia by the Japanese government.

As the effects of human resource development projects should be considered from a long-term point of view, Project Designs, particularly the Project Purpose, which is the goal to be achieved by the time of completion of the project, can be nothing more than to improve the abilities of human resources working for the formulation of policies and other tasks in respective Target Organizations through getting them to learn the knowledge required to resolve relevant development issues. Ultimately, however, this is expected to lead to “contribution to resolving development issues facing one’s country” through effective utilization of the knowledge acquired by JDS participants in respective organizations back in their countries and provision of appropriate opportunities and duties to these former participants that will allow them to make good use of their knowledge.

The followings are the verifiable indicators to measure achievement of the Project Purpose:

- Ratio of JDS participants who obtain Master’s degree
- Ratio of JDS participants assigned to a workplace which has good relevance to their research/expertise after their return from Japan

The indicator of “ratio of JDS participants who obtain Master’s degree” has been highly achieved in previous years, through encouragement of application targeted at the organizations associated with the targeted areas and personnel matching the purpose of the program during the recruitment period, selection based on basic academic knowledge and learning abilities, and various supports and regular monitoring for the JDS participants in Japan. The overall achievement rate of the whole JDS program as of February 2013 reached 99%².

As for the other indicator, “ratio of JDS participants assigned to a workplace which has good relevance to their research/expertise after their return from Japan,” it can be said that their return to the organizations to which they belonged at the time of application is guaranteed to a certain degree, since JDS participants are required to sign agreements with the Mongolian government before leaving for Japan to promise to return to the workplaces to which they belonged before going to Japan to work there again as government employees for at least two years after returning to their home countries. In addition, the results of questionnaire and interview surveys conducted on former JDS participants back in their home countries have revealed that their current work duties allow them to make use of what they have learned from participating in the JDS program. It is expected that continued communication

² The overall achievement rate of the whole JDS program as of February 2013 (targeted at those participating in the JDS program in Japan in 2010 and earlier years)

to Ministry of Education and Science (hereinafter referred to as “MES”) and Target Organizations will further increase the “ratio of JDS participants assigned to a workplace which has good relevance to their research/expertise” in the future.

Outline of Program Expenses

The total amount of expenses required to implement JDS is 234 million yen, which does not represent the limit on grants based on Exchange of Notes.

(1) Expenses borne by the Japanese side

234 million yen (three-year government bonds for the 2013 program)

(2) Expenses borne by the Mongolian side

No expenses

(3) Estimation conditions

1) Time of estimation: March 2013

2) Exchange rates: US\$1 = ¥88.53
US\$1 = MNT 1,350.38

3) Program implementation period: As shown in Figure. 3: Implementation Process in this report

4) Others: Estimation is based on the Grant Aid system of the Japanese government.

2. Recommendations

The concerns and recommendations obtained through the Survey are as follows:

(1) Setting of Target Organizations

Target Organizations were decided upon based on the results of discussions/consultations with the JDS Operating Committee members in Mongolia by reviewing the roles and mandates of individual organizations, and their relevance to Sub-Programs/Components, etc. Expecting a limited number of candidates based on the small number of employees at Target Organizations, the target range was extended to umbrella agencies (working agencies) of central government, organizations directly linked to the government, and organizations directly below the Prime Minister and Deputy Prime Minister. Recognizing the training of specialists in Mongolia as an important issue, institutes of higher education, including the National University of Mongolia, were also added as Target Organizations.

However, because restructuring of government ministries and agencies is being conducted during the recruitment period, a re-examination of agencies expected to be added as Target Organizations is

required through supplementary survey and other procedures.

(2) Selection of Accepting University

As regards the selection of Accepting Universities, this year's Preparatory Survey has revealed that JICA has fairly selected universities in accordance with its clearly-defined evaluation standards, and the appropriateness of the selection has gained a certain level of understanding from the Mongolian side as well. Consequently, the Mongolian side has basically agreed to what the Japanese side has proposed. Accepting Universities are added for the new component, mining, with selections being made from among the universities that accepted JDS participants from Mongolia during the first phase of the new system and which participants returning to their home countries had rated highly for the generous support and outstanding instruction provided by the university and teaching staff.

It is expected that direct discussions and cooperation between Accepting Universities in Japan and Target Organizations and other related parties in Mongolia will continued to be enhanced in the process of formulating a framework for the program, including setting of Accepting Universities, in the future. Respective Accepting Universities are urged to develop and implement more effective measures to resolve development issues in each Sub-Program before JDS participants come to Japan, during their stay in Japan, and after they return home, in an integrated manner.

(3) Application Requirements

Given the fact that the general election took place in June 2012, followed by a drastic re-organization and reshuffling of personnel within Mongolian government agencies, it was predicted that government employees meeting one of the requirements in the past four years, that the "candidate have two or more years of practical experience in a target agency," would decrease significantly. Furthermore, simultaneous with the re-organization, the Mongolian government has accepted a number of individuals from the private sector. In view of the above the requirement has been changed to "candidates with two or more years of practical experience in related jobs, including those in the private sector." This resulted in candidates with experience in private sector agencies obtaining higher evaluations from university teachers at the interview, enabling the assurance of outstanding human resources and improved candidate quality.

(4) Number of Applicants

From past experience, the selection of candidates best suited for the objective of the project required the understanding and cooperation of staff in charge of human resources and scholarship at the Target Organizations, as well as publication of information within the relevant organizations. However, due to the restructuring associated with the general election, many of the individuals in charge of human resources and scholarship responsible for the JDS program were transferred. The recruitment period was also shortened to three weeks.

Under the above circumstances, telephone calls were made and e-mails were sent simultaneous with the beginning of recruitment on October 10, sending out the announcement of the recruitment information sessions to staff in charge of human resources, requesting that the recruitment announcement be posted on the agency intranets, and asking for submission of a list of candidates. A total of eight recruitment information sessions were held (three targeting HR staff and five targeting applicants). Attendees were provided with application guidelines and posters, explanation of program objectives, relevant components, and accepting universities, and HR personnel at the Target Organizations were asked to send out announcement of the information sessions for applicants. Additional information sessions were held for candidates nominated by Target Organizations but who were not able to attend the regular recruitment information sessions, and other recruitment activities were scheduled to ensure that information about the program was disseminated. For components with inadequate numbers of applicants at the end of the recruitment period, the deadline was extended one week to ensure sufficient numbers of applicants, during which follow-up recruitment activities were conducted targeting nominated candidates received from Target Organizations. This resulted in the number of applications for all components exceeding the quota by three times.

Within the limited recruitment period, strategic and effective recruitment activities were conducted for this year, making the utmost effort to ensure sufficient number of applicants from the list of recommended candidates submitted by Target Organizations. In view of the circumstances in Mongolia, ensuring the number of candidates is an issue that must be addressed for future years, therefore appropriate measures should be taken such as extension of the recruitment period to six weeks, and requests for cooperation from HR staff in target organizations prior to the recruitment period.

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ABBREVIATION	DESCRIPTION
ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
DAC	Development Assistance Committee
E/N	Exchange of Notes
G/A	Grant Agreement
GDP	Gross Domestic Product
IMF	International Monetary Fund
IT	Information Technology
JDS	Japanese Grant Aid for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KOICA	Korean International Cooperation Agency
MASP	Mongolia-Australian Scholarship Program
MDGs	Millennium Development Goals
MES	Ministry of Education and Science of Mongolia
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
TOEFL	Test of English as a Foreign Language
UNDP	United Nations Development Programme
YLP	Young Leaders' Program

Remarks:

In this report, JDS program before introduction of the new system (system which accepts 4-batch participants under the same field, Target Organization and Accepting University) is mentioned as “JDS old system”. In addition, it is distinguished acceptance of 4-batch participants since Preparatory Survey in 2008 as “the first phase of the new system” and acceptance of another 4-batch participants since this Preparatory Survey as “the second phase of the new system”.

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

1-1. Present Situations and Issues of JDS

1-1-1. Present Situations and Issues

The Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “JDS”) Program³ was first launched in Uzbekistan and Lao People’s Democratic Republic (hereinafter referred to as “Laos”) in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The program has later been introduced to other countries as well, and the number of target countries has reached 14 by fiscal 2012.

Government employees in the target countries highly evaluate the overall achievements that the JDS Program has made in the past 13 years, stating that “JDS participants contribute significantly to the development of their own countries, taking advantage of what they have acquired through their studies in Japan in various ways.” At the same time, however, they recognize the need to review the following items for further effectiveness and efficiency:

- Narrowing down of target fields of study based on the Country Assistance Program by the Japanese government
- Selection of target candidates and Target Organizations to be developed
- Continuous acceptance of JDS participants by the same universities to improve quality

This is the background against which it was decided that a new system for JDS (hereinafter referred to as “the new system”⁴) would be introduced. The Preparatory Survey for the introduction of the new system was conducted first in Uzbekistan, Laos, Mongolia and Tajikistan⁵ in fiscal 2008, and then in Vietnam, Cambodia, Bangladesh and Sri Lanka⁶ in fiscal 2009. In fiscal 2010, Kyrgyz and the Philippines also became target countries of the new system. In fiscal 2011, Ghana became the first in Africa to participate in the JDS Program, and the Preparatory Survey was implemented in the country.

³ Japanese Grant Aid for Human Resource Development Scholarships (JDS) Program: A human resource development (overseas education) scheme provided to currently 12 countries through Japanese grant aid.

⁴ New system: Under the new system, Sub-Programs/Component are established in each target country based on Japanese ODA policy (target priority areas, etc.), the target country’s issues and human resource development needs, Target Organizations (central government agencies, etc.) and Japanese Accepting Universities are selected, and participants are dispatched to universities which are suitable for the efforts for the Sub-Programs/Components. While the prime purpose of the JDS Program was originally to improve the abilities of individual international students, the new system aims to develop human resources who will be able to formulate policies to resolve issues facing their countries in the future, by making the administrative capacity enhancement of each country its major purpose in 2009. In the new system, four years are regarded as one package. JDS participants are dispatched under the same schemes, with the same Sub-Programs/Components, Target Organizations and Accepting Universities for four years. This results in improvement in the core human resources’ abilities to make policies and manage projects, which leads to improvement of Target Organizations’ ability in policy-making. In addition, Accepting Universities can provide education through programs suitable for target countries through the acceptance of JDS participants from the same countries and Target Organizations for four years.

⁵ Tajikistan joined JDS in 2008.

⁶ Sri Lanka joined JDS in 2009.

In Uzbekistan, Laos, Mongolia and Tajikistan, to which the new system was introduced in 2008, the dispatch of students to Japan in 2012 marked the completion of the dispatch of JDS participants in the six-year project cycle. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of continuing with this project, reviewing the needs of the Mongolian government, and properly reflecting the Country Assistance Program for Mongolia, relevant JICA programs, etc. in the formulation of the project. As of January 2013, a total of 208 JDS participants from Mongolia have been accepted by Japanese universities since 2002, in which the JDS Program was launched in the country (Table 1).⁷

Table 1: Number of JDS participants from Mongolia (As of March 2013)

Program	Year Field of Study	2002	2003	2004	2005	2006	2009	2008	2009	2010	2011	2012	Total
		1st Batch	2nd Batch	3rd Batch	4th Batch	5th Batch	6th Batch	7th Batch	8th Batch	9th Batch	10th Batch	11th Batch	
	Law	3	3	3	3	1	1	1	2	2	2	2	23
	Economics	3	3	3	3	2	–	–	1	2	2	2	21
	Business Administration	4	4	4	2	3	2	2	6	5	4	4	40
	International Relations	3	3	3	–	–	3	3	–	–	–	–	15
	Administration/ Public Policy	3	3	3	1	5	5	3	–	–	–	–	23
	Information Communication Technology (ICT)	4	4	4	5	5	3	3	–	–	–	–	28
	Education	–	–	–	3	2	2	2	3	3	3	2	20
	Environmental Policy	–	–	–	2	1	1	2	2	3	4	3	18
	Health Administration	–	–	–	–	1	1	2	–	–	–	–	4
	Engineering	–	–	–	–	–	2	–	–	–	–	–	2
	Development Engineering	–	–	–	–	–	–	2	2	–	1	2	7
	Transportation	–	–	–	–	–	–	–	2	3	–	2	7
Total		20	20	20	19	20	20	20	18	18	16	17	208
Public sector total		9	10	15	9	9	8	10	18	18	16	17	139
Private sector total		11	10	5	10	11	12	10				69	

(*1) Calculation based on the information within traceable range

In order to achieve the “training of young administrative officers” which is the objective of the JDS, the appropriate appointments must be made during the selection of JDS participants. Mongolia has limited its target to government employees since 2009 (the 8th Batch) and has been recruiting and selecting with a focus on the development of young administrative officers. In addition, from the point of view of producing effects with the project, basically for four years placements in the same fields and of the same numbers should be continued, with the participants of the 8th Batch and the 12th Batch being carried out in 7 fields such as “Monetary Policy,” “Law,” “Business Administration,” “Environmental Protection,” “Education,” “Development Engineering” and “Urban Planning.”

⁷ Under the old system, there was another course which students learn in Japanese. In addition to the said 208 JDS participants, about 30 JDS participants obtained Master’s degree in this course..

In addition, since 2009 (the 8th Batch) the recognition that “it is necessary to aim at the production of effect by creating a ‘critical mass,’ meaning a group of graduates with similar background without subdividing the fields of acceptance to be targeted by this project in order to effectively utilize the limited number of 18” has been shared between those who participated in the local project and in order to achieve a higher effect of the project, sub-programs were set up (see Figure 1).

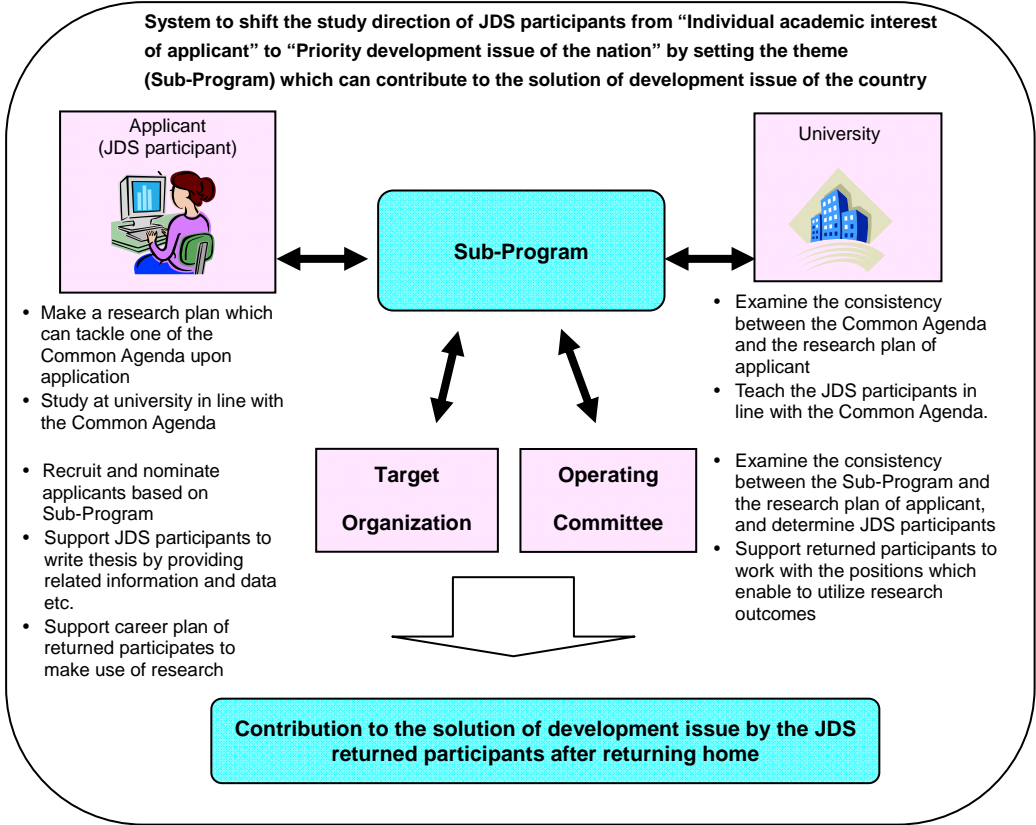


Figure 1: Structure of Sub-Program

In addition, with regards to the improvement of the retention rate after returning home which becomes a necessary condition in order for the young administrative officers who receive a training to contribute to solve the challenges of the social and economic development of their home countries, there have been discussions between the Operating Committee members and efforts have been made by signing a contract between MES before coming to Japan so that a JDS participants will be able to return to work at the previous organization they used to belong to after returning home.

On the other hand, challenges for the project have been revealed, such as securing applicants with the qualities that match the field of acceptance and with enough English proficiency to study in the master’s program and securing applicants that will be able to contribute with a high degree of probability after returning home and the strengthening of matching the universities which will accept the applicants and the research plans of the applicants.

1-1-2. Development Plan

Under the following socioeconomic development strategy, Mongolia is currently moving forward with

development under the leadership of the government.

(1) Mongolian Development Policy based on the Millennium Development Goals (MDGs)

In 2008, the Mongolian government announced its Millennium Development Goals (MDGs)—based Comprehensive National Development Strategy of Mongolia⁸ with the objective of the humane and democratic development of the social economy, scientific technology and civic society in harmony with the climate in and outside of the country. National goals set forth in the strategy included the following: 1. protect and strengthen Mongolia's sovereignty, and develop it into a middle income country through achieving its MDGs attaching high propriety to promoting private sector-led dynamic economic growth, human development in Mongolia including education, healthcare, as well as sustainable development of science, technology and environment, strengthening intellectual development and human capacity, 2. create a knowledge-based economy sustained by high technology, which respects environmentally friendly production and services, 3. establish an economy based on knowledge to achieve economic growth, 4. foster a democratic system of governance, which serves its citizens, protects human rights and freedoms, and is free from corruption and red tape.

(2) Millennium Development Goals (MDGs)⁹

Nine millennium goals were established: 1. reduce poverty and hunger, 2. achieve universal primary education, 3. promote gender equality and empower women, 4. reduce child mortality, 5. improve maternal healthcare, 6. combat sexually transmitted infections/HIV/AIDS and tuberculosis, reverse other diseases 7. ensure environmental sustainability, 8. develop global partnership for development, and 9. strengthen human rights and foster democratic governance. Significant improvement has been seen in the reduction of the infant mortality rate and the structuring of global partnerships, however, it has been pointed out by the United Nations Development Programme (UNDP) that further effort is required to achieve other goals.

(3) Government Action Plan

The Mongolian government sees multi-faceted economic growth as required to resolve issues noted in the above-mentioned Comprehensive National Development Strategy and MDGs along with the following five fields of importance in the Government Action Plan (2012–2016)¹⁰.

⁸ The Millennium Development Goals (MDGs)-based Comprehensive National Development Strategy of Mongolia http://mofa.gov.mn/coordination/images/stories/resource_docs/nds_approved_eng.pdf

⁹ United Nations Development Assistance Framework 2012-2016 http://www.undp.mn/publications/UNDAF%20ENGLISH_17%20March%202011_with%20signatures.pdf

¹⁰ Mongolian Government Action Plan was established under the former government. The current government plans to set new plans and new action plans have been under consideration. http://www.ndic.gov.mn/index.php?option=com_content&view=article&id=177:2012-2016&catid=21:news&Itemid=483&lang=mn

Important Development Areas

1. Creation of a safe and pleasant living environment
2. Creation of a people-centered administration, realization of economic development by the community
3. Establishment of appropriate operation and control systems for mineral resources, laying the foundation for heavy industry
4. Improved competitiveness in manufacturing and processing industries, introduction of advanced technology in agriculture
5. Upgrading of infrastructure necessary for the high economic growth

The “Creation of people-centered administration, realization of economic development by community” stated in the Important Development Areas include clarification of roles appropriate for the class of government employees (upper, middle, lower) and the structuring of appropriate systems, improvement of the planning capacity of government agencies, and structuring capacity improvement systems for government employees, all of which are aimed at improving the capacity in the central government and government employees, which will then link to the nation’s economic development. The importance of human resources development in the government agencies is being re-acknowledged as necessary to the social and economic development of Mongolia.

1-1-3. Socio-economic Situation

The agricultural industry and mineral industry account for a significant portion of the Mongolian economy marking double-digit growth rate for the first time in 2004 with 10.6%, achieving 7–10% or higher annual economic growth thereafter until 2007¹¹. In the DAC list¹² established by the Organization of Economic Co-operation and Development (OECD), Mongolia has successfully broke away from the low-income nation category and joined the low- and middle-income nation category in 2008, reaching a level at which its citizens are able to forecast stable future for themselves. On the other hand, there still exist many problems that need to be addressed. Affected by the 2008 global economic depression, the economic drop became apparent with the surge in resource prices, with the growth rate dropping to as low as minus 1.3% in 2009. Thereafter, the significant increase in the export of mineral products to surrounding countries in 2010 has led to major recovery in the growth rate to 17.3% in 2011, and the strong growth continued into 2012 at 12.7%, making steady economic development.

As described above, the Mongolian economic foundation is largely dependent on the mineral industry, yet the industry does not bring with it sufficient employments. The unemployment rate exceeds 8% in the capital city, Ulan Bator. Some of the factors that prohibit a sufficient return of the profit gained by

¹¹ IMF World Economic Outlook Databases

¹² OECD DAC List: <http://www.oecd.org/dac/stats/historyofdaclistsofaidrecipientcountries.htm>

mine resources to society as a whole are the aged infrastructure, which was built during the time of the former Soviet Union, an inadequate business environment including distribution system, and lack of people with competency to structure and appropriately manage administrative systems.

Further economic stability requires the management of social and economic systems with unified law and policy, however, since democratization, the general election conducted every four years led to change in political administrations and the restructuring of government agencies thereof. The June 2012 election resulted in a changeover of the controlling political party from the Mongolian People's Party to the Democratic Party, leading to a major restructuring of the government agencies and the reshuffling of personnel. National policies and policymaking show no consistency and relevance, causing major changes in various fields.

One example is the new movement to eliminate foreign capital with the objective of developing Mongolia under its own power. The mineral resources industry essential for the Mongolian economy, represented by the world famous Tavan Tolgoi and Oyu Tolgoi, will be widely developed. There has been a movement for government intervention in mine management and protests against profit allocations and price fluctuation by the Mongolian government, causing a situation in which the mining operations have temporarily stopped. These incidents have significantly affected the economic foundation and development of Mongolia, and attention is given to such movements¹³.

1-1-4. Situation of Higher Education and Human Resource Development of Government Officials

(1) Situation of Higher Education

There are 12 national and 76 private universities in Mongolia. A total of 17,772 students sought education at the national universities and 12,590 students entered private universities (FY2011-2012 enrollment). Considering that the national population is merely 2.85 million, there are many universities, and the rate of college enrollment is high. Jurisdiction over higher education in Mongolia is exercised by the Ministry of Education and Science (MES), (name changed from the Ministry of Education, Culture and Science in 2012). The National Council for Education Accreditation is established as subordinate agency to the MES to accredit high schools in line with the quality and standard of high school education.

(2) System of Public Administration/Government Employees

Government employees are placed under the jurisdiction of the State Great Khural of Mongolia and individuals who pass the government employment examinations, given twice per year (May and October) by the National Service Committee in charge of hiring and managing, are approved as

¹³ The UB POST <http://ubpost.mongolnews.mn>

official government employees. Individuals seeking employment at local government offices are also required to take the employment exam given by provincial branches of the National Service Committee. Upon passing the exam, assignments are made taking into consideration the individual's specialty and preferences. The first year of the assignment is considered a trial period and a recommendation from superior of the assigned office enables individuals to become official government employees.

Government employees are classified into four categories. Categories and the number of employees in each category are as follows: 1. Political officers (Ministers and national councilmen) 2,987 individuals (1.85%), 2. Managing members, 16,190 individuals (10.01%), 3. Special agency employees, 29,892 individuals (18.5%), and 4. Service agency employees, 112,543 individuals (69.64%). As of January 1, 2012, the number of government employees in Mongolia is 161,612, which is 5.67% of the total Mongolian population of approximately 2.85 million. As of January 1, 2012, government employees working in agencies affiliated with the Ulan Bator City Office total 25,381 (15.7%), government employees working in national government agencies other than city offices (ministries and agencies under national government) total 53,190 (32.91%), government employees working in the provincial offices (other than central province) total 83,041 (51.38%).

Mongolia enacted Public Service Act in 1995, which was revised in 1999 and 2002. In 2000, the National Government Organization Act was also enacted, and in 2007 job title of the government employees were standardized, thereby clarifying, strengthening, and streamlining roles and functions of each administrative agency. The cabinet is also planning to reduce the number of and integrate government ministries and agencies, however, the cabinet feels that there is an insufficient number of government employees.

(3) Situation of Target Priority Area/Development Issue and Human Resource Development in the Administrative Organization

Recently, as part of the preparatory survey, a supplementary survey was conducted with respect to the 35 Target Organizations in Mongolia, in order to grasp the situation of the Target Organizations (the need for development of human resources in Target Priority Areas/Development Issues at the Target Organizations, role, number and breakdown of employees at the Target Organizations, number of candidates for JDS at the Target Organizations, etc.) as well as comments and requests for JDS (the details are included in 2-1-1 (2)).

From the survey results, it could be seen that target priority areas/development issues and needs of human resource development are shared in many of the government agencies, but as for the situation of human resource development, there was a lot of variation between government agencies due to the difference of the budget and utilization of scholarship opportunity in each government agency. After the restructuring of government ministries and agencies following the general election, it was

confirmed that the personnel training plan has yet to be determined and is still in the planning stage for organizations that have been newly established and agencies and ministries that have undergone major re-organization and personnel reshuffling. Hereafter, a supplementary survey will be conducted to grasp the situation in a more detailed manner.

1-2. Background and Overview of the Grant Aid

Since 1990, Mongolia has been promoting the introduction of a market economy system while aiming to stabilize the macro economy. However, along with the dissolution of the socialist system, the conventional trade market was lost and exploitation of a market to replace the trade market was difficult, leading to minus economic growth during the first half of the 1990s. Though the economic growth showed positive result in the first half of 2000s, it only exceeded the standard of 1990 by a small margin.

Against this backdrop, the Japanese government started the Japanese Grant Aid for Human Resource Development Scholarship (JDS) Program in 1999, which as aimed at the “development of young government officials who are expected to engage in the formulation and implementation of social and economic development plans” with respect to developing countries with a demand for human resource development in the fields of development of law, economy and business administration that are essential for the transition to a market economy.

With a low population in Mongolia, employees of the government and related agencies are also small in number, and such agencies suffer from a lack of staff with sufficient specialized knowledge in all fields. There exist many issues that need to be addressed for the realization of a stable Mongolian socioeconomic system, including diversification of the economy, creation of employment, establishment of legal systems, and the upgrading of infrastructure. It is desirable to train and improve the capacity of government administrators to enable them to propose and formulate plans for each developmental issue

1-3. Trend of the Japanese Official Development Assistance (ODA)

After 1990, when Mongolia transferred to a market economy, Japan has been providing support and leading other donors in order to respond to both urgent and mid- and long-term needs. In bilateral cooperation, Japan was the major aid provider to Mongolia until 2009, and the two nations have developed favorable relations in wide ranging fields. When Mongolia had fallen into serious economic crises with extreme shortage of commodities after the transition to a market economy, the nation was able to recover its economic state with assistance from Japan and other nations, and Mongolian feelings toward Japan have been favorable.

Japan has been accepting government-sponsored foreign students from Mongolia for the past 35 years. Based on the Cultural Exchange Agreements concluded in 1974, government-sponsored foreign

students were accepted in 1976 for the first time. As of 2011, number of Mongolian students to Japan (government-sponsored, privately financed) exceeded 130,000 and in proportion to the total population, Japan has accepted the largest number of foreign students from Mongolia than any other nation. Below is the description of major achievements of similar foreign exchange programs provided to students from Mongolia.

(Net imbursement base, unit: million dollar)

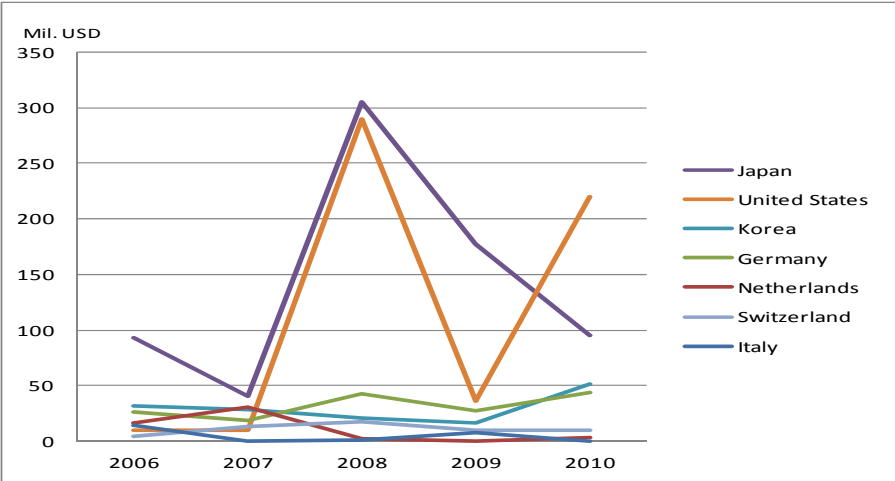


Figure. 2: Economic cooperation performance of foreign countries to Mongolia¹⁴

(1) Young Leaders Program (YLP) (Ministry of Education, Culture, Sports, Science and Technology: MEXT)

The Young Leaders Program is a graduate-level scholarship program established in fiscal 2001, and the students from Mongolia have been accepted since the first year.

- 1) Objectives: To invite young administrative officers, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human and intellectual networks of leaders, etc. of countries throughout the world by deepening the understanding of Japan, and to contribute to the construction of friendly relations between countries including Japan and the improvement of policy formulations functions.
- 2) Fields of study: Administration, Business, Law, Local administration, Health administration
- 3) Language used: English
- 4) Length of study: 1 year (Master’s course)
- 5) Main qualifications and requirements:
(Age): 40 or younger

¹⁴ Source: Prepared based on OECD: http://stats.oecd.org/Index.aspx?DatasetCode=ODA_RECIP#

(Academic background): At least Bachelor degree (or equivalent and above) is required

(Work experience): Actual work experience of 3 to 5 years is required

(As for the health administration course, the requirements are: with regards to health administration, in principle it is preferable that the person has actual work experience of at least 2 years at an administrative agency or a public educational institution)

- 6) How to select candidates: System based on recommendations from the recommending institutions of the target country
- 7) Number of accepted participants: The total number of participants during recent years is shown in Table 2.

Table 2: Number of accepted participants in the YLP from Mongolia

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Total Number of Participant (People)	3	4	2	6	2	5	3	2	1	28

(Source: Outline of Japanese Government Scholarship Program)

(2) The Japanese Government (MEXT) Scholarship

This system was established in fiscal 1954 and the government of Japan has accepted students from Mongolia since the year of 1976. At present “Research students,” “Undergraduate students,” “College of technology students,” “Special training college students,” “Japanese studies students,” and “Teacher training students” are being accepted and “Research students” are at the postgraduate level.

- 1) Objectives: To promote the international cultural exchange between Japan and other countries, promote mutual friendship and goodwill, while contributing to the development of human resources in other countries.
- 2) Field of study: A field that is related to the field of study at the university, and can be studied in Japan
- 3) Language used: Generally Japanese
- 4) Length of study: standard course period (the time required to complete the standard course of studies)
- 5) Main qualifications and requirements:
 - (Age): 35 or younger
 - (Academic background): At least Bachelor degree (or equivalent and above) is required

(Work experience): No experience required

- 6) How to select candidates: System of recommendation by Japanese diplomatic establishments abroad, system of recommendation by universities
- 7) Number of accepted participants: The total number of participants during recent years is shown in Table 3.

Table 3: Number of participants from Mongolia in the Japanese Government (MEXT) Scholarship program

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Total Number of Participant (People)	70	64	70	78	64	62	79	68	39	594
(Research Student)	(21)	(20)	(20)	(22)	(22)	(22)	(27)	(21)	(9)	(184)

(Source: Outline of Japanese Government Scholarship Program)

1-4. Trend of Other Donor's Aid

Programs with similar operations targeting government employees in Mongolia are the Mongolia-Australian Scholarship Program and the Mongolian Government Scholarship Program. Scholarship programs that are mainly used for human resource development by government ministries and agencies are shown in Table 4. There are many other scholarship programs offered with different program objectives and targets.

Table 4: Programs for human resource development programs by other donors

Program/Project	Implementing Country	Outline
Mongolian Government Scholarship Program	Mongolia	<ol style="list-style-type: none"> 1. Outline: Dispatched to the US, European nations and Japan with the objective of improving government employee abilities 2. Requirements: Government employee 3. Acquisition of degree: Master's degree, Doctor's degree 4. Field of study: Field, universities and number of participants determined as requested by the government ministries and agencies
MASP (Mongolia-Australian Scholarship Program)	Australia	<ol style="list-style-type: none"> 1. Outline: Consisting of category 1 with targeting public sector for capacity development, and category 2 for private sector for capacity improvement of civil society 2. Requirements: Government employees, private sector, etc. 3. Acquisition of degree: Master's degree 4. Field of study: Mining, Energy, Environment, and other fields of the Social Sciences and fields determined as requested by government ministries and agencies 5. Number of participants: 38 (Government employees: 21, Private Sector: 17)
Korean Scholarship	Korea	<ol style="list-style-type: none"> 1. Outline: Study abroad at 60 universities selected by the Korean National International Cooperation Agency 2. Requirements: General recruitment (Must be younger than 40 years of age and must hold a Bachelor's degree from a certified college) 3. Acquisition of degree: Master's degree, Doctor's degree 4. Field of study: Economy, Management, Physics, Mathematics 5. Number of participants: Master's degree: 1, Doctor's degree: 1
India Scholarship	India	<ol style="list-style-type: none"> 1. Outline: Based on the education support plan of the two nations, support to acquire Bachelor's degree and train researchers 2. Requirements: General recruitment (Must be under 35 years of age and must have at least 2 years of work experience in the relevant field) 3. Acquisition of degree: Bachelor's degree, Master's degree 4. Field of study: Natural Science, Agriculture, Information Technology, Biotechnology, etc. 5. Number of participants: Bachelor's degree: 20, Master's degree: 10
Russian Federation Scholarship	Russia	<ol style="list-style-type: none"> 1. Outline: Study at national higher education institutions in the Russian Federation 2. Requirements: General recruitment (Applicant for Master's degree must be under 35 years of age, applicant for Doctor's degree must be under 45 years of age, must hold Bachelor's degree in the relevant field, or must have at least 2 years of work experience in the relevant field) 3. Acquisition of degree: Bachelor's degree, Master's degree, Doctor's degree 4. Field of study: Science, Engineering Technology, Agriculture, Medicine, Economics and Management, Culture and Art, etc. 5. Number of participants: Bachelor's and Master's degree: 230, Doctor's degree: 60 (1-6 month pre-training)
Erasmus Mundus Scholarship	Germany and other European Nations	<ol style="list-style-type: none"> 1. Outline: Opportunity to study in the European Union 2. Requirements: General recruitment 3. Acquisition of degree: Master's degree, Doctor's degree 4. Field of study: Digital Information, Economy, Law, Aerospace Engineering, etc.

Table 5: Main Scholarship Programs Used in Target Organization

Target organization	Available Scholarships	Target organization	Available Scholarships
Dornod Institute	1) JDS	Development Bank of Mongolia	1) KOICA (Short term training)
Khovd University	1) Scholarship of Russian Federation Government 2) Scholarship of Government of Mongolia	Ministry of Education and Technology	1) MASP 2) JDS
Mongolian State University of Education	1) Erasmus scholarship (Germany) 2) Scholarship of Government of Mongolia 3) Kunz scholarship (China)	National University of Mongolia	1) Erasmus scholarship (Germany)
Ministry of Mining (Including affiliating organizations)	1) MASP 2) JDS	Central Geocological laboratory	1) JDS 2) Scholarship of Government of Holland
General Prosecutor's Office	1) JDS	Cabinet Secretariat of Government	1) MASP 2) KOICA (short term training) 3) Scholarship of Government of India
Ministry of Labour	1) MASP 2) Scholarship of Government of Korea	Ulaanbaatar City Government (including affiliated organizations)	1) JDS 2) Scholarship of Government of Holland
Institute of Chemistry and Chemical technology	1) Scholarship of Government of Korea	Ministry of Economic Development	1) MASP 2) Scholarship of Government of Mongolia
Secretariat of the State Great Hural	1) MASP 2) JDS	Ministry of Industry and Agriculture	1) MASP
Independent Authority against Corruption	1) JDS	Ministry of Foreign Affairs	1) MASP 2) JDS 3) Scholarship of Government of Mongolia
Ministry of Construction and urban Development (Including affiliated organizations)	1) JDS 2) MASP	Supreme Court	1) MASP 2) KOICA (Short term training) 3) Texas Court scholarship
General Agency for Specialized Inspection	1) MASP 2) JDS 3) KOICA (Short term training) 4) International Finance Corporation scholarship (USA) 5) Korean Food and Drug Administration	Constitutional court	1) JDS
Ministry of Environment and Green development (including affiliated organizations)	1) MASP 2) Scholarship of Government of Mongolia 3) JDS	Ministry of Finance (including affiliated organizations)	1) MASP 2) JDS 3) KOICA (short term trainings)
Ministry of Population Development and Social Protection	1) MASP 2) Scholarship of Government of Korea 3) Scholarship of Government of Egypt 4) Scholarship of Government of Holland	Financial regulatory Commission	1) KOICA (Short term trainings) 2) JDS 3) Scholarship of the Government of China 4) MASP 5) Scholarship of Government of Singapore
Ministry of Health	1) MASP 2) Scholarship of Government of Singapore 3) Scholarship of Government of Malaysia	Ministry of Road and Transportation	1) JDS 2) MASP
Ministry of Justice (including affiliated organizations)	1) MASP 2) Scholarship of Government of Mongolia 3) Scholarship of Government of Korea 4) Scholarship of Government of Thailand 5) JDS 6) Scholarship of Government of Russian Federation	The Bank of Mongolia	1) MASP 2) JDS 3) Scholarship of Korean Development Institute 4) IMF 5) Other USA scholarship

Chapter 2. Contents of the JDS

2-1. Outline of JDS

As stated in Section 1-1-1, the Japanese Grant Aid for Human Resource Development Scholarship Program is the project for acceptance of international students by grant aid and was launched in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries.

At the beginning of the JDS program, the project focused mainly on capacity development of individual participants. However, since 2009 as the JDS new system, the project aimed at administrative capacity development of each country and targeted those who have potential to be policy-maker to solve issues of each country. Therefore, the feature of the new system is focusing on development of human resources whose duties are closely related to the target propriety areas (called Sub-Programs in the second phase as well as first phase of the new system) determined by the target country based on discussion with related organizations of Japanese side, differing from former scholarship programs that support individuals for overseas study.

On the basis of the above mentioned aim and features of the JDS into consideration, the Preparatory Survey team investigates human resource development needs corresponding to concerned Sub-Programs established based on the national development plan of the target country and Country Assistance Policy by Japanese government, and availability of potential candidates at identified Target Organizations and others. Further, based on the result of said Survey, the Survey team formulates the scale of the JDS set as four-year package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

In Mongolia, the mineral industry is considered the important area in both the Mongolia Mid-term Development Plan and Country Assistance Program by Japanese Government, therefore, four components were added starting Phase II under the sub-program aiming for the development of the mineral industry sector and governance in the JDS framework (See Table 6).

Table 6: Framework in New System of JDS in Mongolia

The 1st Phase of the new System

The 2nd Phase of the new System

Sub-Program	Component		Target organizations	Sub-Program	Component		Target organizations	
1. Institutional development for a market economy	1-1 Development of Institutions	1-1-1 Legal System Reform	MOJ and Internal Affairs, MOFA and Trade, MOF, The Supreme Court, General Prosecutor's Office, Constitutional Court, State Property Committee, State Great Hural's Secretariat, FRC, Authority for Fair Competition and Consumer Protection, State Specialized Inspection Agency, Intellectual Property Committee, Independent Authority Against Corruption	1. Sustainable development of the mining sector and enhancement of governance	1-1 Environment-friendly Mineral Resource Management	1-1-1 Environmental Management	MOM, Ministry of Energy, MOEGD, MUST, General Agency for Specialized Inspection, MOED, MOJ, Institute of Geocology, CSOG, Office of the President, Institute of Chemistry and Chemical Technology	
		1-1-2 Financial Management	MOF, FRC, BOM, MOFAL, State Property Committee, Authority for Fair Competition and Consumer Protection, State Great Hural's Secretariat, Mongolian Agency for Standardization and Metrology, Mongolian Development Institute			1-1-2 Resource Engineering	MOM, Ministry of Energy, MUST, NUM, Central Geological Laboratory, CSOG, Office of the President, Institute of Chemistry and Chemical Technology	
		1-1-3 Enterprise Management /Policy Planning	MOF, CSOG, Ministry of Foreign Affairs and Trade, MOFAL, MOMRE, BOM, State Property Committee		1-2 Fiscal Policy Management	MOF, MOM, BOM, MOED, FRC, Development Bank of Mongolia, UCG, CSOG, Office of the President		
	1-2 Basic education and Vocational Training	MECS, NUM, Mongolian State University of Education, MUST, Agricultural University of Mongolia, The Health Science University of Mongolia, Khovd University, Dornod Institute	1-3 Improvement of Legal System	MOJ, Supreme Court, FRC, General Prosecutor Office, Constitutional Court, Independent Authority against Corruption, Secretariat of the State Great Hural, CSOG, MOM, MOF, MOED, MOFA, UCG, NUM, Office of the President				
2. Environmental Protection			MONET, MOFAL, MOMRE, Nuclear Energy Agency, Mongolian Agency for Standardization and Metrology, Agricultural University of Mongolia, The Health Science University of Mongolia, Institute of Botany, Institute of Geo-Ecology	2. Assisting Inclusive Growth	2-1 Business Environment Development	MOED, FRC, MOF, Ministry of Industry and Agriculture, MOJ, Ministry of Labor, Ministry of Energy, MOFA, MOM, BOM, Development Bank of Mongolia, UCG, CSOG, Office of the President	2-2 Public Administration	MES, Ministry of Health, Ministry of Labor, Ministry of Population Development and Social Protection, MOED, UCG, NUM, Mongolian State University of Education, The Health Sciences University of Mongolia, Other higher-educational institutions, CSOG, Office of the President, MOM, MOJ
3. Development of infrastructure to promote economic activity (Urban Environmental Improvement)			MORTCUD, MONET, MOMRE, UCG, Institute of Botany, Institute of Geo-Ecology	3. Enhancement of the capacity and function of Ulaanbaatar as urban center	3-1 Urban Development Engineering	MOCUD, MORT, Ministry of Energy, MOED, MOEGD, General Agency for Specialized Inspection, UCG, MUST, NUM, CSOG, Office of the President	3-2 Improvement of Urban Environment Policy	MOEGD, MOCUD, MORT, Ministry of Energy, General Agency for Specialized Inspection, MOED, UCG, NUM, MUST, CSOG, Office of the President, Institute of Chemistry and Chemical Technology
3. Development of infrastructure to promote economic activity (Development Engineering •Information Communication Technology)			<u>Development Engineering</u> MORTCUD, MONET, MOMRE, UCG, MUST <u>Information Communication Technology</u> MORTCUD, Ministry of Foreign Affairs and Trade, Information Communication Technology and Post Authority, Communication Regulatory Commission, BOM					

BOM: Bank of Mongolia, CSOG: Cabinet Secretariat of Government, FRC: Financial Regulatory Commission, MES: Ministry of Education and Science, MECS: Ministry of Education, Culture and Science, MOED: Ministry of Economic Development, MOF: Ministry of Finance, MOFA: Ministry of Foreign Affairs, MOCUD: Ministry of Construction and Urban Development, MORT: Ministry of Road and Transportation, MOEDG: Ministry of Environment and Green Development, MONET: Ministry of Nature, Environment, and Tourism, MOFAL: Ministry of Food, Agriculture and Light Industry, MOMRE: Ministry of Mineral Resources and Energy, MUST: Mongolian University of Science and Technology, NUM: National University of Mongolia, UCG: Ulaanbaatar City Government

2-1-1. Implementation System of the JDS

(1) Operating Committee

As for the implementation system of the JDS, the implementation system, functions and roles of the Operating Committee were explained at the on-site meeting of the Preparatory Survey, which started October 2012, and approved by the Government of Mongolia. At the meeting, the MES was chosen as the Managing Organization.

It was agreed that the MES would assume the role of Operating Committee Chair because it remained the organization in charge of the management of all students studying abroad including JDS participants (Figure. 2). The Operating Committee consists of Mongolia committee members (MES, Ministry of Finance, Cabinet Secretariat of the Government, Ministry of Foreign Affairs), and Japanese committee members (Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development), and it was agreed that the Operating Committee would discuss on the implementation and operation of JDS.

Subsequent to changes brought about as a result of the general election that took place in June 2012, reviews were made on the roles of each ministry and agency, names were changed and major personnel reshuffling took place; the ODA operation came under the jurisdiction of a newly established Ministry of Economic Development. In February 2013, the chairman, vice chairman and all Operating Committee members approved and formally decided to add the Ministry of Economic Development to the Operating Committee. Official participation by the Ministry of Economic Development began at the second Operating Committee meeting held on March 16, 2013.

The functions and roles of the Operating Committee are, based on the JDS Operating Guidelines, as follows:

- (a) Participation in the conference for the formulation of this program plan in the Preliminary Survey:
- To set the priority areas (Sub-Programs) and development issues (Components) based on the Mongolia national development plan, policies of Japan's Country Assistant Program for Mongolia.
 - To select the organizations/agencies which are deeply related to each Component and expected to directly contribute to solution of the issues as Managing Organization and Target Organizations, and to encourage them to cooperate in the formulation of the Basic Plan for the Sub-Programs (four-year plan of JDS).

- To formulate the Basic Plan for the Sub-Programs through the discussion among Managing and Target Organizations and Accepting Universities.
- (b) To select JDS participants from the candidates:
- To cooperate for smooth selection after deciding the selection policy in the Operating Committee.
 - To implement the 3rd selection (Comprehensive Interview) and decide/approve the final successful candidates in the Operating Committee.
- (c) To encourage the recipient country in utilization of JDS returned participants and following up them:
- To consider how to utilize the JDS returned participants effectively and follow them up to make full use of the program.
- (d) To review other matters related to the management and implementation of this program:
- To consider other matters necessary for operating and managing the program

Table 7: Operating Committee of Mongolia

Government of Mongolia	Ministry of Education and Science of Mongolia (MES)	The ministry is an implementing agency for JDS program. Vice-minister is a Chief of Operating Committee and Head of Higher education division acts as a member.
	Ministry of Finance of Mongolia	Director of State Administration and Management acts a member.
	Cabinet Secretariat of the Government of Mongolia	Director of Organizational department acts as a member.
	Ministry of Foreign Affairs	Department of Asian and Pacific ocean countries act as a member.
	Ministry of Economic Development	The ministry, which was newly established July 2012 and plays a key role of ODA in Mongolia, became a member of Operating Committee February 2013. Director of Economic Cooperation. Loan and Aid Policy acts a member.
Government of Japan	Embassy of Japan in Mongolia	Counselor is a Deputy Chief of Operating Committee.
	JICA Mongolia Office	Resident representative is a Secretary-general.
	Mongolia-Japan Center for Human Resources Development	Senior advisor acts as a member.

(2) Managing Organization and Target Organization

Under the new system, the administrative agency which is deeply related to the relevant development issue is set as Target Organization in each Sub-Program/Component, and the applicants are limited to the permanent employee who belongs to those Target Organizations in order to intensively develop the

targeted human resource. Further effect of the JDS is aimed by giving a certain direction at the stage of recruitment, the entrance of project.

Upon collection of information related to functions of ministries and agencies, and in view of selection and concentration, administrative agencies that are closely related to sub-programs, and which are expected to make direct contribution to problem solving were selected as Target Organizations. During the First Operating Committee meeting in 2013, the result from a survey of Target Organizations in the Preparatory Survey were presented and agreement was obtained to further review of Target Organizations for recruitment and selection this year.

And also, the Supplementary Survey of the Target Organizations was conducted with the questionnaires shown below, in order to find actual situation [necessity of human resource development in priority area/development issue in the Target Organization, the roles, number of employees (breakdown by job class) of the Target Organization, the number of potential JDS candidates in the Target Organization (e.g., number of employees who meet qualifications and requirements, information on English proficiency) and others] of Target Organizations in each Sub-Program/Component selected as shown in Table 7.

(a) Method of Supplementary Survey

After the Preparatory Survey started, the questionnaires were sent to the organizations which were considered as candidate Target Organizations and asked for responding to the questionnaires. The hearing on (b), collection of questionnaires and follow-ups were also carried out by individual visits and/or by telephone to Target Organizations during the period of accepting candidates.

(b) Contents of Supplementary Survey

- 1) Roles of organization, issues, needs of human resource development
- 2) Possibility of potential candidates (e.g., number of permanent employees, number of employees who meet age requirements)
- 3) Possibility that a person can come back to the former position after returning home, and expected level of contribution, availability of opportunities for training and scholarship by other donors
- 4) Comment and request for the JDS

(c) Organizations Surveyed

The Supplementary Survey was conducted targeting 37 organizations including Managing Organization, Target Organizations and main Attached Agencies, with questionnaires and by individual visit. Among 35 concerned organizations, 23 organizations responded to the questionnaires and the results of hearing were obtained from 16 organizations through individual visits.

(d) Summary of the Results of Supplementary Survey

1) Roles of organization, issues and needs of human resource development

As shown in Appendix 7, the roles/requirements of each Target Organization, the development issues and the needs of human resource development and others were clarified, and it was found that many Target Organizations share the development issues in the organization and that the needs of human resource development for the solution are clearly shown.

As for the setting of Sub-Programs/Component, the range was found broad enough to cover the development issues and the needs of human resource development of each Target Organization, and the relevance of its setting was confirmed.

Table 8: Human Resource Needs in Target Organizations

Target Organizations	Human Resources Plan, Needs, Comments, etc.
Geology and Ecosystem Research Institute	<ul style="list-style-type: none"> - Average age of the employees is young at 34. Three employees have joined the program for the first phase of the new system and were promoted after returning home. - The organization is in charge of environmental assessment of Oyu Tolgoi and Tavan Tolgoi, and shows extremely high congruence with the CP1-1-1.
Central Geological laboratory	<ul style="list-style-type: none"> - A laboratory that conducts analysis of geological samples such as mine resources. Staff members are engineers holding master's or doctor's degrees. - The laboratory conducts joint research with institutes in Finland and Germany, and international institutes such as JICA and the World Nuclear Association.
Ministry of Industry and Agriculture	<ul style="list-style-type: none"> - Employees have been dispatched to MASP from about four years ago, making use of the English workshop before and after recruitment - Other programs used are the foreign study program to Thailand and JICA short-term training
Ministry of Mining	<ul style="list-style-type: none"> - This is a ministry that was newly established after the re-organization of ministries and agencies, and there are 62 employees, of which half are former employees of the Ministry of Mineral Resources and Energy. - Field aiming to upgrade policy making capacity Mineral resources development field: 1) Management, 2) overall technology related to development, 3) mining, processing, 4) environmental regeneration Petroleum development field: exploration survey, digging, processing and production - Development of human resources related to business, economy, financial management and internal audit is also conducted through training program - Some human resource development programs utilize JICA's short-term training programs
Ministry of Social Welfare and Labor	<ul style="list-style-type: none"> - Established in 2012 - Employees are sent for study abroad through the Mongolian-Australian Scholarship program, with the hope of such employees to acquire professional knowledge about social security
Ministry of Labor	<ul style="list-style-type: none"> - This is a newly established ministry and there is a need to introduce OJT training hereafter - Human resources needs are 1) work safety management, 2) specialist in the management and control of professional schools
Ministry of Justice (Including affiliated agencies)	<ul style="list-style-type: none"> - The development plan for 2012 to 2014 deal largely with revisions of the law. In line with this, human resource development will focus on revisions and upgrading of the law, the ICT department, and monitoring and auditing components.
Ministry of Construction and Urban Development (Including affiliated agencies)	<ul style="list-style-type: none"> - Activities aimed as training specialists based on the national action plan - Priority areas for human resource development related to infrastructure extend to more than 10 areas including architect development, specialist on building material, specialist on water and sewerage, air pollution, geology research and administration

agencies)	<ul style="list-style-type: none"> - Priority area for human resource development related to environment is the re-development of Ger district. Major problems are air pollution, land management and soil pollution, and the issue is how to plan and execute solution - Employees participating in study abroad are expected to acquire specialist knowledge on urban development and land management - Another issue is the high cost of residential construction due to the country's dependence on imported construction material. There is a need to establish a research laboratory for construction material, and human resource development for this area is also required. - Hope to make active use of short-term training
Development Bank of Mongolia	<ul style="list-style-type: none"> - Institute newly established in July 2011. Most of the employees are recent college graduates and not many employees meet the requirements. For this reason the ministry has been unable to make active use of JDS, however, it will make use of the system from next year.
National University of Mongolia	<ul style="list-style-type: none"> - The university supports area designated as priority areas in national action plan, and the Department of Geography is involved in the fostering of specialists in the mineral area. - Department involving environmental management is also a priority area for strengthening and human resources development in Department of Biology and Department of Geography is necessary.
Bank of Mongolia	<ul style="list-style-type: none"> - Approximately 20 employees per year make use of the overseas scholarship to study abroad in Japan, the US, Germany and Australia - Two or three employees per year participate in the Doctoral program. They go to the US, Canada or Korea - Hope to send middle-level executives age between 40 and 50 on short-term training to upgrade their professional knowledge
Ministry of Foreign Affairs	<ul style="list-style-type: none"> - The priority areas are public policy, sustainable socioeconomic development and response to climatic fluctuation - Scholarship system other than JDS and short-term trainings are actively used for the development of younger employees
Secretariat of the State Great Hural (Parliament)	<ul style="list-style-type: none"> - Upgrading law system is the priority area for human resources development - There is a need to introduce new methods particularly for law making and upgrading, which needs to be learned from other countries
Ministry of Finance	<ul style="list-style-type: none"> - From 2008, four employees have been sent abroad on JDS system, of which two have returned to work - Priority areas noted in the human resources development plan for 2007 to 2016 include law systems related to mineral resource development, financial management, economic development, financial planning and public policymaking.
Ministry of Roads and Transportation	<ul style="list-style-type: none"> - A new human resource development plan will begin in 2013, and there is a need for railroad engineers and road engineers. - Particularly in the railroad development, there is a lack of specialists in distribution. Human resource development is required also for bridge builders and aero technology specialists - Because there is no unity in transportation in Mongolia, there is a need to develop systems learned at advanced nations in Mongolia - Development of specialists in the upgrading of law system related to transportation is also needed - The number of automobile is increasing, yet there is no gas emission check system, and system control and regulation in advance nations need to be learned. - In line with mine development, the volume of large truck traffic has increased negatively affecting environment, which means collaboration between mining and environment fields is needed.

2) Availability of Potential Candidates

According to the Survey results, the percentage of the staff members younger than 40 years old, which is the age requirements for JDS, is more than 50% in majority of organizations, indicating that there are relatively many potential candidates. The percentage of staff with English proficiency varies among organizations. While the Bank of Mongolia, the Mongolian University of Science and Technology, the Ministry of Foreign Affairs, and the

National Prosecutor's Office responded that more than half of the employees possessed high English proficiency, institutes where there are many researchers with high professional knowledge such as Geology and Ecosystem Research Institute, the Central Geological laboratory, and the Ministry of Construction and Urban Development, stated that only 10% of staff members possessed high English proficiency.

While the number of employees varies, almost all Target Organizations responded that they are able to send their employees for four consecutive years, and the organizations expect the affect of personnel reshuffling to be less after the next year, thus they are able to recommend potential candidates for JDS.

3) Possibility to Return and Contribute after Returning Home, Opportunity of Training/Scholarships by Other Donors

Among JDS participants from Mongolia, 172 had completed their studies by February 2013. Prior to visiting Japan, JDS participants sign an agreement, which stipulates the obligation to return to the dispatching agency and work for two years. Returnees make use of their knowledge and experience obtained through their study abroad, and work for government agencies, international agencies, and private enterprises.

In order to increase potential contributions by returnees, the understanding and cooperation of affiliated organizations is essential. The local program operators emphasize the importance of participants being placed in position relevant to their fields of study so that they are able to make use of acquired knowledge and share research results upon their return.

The 10th batch participants (arriving in Japan in 2011) and the 11th batch participants (arriving in Japan in 2012) were dispatched to Japan prior to the June 2012 general election, and they will return after the change in political administration. Drastic changes in the organization of ministries or agencies they belonged to prior to the participation in the JDS program and possible transfer of the superiors and colleagues might place them in delicate position. There is a need to ensure position for these participants upon their return to their home countries.

The opportunity for training and scholarships from other donors is described in "1-4. Trend of Other Donor Aid," listing wide-ranging study abroad programs provided by governments and organizations. There are ministries and agencies proactively incorporating study abroad programs into their human resource development plans, with particularly high interest in the Mongolia-Australian Scholarship Program (MASP) which provide English language courses before study abroad.

4) Comment and Request for the JDS

Target Organizations made favorable comments about the JDS program, which enabled human resource development that directly linked to development issues. On the other hand, Mongolia, with a low population, does not employ a large number of employees in the relevant ministries and agencies, some less than 100 staff members, and sending their staff would pose problem with overall operations, consequently leading to their comments welcoming short-term training programs as opportunities to acquire professional knowledge.

(3) Accepting Universities

In the new system, Accepting Universities are expected to play a role to achieve the project objective as partners on the project implementation from the technical point of view by participating in the Preparatory Survey and implementing the special program described later. Therefore, the selected Accepting Universities are fixed for the next four years in principle and expected to tackle the concerned development issues continuously and systematically.

(a) Determination of Accepting Universities

Prior to the Preparatory Survey, JICA presented proposed target priority areas/development issues¹⁵ of JDS of Mongolia to the universities having previously accepted the JDS participants or other universities wishing to accept the participants, and asked each university to submit the questionnaires regarding the concerned country or issues which they wish to be involved. As a result, 40 questionnaires in total were submitted from 23 graduate schools of 17 universities.

JICA and EOJ in Mongolia evaluated the contents of the questionnaires from respective universities and the experience of accepting international students including the JDS participants and others based on the evaluation guideline¹⁶. After that, in the Preparatory Survey, JICA presented the proposals (short list) of the top 3 universities in each Component to the Government of Mongolia and the Accepting Universities were finally selected after discussion between the survey team and the Operating Committee (see Table 9).

¹⁵ They are a list of the background of issues, associated JICA programs and identified needs in the JDS corresponding to the target priority areas of the target countries, which MOFA and JICA selected based on the Country Assistance Program by Japanese government and JICA Country Program

¹⁶ Evaluation guideline of Questionnaire for Accepting Universities: Scoring the evaluation points by the item of the questionnaire, EOJ, JICA Headquarters (Training Affairs and Citizen Participation Department), and JICA Mongolia Office evaluated the questionnaires. The contents of Questionnaire submitted by the university include: (1) Maximum number of acceptable JDS participants per year; (2) Principle policy of the program; (3) Contents of the program/Curriculum; (4) Support and teaching system in the university/course; (5) Achievements and lessons learned from past acceptance for JDS participants; (6) Accepted foreign students other than JDS; and (7) Research/Cooperation performance on the development issues, etc.

Table 9: Accepting University in Mongolia

Sub-Program (JDS Priority Area)	Component (Development Issues)		Accepting University	Graduate School
1. Sustainable development of the mining sector and enhancement of governance	1-1	Environment-friendly Mineral Resource Management	Keio University	Graduate School of Media and Governance
			Kyushu University	1) Graduate School of Engineering (Earth resource Engineering) 2) Graduate School of Socila and Cultural Studies (Earth Sciences)
	1-2	Fiscal Policy Management	International University of Japan	Graduate School of International Relations
	1-3	Improvement of Legal System	Kyushu University	Graduate School of law
2. Assisting Inclusive Growth	2-1	Business Environment Development	International University of Japan	Graduate School of International Management
	2-2	Public Administration	Meiji University	Graduate School of Governance Studies
3. Enhancement of the capacity and function of Ulaanbaatar as urban center	3-1	Urban Development Engineering	Hiroshima University	Graduate School for International Development and Cooperation (IDEC)
	3-2	Improvement of Urban Environment Policy	University of Tsukuba	Graduate School of Life and Environmental Sciences

(b) Discussion and Exchange Views with Government of Mongolia

In the new system, Accepting Universities are expected to arrange the acceptance system and curriculums/programs suitable for the issues which the target country is confronting and direct the research toward one based on the actual situations and needs of the country by actively and positively taking part in the JDS from the stage of planning and survey. And they are expected to increase possibility to give the outcomes of research/study back to society in the future and further to promote the effectiveness of the JDS. To select JDS participants, therefore, faculty members of Accepting Universities will be dispatched to Mongolia to interview candidates and at the same time it is planned to have opportunity to exchange opinions with the concerned parties on the JDS including the Operating Committee and Target Organizations. The following are the objectives of exchanging opinions:

- To share perceptions of the issues and the measures for human resource development of the target country through the exchange of opinions with the concerned parties
- To reflect perception of Accepting Universities to the Basic Plan for the Sub-Programs through selection of the first batch candidates and exchange of opinions with the concerned parties
- To obtain information on the situations of the concerned issues and the needs for human resource development so that Accepting Universities can plan and formulate the program (special program¹⁷) specially organized for the Sub-Programs/Components of the country.

¹⁷ The special program is a combination of the “Contract Research” established in the existing system and the “Research Activity Facilitation” newly set in new system, conducted with additional fees provided to Accepting Universities apart from the tuition fees. The “Contract Research” includes special courses or seminars to offer the JDS participants the direct additional values in addition to the existing courses offered by the university. On the other hand, the “Research Activity Facilitation” refers to the course that offers programs specializing in the development issues of the target country. To implement the special program, Accepting Universities are requested to submit the activity plan and implementation plan, and its implementation will be confirmed after the approval by the government of the target country.

Through the exchange of views between the Accepting Universities and the concerned parties on the JDS, Accepting Universities will be able to understand the issues and the needs of human resource development under the Sub-Programs/Components, and the background of the Target Organizations and candidates, which allows the Accepting Universities to consider appropriate curriculum and accepting system. Further, acceptance of JDS participants for four straight years is anticipated to turn to an occasion to establish the long-term collaborative relationship with the target country and Target Organizations.

(c) Acceptance of JDS Participants and Support for Utilization after Return Home

In the new system of the JDS where universities accept the JDS participants under the single Sub-Program/Component from the target country for four years, Accepting Universities are expected not only to guide/teach the participants based on the existing curriculum and programs but to offer the Special Program appropriate for the concerned issues of the country consistently at three stages of before/during/after their overseas study. The purposes of the special program are as follows:

- To allow the JDS participants to acquire practical knowledge and experience through introduction of more practical and detailed cases in order to solve the issues corresponding to the Sub-Program/Component of the country
- Through the activities offered as the Special Program, to allow the JDS participants or the Target Organization to establish the network with Japanese and foreign researchers and/or organizations that contributes for future activities

2-1-2. Basic Plan for the Sub-Programs

Through the discussion of the Preparatory Survey, target priority areas (Sub-Programs) and development issues (Components) on the JDS were selected, sufficiently considering the consistency with the national development plan of Mongolia, Japan's Country Assistance Program, and ongoing JICA's projects. Based on the supplementary survey of Target Organizations in the Preparatory Survey and questionnaires submitted from those Accepting Universities, the Sub-Program Basic Plan, or three Sub-Programs and five Components (draft) were respectively formulated (see Appendix 6). The final plan for the Basic Plan will be formulated after the discussion between faculty members of Accepting Universities and the Target Organizations in Mongolia during the Technical Interview in the selection process.

In the Basic Plan for the Sub-Programs, a four-year program (four batches included), which consists of the Target Organizations to nominate JDS candidates, Japanese Accepting Universities, the number of JDS participants and expected outcomes on the Sub-Programs/Components, is formulated as package. It is expected to improve the abilities of the core human resource in policy-making and project management, and further to improve the abilities of the Target Organization in policy-making by

dispatching the JDS participants for four years under the same Sub-Programs/Components, Target Organizations and Accepting Universities based on said Plan.

In addition, each Accepting University is expected to provide special programs to try to tackle the issues in each Sub-Program/Component of Mongolia exclusively and promote the development of the relationship with organizations of the Government of Mongolia. The Basic Plan for the Sub-Programs formulated based on the discussion in the Preparatory Survey will be the guideline for Accepting Universities to educate/guide JDS participants for the next four years and will be the base for the program evaluation to be conducted four years later.

The Main Items of the Basic Plan for the Sub-Programs

- 1. Outline of the Sub-Program/Component**
 - (1) Basic Information
 - (2) Background and Needs (Positioning of the JDS Program in the Development Policy of Mongolia)
 - (3) Japan’s and JICA’s ODA Policy and Achievement (including the JDS)
- 2. Cooperation Framework**
 - (1) Project Objectives (2) Project Design (3) Verifiable Indicators
 - (4) Number of JDS Participants and Accepting Universities (5) Activity
 - (6)-1 Inputs from the Japanese Side (6)-2 Input Duration and the Number of JDS Participants
 - (7) Inputs from the Mongolian Side (8) Qualifications and Requirements

After the consultation with the Operating Committee, the “Qualifications and Requirements of JDS Applicants” described in the above-mentioned Basic Plan for the Sub-Programs were set as shown below. The recruitment and selection process for the 1st batch has been completed as of March 2013.

<Qualifications and Requirements of JDS Applicants>

- 1) Nationality: Must be citizens of Mongolia
- 2) Age: Between 22 and 39 years old as of April 1, in the year of dispatch
- 3) Occupation:
 - Should be a government employee with permanent status
 - Has a minimum of two years of work experience relevant to the selected field

- Should not be in the military service at the time of application
- 4) Should have a bachelor's degree from universities authorized by the government of Mongolia
 - 5) Other:
 - Should have a sufficient English ability to study at a graduate school
 - Has never received a scholarship from the Japanese and other governments in order to acquire a master's degree
 - Not currently awarded or scheduled to receive another scholarship

It was confirmed that those Sub-Programs and Components are associated with the development issues in Mongolia and the Country Assistance Program (see “3-4 Relevance of the JDS” for details), and these were officially agreed as priority areas/issues to be tackled on the JDS during the discussion on the local survey conducted in October 2012 (see Appendix 4 for details).

2-2. Four-year Program Scale Design

2-2-1. Outline

After considering the maximum number of JDS participants in each of the four consecutive years from fiscal year 2013 onwards proposed by the Japanese government in April 2012 (18 participants per year), the maximum number of acceptable participants by Accepting Universities proposed on their questionnaires, and the most appropriate program to solve the issues of each Component, the accepting number (proposal for four years) in each Sub-Program/Component was decided through the survey as shown in Appendix 5. Based on it, the first batch candidates were recruited and selected.

The accepting number of participants per Sub-Program/Component is set for each fiscal year. However, like in the previous cases, it was confirmed that, if the prescribed number is not achieved and there is a vacant slot for certain Component or Accepting University through recruitment and selection, another university in the same Component (only if plural universities are placed in the same Component) or another Component would accept an alternative candidate for the vacant slot to fulfill the maximum number of 18 per year.

2-2-2. Estimate of Cost

The total cost required for implementing the JDS Program is 234 million yen, and the cost borne by Japan and Mongolia is classified and estimated as shown below based on the Estimation conditions described in (3). However, the amount of the cost does not represent the maximum limits of grant on the Exchange of Notes.

(1) Expenses borne by Japan

2013 Human Resource Development Scholarships Plan for Mongolia (Three-year Government Bonds)

Estimated Total Cost of the Program: Approx. 234 million yen

(Unit: ¥1,000)

Classification	Amount (¥1,000)	Term 1	Term 2	Term 3
		FY 2013	FY 2014	FY 2015
1. Implementation Cost (Payment Coverage Cost)	164,680	60,205	64,061	40,414
1-1 University-related direct cost (enrollment fee, tuition, etc.)	49,044	17,872	22,142	9,030
1-2 Direct cost for accepting participants (airfare, preparation cost, scholarship, etc.)	79,171	27,813	32,919	18,439
1-3 Cost in Japan for participants (transportation cost required for coming to Japan and returning home, accommodation cost)	9,465	5,520	0	3,945
1-4 Special program fee	27,000	9,000	9,000	9,000
2. Service Cost	28,824	21,740	2,525	4,559
2-1 Activity cost in Laos (travel cost, national staff cost, office rental cost, etc.)	8,736	7,606	0	1,130
2-2 Recruitment and selection support cost	5,364	5,364	0	0
2-3 Prior training cost	756	756	0	0
2-4 Material cost for participants	583	583	0	0
2-5 Insurance cost for participants	1,813	1,813	0	0
2-6 Briefing and orientation cost in Japan	3,772	3,772	0	0
2-7 Monitoring cost	4,749	1,372	2,111	1,266
2-8 Incidental cost (response to emergencies)	915	305	305	305
2-9 Special program support cost	218	109	109	
2-10 University conference cost	60	60	0	0
2-11 Cost for the returning home program (in Japan)	1,600	0	0	1,600
2-12 Cost for the returning home program (in Mongolia)	258	0	0	258
3. Agent Service and Manpower Cost	40,742	26,361	9,871	4,510
3-1 Direct manpower cost	32,594	21,089	7,897	3,608
3-2 Administrative cost	8,148	5,272	1,974	902
<Total>	234,246	108,306	76,457	49,483

FY 2013 Estimated Total Cost of the Program
(Three-year National Bonds) 234,246

(Note) The above-described estimated cost of the program does not represent the maximum limits of grant on the Exchange of Notes.

(2) Expenses borne by Mongolia

No expenses

(3) Estimation conditions

- 1) Time of estimation: March 2013
- 2) Exchange rates: US\$1 = ¥88.53
US\$1 = MNT 1,350.38
- 3) Program implementation period: As shown in the Implementation Process
- 4) Others: Estimation is based on the Grant Aid system of the Japanese government.

2-3. JDS Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS from fiscal 2013 onwards as the result of the Preparatory Survey, the program will presumably be implemented for the next four years according to the schedule shown in Chart 3 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “agent” to the Government of Mongolia. The agent will conclude a contract with the Government of Mongolia to implement the JDS Program on behalf of the government.

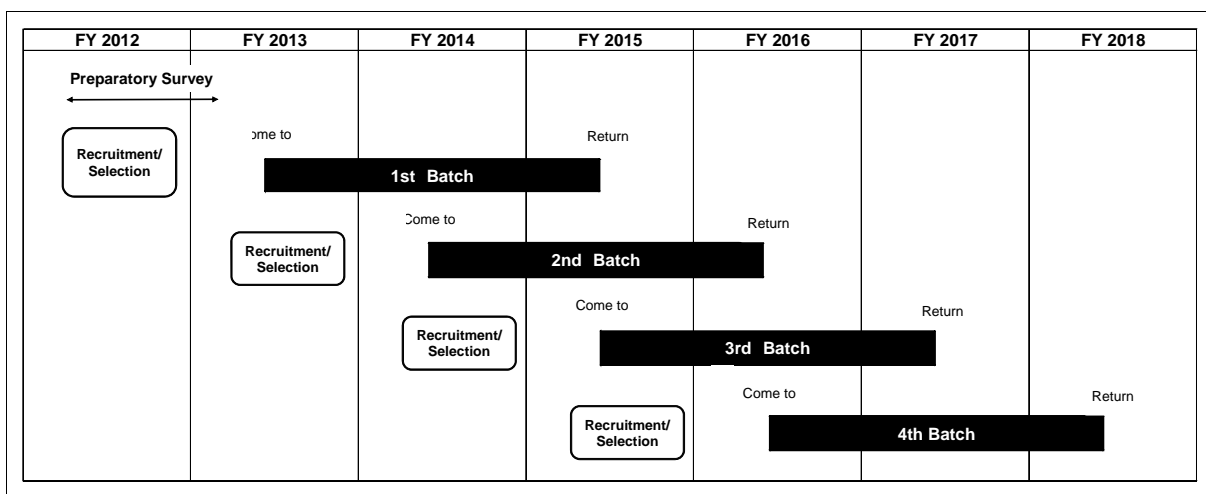


Figure 3: Implementation Process

2-4. Obligations of Recipient Country

During the period of recruitment and selection of JDS participants, MES takes a main role in planning, implementation, management and supervision of the JDS as a Managing Organization of all the Components; cooperates in promoting the applications for the JDS through the collaboration on briefings and test seminars operated by the agent; encourages the cooperation for the JDS to the Target Organizations set for each Component; and conducts the consultation and discussion between the Accepting Universities and the Target Organizations for formulating the Basic Plan for the Sub-Programs.

While the JDS participants study in Japan, the Government of Mongolia monitors the participants via the agent on a regular basis to report to JICA. They also find the updates on the progress or concerns of the JDS on the regular report submitted by the agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, they provide data or other materials necessary for the JDS participants to complete their master's thesis.

After the JDS participants return home, taking into consideration that main objectives of the JDS include contribution of the JDS returned participants to the solution to development issues of the country as well as the development of the human network, the Government of Mongolia shall hold a Presentation Seminar after the JDS participants return home in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. At returning of JDS participants, MES as a Managing Organization encourages relevant government ministries to provide the JDS returned participants with the same duties as before or the duties that enable them to work actively at the core of governmental administration so that the effects of the program will become apparent.

2-5. Follow-ups of the Project

The purpose of the JDS is “to develop human resources including highly capable young governmental officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders of their countries,” and “JDS returned participants are expected to use their expertise to contribute to practically solving the socio-economic development issues that their countries are facing.” To accomplish the purpose, it is necessary to provide various follow-ups to JDS returned participants, in addition to encouraging them to study and acquire specialized knowledge and building human network in Japanese universities. The effective follow-ups will largely depend on understanding, cooperation and voluntary efforts by the Government of Mongolia and the concerned parties involved in the JDS Program.

Since the introduction of JDS program in 2001, the total of 172 students completed their study and returned to Mongolia. Sixty-nine of the JDS participants prior to the introduction of new system established in 2008 were from private sector organizations, now holding active positions in various fields after returning to Mongolia. Many participants in the first phase of new system have returned

and reassumed their positions, while some moved on to new career, for example in international organizations. The percentage of graduates returned to previous organizations is shown in Appendix 9.

The new system of JDS narrows the range of Target Organizations and requires the Government of Mongolia to make more proactive efforts to acquire a sufficient number of applicants in accordance with the intent of JDS. Under such circumstances, the full understanding and cooperation of the Government of Mongolia is indispensable. In particular, it is necessary to maintain the connection with returning JDS participants so that government ministries will have a better understanding of the JDS through the active utilization of returning JDS participants who belong to Target Organizations.

Support from Accepting Universities is also expected. For instance, some of the Accepting Universities enhance networks with returning JDS participants by not only establishing their own alumni associations, but also conducting joint research with returning participants, and consider cooperative operations for the survey and research project of universities with returnees and their affiliate organizations. In this way, the achievements of the program are expected to become more apparent through the organic follow-up efforts made by JDS-related organizations, including the Operating Committee and the Accepting Universities, not merely through the follow-up provided by the Government of Mongolia.

Chapter 3. Evaluation of the JDS and Recommendations

3-1. Evaluation by JDS Participants in Mongolia and the Accepting Universities

3-1-1. Evaluation by JDS Participants in Mongolia

As described below, six participants were chosen as targets; four participants from those who came to Japan before the introduction of the new system in 2008, and two from those who came to Japan after the year of 2009. Questionnaires were distributed and collected and, in addition, interviews were conducted in order to learn the reasons for applying to the JDS, the awareness of the development issues, the methods for determining their research topics, and the application (planned application) of their research results in Japan after returning to their home country.

	Field of Study / Component	Accepting university	Belonging organization (Before study)	Belonging organization (after coming back)
Old system	Business Administration	Waseda University, Graduate School of Asia Pacific Studies	Khan Bank, Credit Manager	Khan Bank, Director, Risk management department
	Information Technology	Waseda University Graduate School of Global Information and Telecommunication Studies	The bank of Mongolia Hardware engineer and network administrator	The Bank of Mongolia IT department director
	Public Administration	International Christian University	Mongolian Development Research Center, Project Coordinator	Human Security Policy Studies Center, Project Manager
	Business Administration	Waseda University Graduate School of Commerce	Khaan Bank, Executive office, Executive assistant	Newcom property LLC, Head of business development department
New system	Financial Management	Hitotsubashi University School of International and Public Policy	The Bank of Mongolia Supervisor	The Bank of Mongolia Senior Supervisor
	Urban Environmental Improvement	Toyo University Graduate school of Regional Development Studies	Governor's Office of Khan-Uul district of UB City	Department of improving of UB city's ger districts, Head of International relations division

(1) Reasons for Applying to the JDS

Of the six JDS participants, four applied through the old system on their own, while the other two applied through the new system because of recommendations made by the organization they work for.

(2) Awareness of Development Issues

Of the above JDS participants in Mongolia, the four that applied through the old system indicated that the content of their research was closely linked to their duties before participation. One participant decided on the management area with the hope of conducting deeper research on the WTO, which had been the participant's duty before overseas study, and acquired a high level of professional knowledge in this field through the program. Upon returning to Mongolia the participant utilized such knowledge in the structuring of a banking system responding to the rapidly changing business environment, reporting that the experience was applied in resolving development issues as set forth by the JDS program. One participant who studied in the field of government administration and who is currently in charge of a program of the obtaining of funds through overseas government development aid, expressed the desire to continue with research on how the donor financial assistance would contribute to the continuous development of Mongolia at the organization the individual belongs to.

The two participants who applied through the new system both indicated that the content of their research was closely linked to their duties before participation.

(3) Methods for Determining Research Topics

The six participants indicated that they had selected research themes linked to their duties before participation. One participant who had gone into research in the management field stated that the original plan at the time of application was to study corporate governance in SMEs, however, after collecting related data and examining use in the real world, the individual changed the research theme mid-term. It shows that research themes may be revised in view of their feasibility and practicality.

(4) Applying the Research Results of the Study under the JDS

The organization showed consideration to one participant under the old system who had studied at the Waseda University Graduate School of Asia Pacific Studies by assigning the individual to the human resources development operation, which included tasks involving HR policy and management. Thereafter, the individual was promoted as chief of the Financial Management Division targeting private sector corporations. This individual put into practice the research carried out in Japan in his involvement in management operation, such as organizational reform. One individual who studied Information Technology (IT) was promoted to Director of IT in charge of management operations and the IT system stabilization in the organization. He indicated that the experience gained from the study abroad program is being put to great use in the introduction of new technology and projects to strengthen the organization.

One of the two applicants under the new system conducted research on fiscal management, and was successfully promoted to the position of senior management supervisor immediately upon return. The individual indicated that the experience and knowledge acquired through study in Japan helped in deepening his understanding of the affect of economic and financial issues on the actual economy, which resulted in improving the quality of his work. The other individual researching urban environment improvement was promoted to section chief and expressed the desire to make use of the research in planning seminars on the improvement of the living environment with low financial burden on low-income groups.

(5) Advantages and Merits of the Participation in the JDS

Comments received from several participants indicated that their experience and research during their study abroad were recognized, either directly or indirectly, and that this resulted in promotion. Moreover, some of the comments tell that the skills to solve an issue which obtained during their stay in Japan strongly contribute at their work. One of the returnees stated that when handling work related to loan operation at the bank, some of the habits acquired in Japan, such as dedication and diligence related to operating rules and caution in operational tasks, had been useful in structuring trusting relationships with clients. This shows that the study abroad program is meaningful in areas other than academic development.

3-1-2. Evaluation by the Accepting Universities

Since the first phase of the new system in 2009, a questionnaire survey concerning the merits and impact of accepting JDS participants from Mongolia was conducted at the seven graduate schools of the seven accepting universities.

(1) Change due to the Acceptance of JDS Participants from Mongolia under the New System

The accepting universities indicated that the long-term program extending for four terms under the new system allows for the provision of extended education and training, which is beneficial to Mongolian students. The introduction of the new system also ensures the sharing of common development issues among JDS participants leading to the structuring and sharing of personal networks, which shows potential for becoming a merit for Mongolia.

Other advantages seen after the transfer to the new method are that the increase in the number of applicants from government and research institutions made it easier to match participants with specific research themes to the advising teachers, and the consciousness and will to achieve goals for these participants are significantly higher than the participants in the old system because their research themes directly link to the issues on hand at the place they worked prior to joining the program. On the other hand, the overall quality of participants, English skills, and writing skills are generally lower than participants in the old system. This is because of that competent applicants from the private are not able to apply for JDS under the new system which targets young officials at Target Organizations.

Several Accepting Universities indicated that continuously accepting a fixed number of JDS participants increased opportunities for Japanese students to actively communicate in English, and more students taking English classes, thereby leading to active class sessions and internationalization on the whole. Furthermore, faculty members are also moving towards using English in lectures that used to be given in Japanese, further accelerating internationalization at the university. On the other hand, participants that join the program based on employer request rather than personal choice show low motivation for learning.

It was also reported that JDS participants with diverse experience as government employees provide great stimulation to students with no experience in the working world, showing a ripple of synergetic effect. Some of the Japanese students are dispatched by the Japanese government or private corporations, and maintaining good relationships after graduation allow them to make use of networks structured with JDS participants to become a bridge between two nations or between companies in building favorable and cooperative relationships.

(2) Merits and Impacts of the Special Program

The following responses were received from universities regarding the merits of the special program.

- Special programs in academic writing and remedial mathematics are supplementary to research training and essential for Master's thesis writing (Master's program). They play a significant role.
- It has become possible to widen horizons through seminars with guest speakers of the highest class of scholars from Western countries and participation in international conferences, as well as building networks among young researchers from different countries.
- While the majority of existing programs at the universities are one year in length, the special programs are planned on a four-term schedule, which allows for instruction prior to arrival in Japan and the creation of programs that best suit JDS participants. Upon completion of the program, the networks created among graduating and remaining students allow for unified activities.
- Short-term office workers are hired, significantly reducing the burden on faculty members for document creation and communication with JDS participants and ensuring that JDS advisors could devote sufficient time to their research and guidance. As a result, faculty members now actively accept JDS participants and there is almost no problem with matching. Furthermore, the quality of guidance for research is upgraded, English sessions at Master's thesis presentations are much more active, more so than Japanese presentation sessions.

3-2. Expected Effect of JDS

As already stated, the JDS aims to develop human resources including young government officials who will have technical knowledge to offer practical solutions to the issues of socio-economic

development and will actively contribute to resolving the issues. To implement the JDS effectively to achieve the objective, Project Design (consisting of Overall Goal and Project Purpose) has been established for each Sub-Program and Component (see Appendix 6). The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the Project Design, particularly the Project Purpose which defines the performance target at the time of project completion, can only refer to the acquisition of knowledge necessary to solve the development issues and the resulting increase in the competence of the personnel involved in policy-making in the Target Organizations. Nevertheless, it is expected that JDS participants will ultimately “contribute to solving development issues in their countries” by applying the acquired knowledge effectively and being given responsibilities and opportunities to do so in the Target Organizations.

The following indicators are used to measure the achievement of Project Purposes, and in light of the above perspective they are applied to all Components:

- Ratio of JDS participants who obtain Master’s degree
- Ratio of JDS participants assigned to a workplace which has good relevance to their research/expertise after their return from Japan

With respect to the indicator, “Ratio of JDS participants who obtain Master’s degree,” a high completion rate has been achieved as a result of the steady implementation of the following: 1. Encouraging applications by appealing to persons in charge of personnel in the Target Organizations of each Sub-Program and Component as well as the human resources that match the intent of the program at the time of recruitment; 2. Selecting JDS participants on the basis of, among others, academic knowledge, relevant work experience, basic training, and potential for contribution after returning home; and 3. Offering various types of support and periodic monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS participants in Japan.

This time, the adequacy of the new JDS system, which was introduced in 2008, will be evaluated on the basis of this survey, and its continued application in Mongolia will eventually be reviewed by the Japanese government. It is, however, necessary for the Government of Mongolia and Target Organizations dispatching JDS participants to provide support during their study and, in addition, for the Accepting Universities to offer a curriculum that make ever-greater contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the Project Purpose, which is measured by the first indicator, will continue to be promoted.

In terms of the second indicator, “Ratio of JDS participants assigned to a workplace which has good relevance to their research/expertise after their return from Japan,” as described in 1-1 above, in the case of Mongolia, the JDS participants sign an agreement with the Government of Mongolia before their arrival in Japan. The agreement stipulates that when they return home, they go back to the organizations, in which they were working before they came to study in Japan, to work as government employees for at least two years.

The JDS Program in Mongolia started in the year of 2001, and the total of 172 already returned to Mongolia. Among the returning JDS participants, there are 139 government employees, many of whom have returned to their previous offices, partly thanks to return-to-work regulations. On the other hand, of the 15 participants returning to their home countries this year, three faced situations in which they had no position to return to because of the re-organization of their previous offices.

JDS participants scheduled to return to their countries in 2013 and 2014 will be returning after the major re-organization and personnel reshuffling within the Mongolian government due to the general election in 2012, raising the possibility of their previous positions no longer existing, and there is a need to discuss this issue with the relevant agencies.

MES and the Target Organizations are expected to continue monitoring the JDS participants after they return to Mongolia in an active manner and also to help them use the knowledge acquired in Japan, so that they can flourish in their careers and eventually contribute to the socio-economic development of Mongolia.

3-3. Implementation of Supplementary Surveys for Evaluation at the End of the Project

Along with the introduction of the new system, for the purpose of a more multidimensional evaluation, new indicators were added to the two verifiable indicators, which have been already stated in the Basic Plan for the Sub-Programs since 2009, in order to supplement evaluation at the end of the JDS project.

The effectiveness of the project after the introduction of the new JDS system can be measured on the basis of various criteria, including the independence of relevant organizations and the activities of JDS participants after returning home, in addition to the management and progress of the project. Attention was, however, focused on the function of management of information about the JDS participants, or their monitoring considered characteristic of the JDS. Primarily, this was used to create indicators for evaluating the “Degree of capacity building of JDS participants” and the “Level of appropriateness of university curricula” and also to conduct a questionnaire survey. The survey respondents were principally JDS participants themselves. With respect to the “Degree of capacity building of JDS participants,” however, the managerial staff at the Target Organizations and the academic advisors at the Accepting Universities were asked to answer a questionnaire concerning changes in the abilities of JDS participants from an objective point of view.

(1) Contents of the Survey

As for the “Degree of capacity building of JDS participants,” given that the “Cultivation of young government officials” is the objective of the JDS, it was aimed to examine changes in the abilities required of government employees in the developing country as a result of the JDS. In concrete terms, the survey was conducted to measure improvements in skills and thinking abilities such as “Scientific research and analytical skills,” “Logical thinking ability,” “Problem-solving ability,” and “Leadership,”

as well as changes in attitudes including “Morality,” “Discipline,” “Sense of responsibility,” and “Aggressiveness.”

The appropriateness of university curricula for solutions to development issues, on the other hand, was already confirmed when the curricula were presented for screening before the beginning of the survey. Survey items were, therefore, created in order to check whether the proposed curricula were actually implemented and whether the offered curricula truly produced an outcome that contributes to the resolution of development issues.

(2) Survey Method

The questionnaire survey targeting JDS participants was undertaken in the following four stages: Upon their arrival in Japan, during their study, upon their completion of study, and after their return to their home country (after their reinstatement in their jobs). At the time of their arrival in Japan and during their study, preliminary reports on the periodic monitoring of the JDS participants were received. At the time of the completion of their study and shortly before their return to their home country, questionnaires were distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS participants at each Accepting University and in each graduate school. As for the JDS participants who have already returned home, JICA plans to distribute and collect questionnaires in the third year after they return to the home country.

As regards the questionnaire survey of the managerial staff of the Target Organizations, questionnaires were distributed and collected by the JDS Project Office in Mongolia before and after the arrival of the JDS participants in Japan.

Lastly, with respect to the academic advisors of the Accepting Universities, questionnaires were distributed along with reports on the final monitoring of the JDS participants, to whom they were offering advice, and their responses were received.

(3) Use of the Survey Results

The following questions were analyzed from the results of the questionnaire survey on the JDS participants, the managerial staff of the Target Organizations, and the academic advisors of the Accepting Universities: Of various abilities required of government employees, what skills and thinking abilities are needed in the Target Organizations, what abilities the JDS improved the most, and what attitudes it changed. The analysis was carried out to verify the validity and effectiveness of the JDS.

The suitability of the curricula, research guidance, and research environments provided by the Accepting Universities was also verified through the analysis of the results.

To turn the survey results into future improvements in the JDS, at the end of every year, the results of aggregation and analysis, including of the questionnaire surveys conducted this year and, as needed, in previous years, are scheduled to be shared with the Operating Committee and the Accepting Universities.

Figure 4 presents an analysis of the results of the questionnaires filled out by the 18 JDS participants who returned home (JDS participants who had come to Japan in 2009). All the skills and abilities were improved at the time of graduation, compared with the time of arrival in Japan. However, in Mongolia, the especially large increases in “scientific research and analytical skills,” “general knowledge,” and “time management” can be described as being characteristic. The result of this analysis leads to the conclusion that through graduate studies, the JDS participants acquired the skills required to gather, process, and analyze information from diverse angles in a well-planned manner for problem solving.

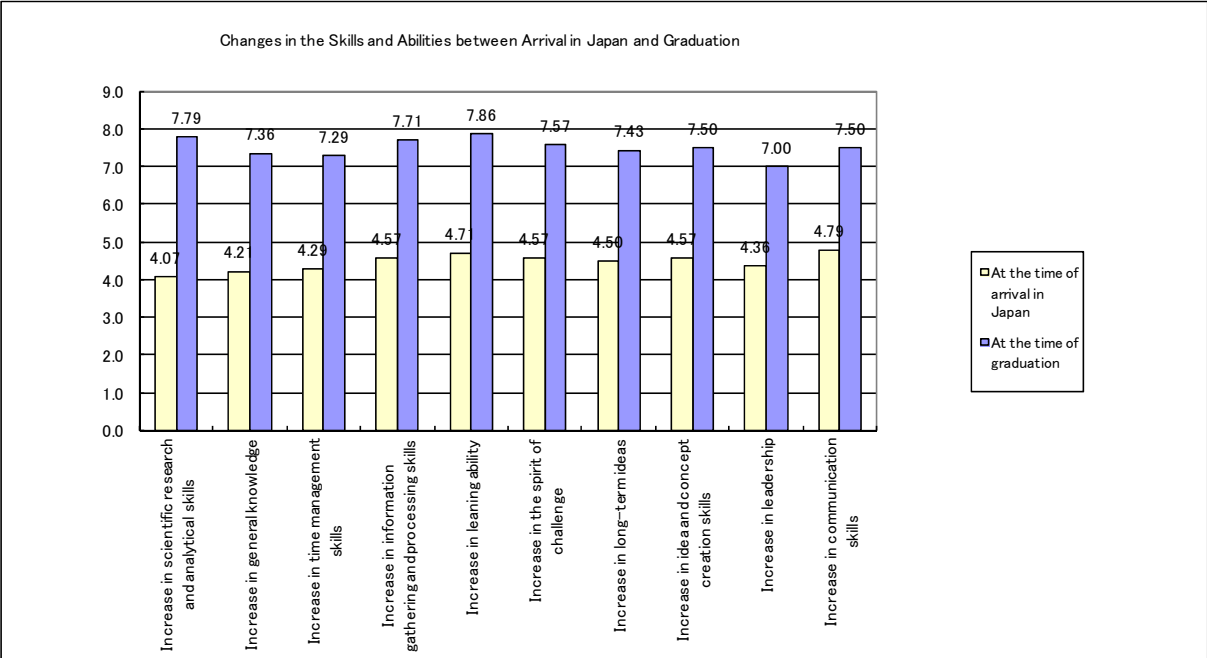


Figure 4: Ten Largest Increases in the Skills and Abilities of the JDS Participants from Mongolia during Their Study in Japan (Comparison of the time of graduation to arrival in Japan)

Improvements in the skills and abilities of government employees through the JDS program are one of its achievements. The participants are expected to apply these skills and abilities to contribute to the Target Organizations and to find solutions to development issues in Mongolia.

3-4. Issues and Recommendations

The concerns and recommendations obtained through the Survey are as follows:

(1) Setting of Target Organizations

Target Organizations were decided upon based on the results of discussions/consultations with the JDS Operating Committee members in Mongolia by reviewing the roles and mandates of individual

organizations, and their relevance to Sub-Programs/Components, etc. Since the number of employees in a ministry is small, the organizations/agencies under the central ministries were set as target organizations. As there is a great need for raising experts, academic institutions such as National University of Mongolia were also set as a target organization.

Due to the fact that setting of Target Organizations was implemented during the reorganization of the government, it seems that additional survey and resetting of Target Organization should be taken place and relevant organizations/agencies are added in an appropriate component.

(2) Selection of Accepting University

As regards the selection of Accepting Universities, this year's Preparatory Survey has revealed that JICA has fairly selected universities in accordance with its clearly-defined evaluation standards, and the appropriateness of the selection has gained a certain level of understanding from the Mongolian side as well. Consequently, the Mongolian side has basically agreed to what the Japanese side has proposed. On the whole, Component 1 which is related to mining development is a new component while the other components resemble a part of the former framework. Among the universities from the 1st phase of New System, the universities which have appropriate education systems and provide great supports by professors were chosen as Accepting Universities.

It is expected that direct discussions and cooperation between Accepting Universities in Japan and Target Organizations and other related parties in Mongolia will continued to be enhanced in the process of formulating a framework for the program, including setting of Accepting Universities, in the future. Respective Accepting Universities are urged to develop and implement more effective measures to resolve development issues in each Sub-Program before JDS participants come to Japan, during their stay in Japan, and after they return home, in an integrated manner.

(3) Application Requirements

Given the fact that the general election took place in June 2012, followed by a drastic re-organization and reshuffling of personnel within Mongolian government agencies, it was predicted that government employees meeting one of the requirements in the past four years, that the "candidate have two or more years of practical experience in a target agency," would decrease significantly. Furthermore, simultaneous with the re-organization, the Mongolian government has accepted a number of individuals from the private sector. In view of the above the requirement has been changed to "candidates with two or more years of practical experience in related jobs, including those in the private sector." This resulted in candidates with experience in private sector agencies obtaining higher evaluations from university teachers at the interview, enabling the assurance of outstanding human resources and improved candidate quality.

(4) Recruitment Period and Number of Applicants

From past experience, the selection of candidates best suited for the objective of the project required the understanding and cooperation of staff in charge of human resources and scholarship at the Target Organizations, as well as publication of information within the relevant organizations. However, due to the restructuring associated with the general election, many of the individuals in charge of human resources and scholarship responsible for the JDS program were transferred. The recruitment period was also shortened to three weeks.

Under the above circumstances, telephone calls were made and e-mails were sent simultaneous with the beginning of recruitment on October 10, sending out the announcement of the recruitment information sessions to staff in charge of human resources, requesting that the recruitment announcement be posted on the agency intranets, and asking for submission of a list of candidates. A total of eight recruitment information sessions were held (three targeting HR staff and five targeting applicants). Attendees were provided with application requirements and posters, explanation of program objectives, relevant components, and accepting universities, and HR personnel at the Target Organizations were asked to send out announcement of the information sessions for applicants. Additional information sessions were held for candidates recommended by Target Organizations but who were not able to attend the regular recruitment information sessions, and other recruitment activities were scheduled to ensure that information about the program was disseminated. For components with inadequate numbers of applicants at the end of the recruitment period, the deadline was extended one week to ensure sufficient numbers of applicants, during which follow-up recruitment activities were conducted targeting lists of recommended candidates received from Target Organizations. This resulted in the number of applications for all components exceeding the quota by three times.

Within the limited recruitment period, strategic and effective recruitment activities were conducted for this year, making the utmost effort to ensure sufficient number of applicants from the list of recommended candidates submitted by Target Organizations. In view of the circumstances in Mongolia, ensuring the number of candidates is an issue that must be addressed for future years, such as extension of the recruitment period to six weeks, and requests for cooperation from HR staff in target organizations prior to the recruitment period.

3-5. JDS and Development Issues, and Conformity with the Country Assistance Policy

(1) Outline

As described up to this point, the JDS has been reviewed since 2008 to strengthen the Preparatory Survey in order to clarify the positioning of the JDS in line with the development issues confronting the target country, the Country Assistance Policy for Mongolia, and the programs of JICA, to identify the needs of the target country through fieldwork, and to improve the matching of the needs with the

Accepting Universities that are capable of offering an educational program satisfying the needs. In view of the purposes and background of the review, the validity of the JDS will be verified in terms of its conformity with the (1) Priority Development Issues in Mongolia and also the (2) Country Assistance Policy for Mongolia.

(2) Conformity with the Priority Development Issues in Mongolia

Major donors view the “the Millennium Development Goals (MDGs)-based Comprehensive National Development Strategy of Mongolia” written by the Government of Mongolia to be a strategic document in planning and implementing their Official Development Assistance. With respect to the Country Assistance Policy for Mongolia, the Japanese government also formulated its aid programs referred to the said development strategy.

When in 2008 the new JDS system was implemented and the Preparatory Survey was conducted, the Country Assistance Program was consulted to define the target areas addressing the priority issues. As the JDS was reviewed this time, the priority issues in the Country Assistance Policy for Mongolia¹⁸ were also refined in accordance with the review of the JDS implementation over the past 12 years and the Sub-Programs were established (see Figure 5)

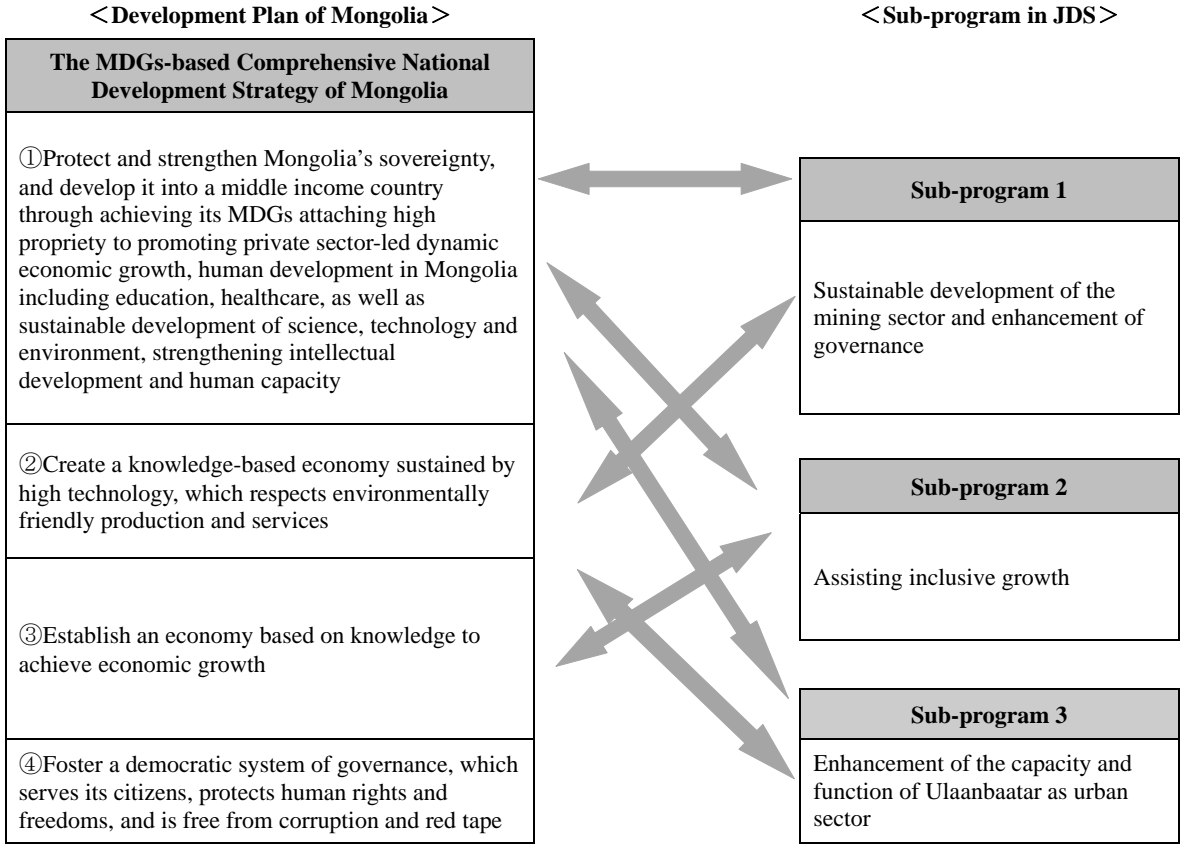


Figure 5: Position of the JDS in the Country Assistance Program for Mongolia

¹⁸ Country Assistance Policy for Mongolia was proposed in April 2012

(3) Conformity with the Country Assistance Policy for Mongolia

According to the Country Assistance Policy for Mongolia formulated by the Ministry of Foreign Affairs in May 2012, comprehensive assistance is to be offered to Mongolia with three priority areas and five development issues as pillars according to the “Sustainable Economic Growth Support for Self-help in Poverty Reduction.”

The Sub-Programs established in the JDS match the assistance priority areas. They are intended to be human resource development programs, which contribute to the assistance priority areas (Figure. 6).

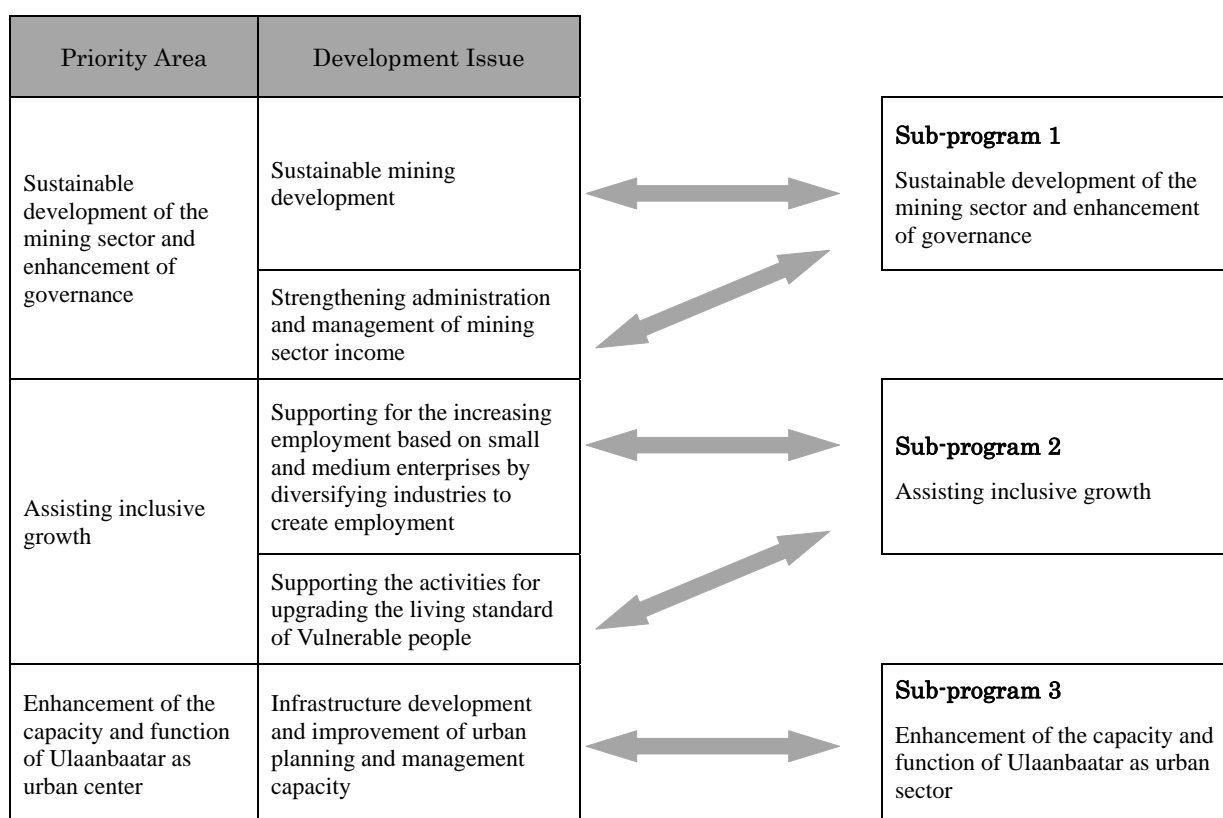


Figure 6: Position of the JDS in the Country Assistance Policy for Mongolia

3-6. Conclusion

In this Preparatory Survey, the intent and characteristics of the JDS, along with the political and social backgrounds and situation of Mongolia, were considered in organizing the priority development issues of Mongolia. These priority development issues based on the National Development Plan of Mongolia, the Country Assistance Policy of the Japanese government, and so forth, were selected as the Sub-Programs/Components. In addition, the Supplementary Survey aimed at the Target Organizations that are assumed to be related to the Sub-Programs/Components was conducted to investigate the organizational roles and positions of the Organizations as well as their human resource development needs and the presence or absence of potential candidates in the Organizations. The results of the Survey served as the basis for the adoption of the scale of the JDS, which consists of four years, and

the foundation for the elaboration of the Draft Project Plans for the Sub-Programs/Components (Basic Plans for the Sub-Programs). As stated in 3-4, it can be concluded that the position of the JDS is clear and highly appropriate and the continued implementation of the new JDS system in Mongolia will be very meaningful.

However, the new JDS system is in principle a four-year program, and the human development needs of Mongolia could change as a result of government policies, socio-economic conditions, and so on. In light of this possibility, it is considered necessary to ascertain the technical knowledge that should be acquired under the JDS and the types of human resources that should be developed in the Target Organizations, while at the same time securing a certain level of flexibility by allowing discussions with those involved in the JDS in Mongolia.

Finally, under the new JDS system, the Accepting Universities offer the programs addressing the needs of the Target Organizations in the course of four years. As a result, it can be expected that one of the purposes of the JDS, “Acquisition of Technical Knowledge by Earning of a Master’s Degree,” will be ensured. However, as stated above, with regard to the human resource development program, it is considered necessary to measure its long-term effects by monitoring the application of knowledge after the “Acquisition” and the level of knowledge returned to the society.

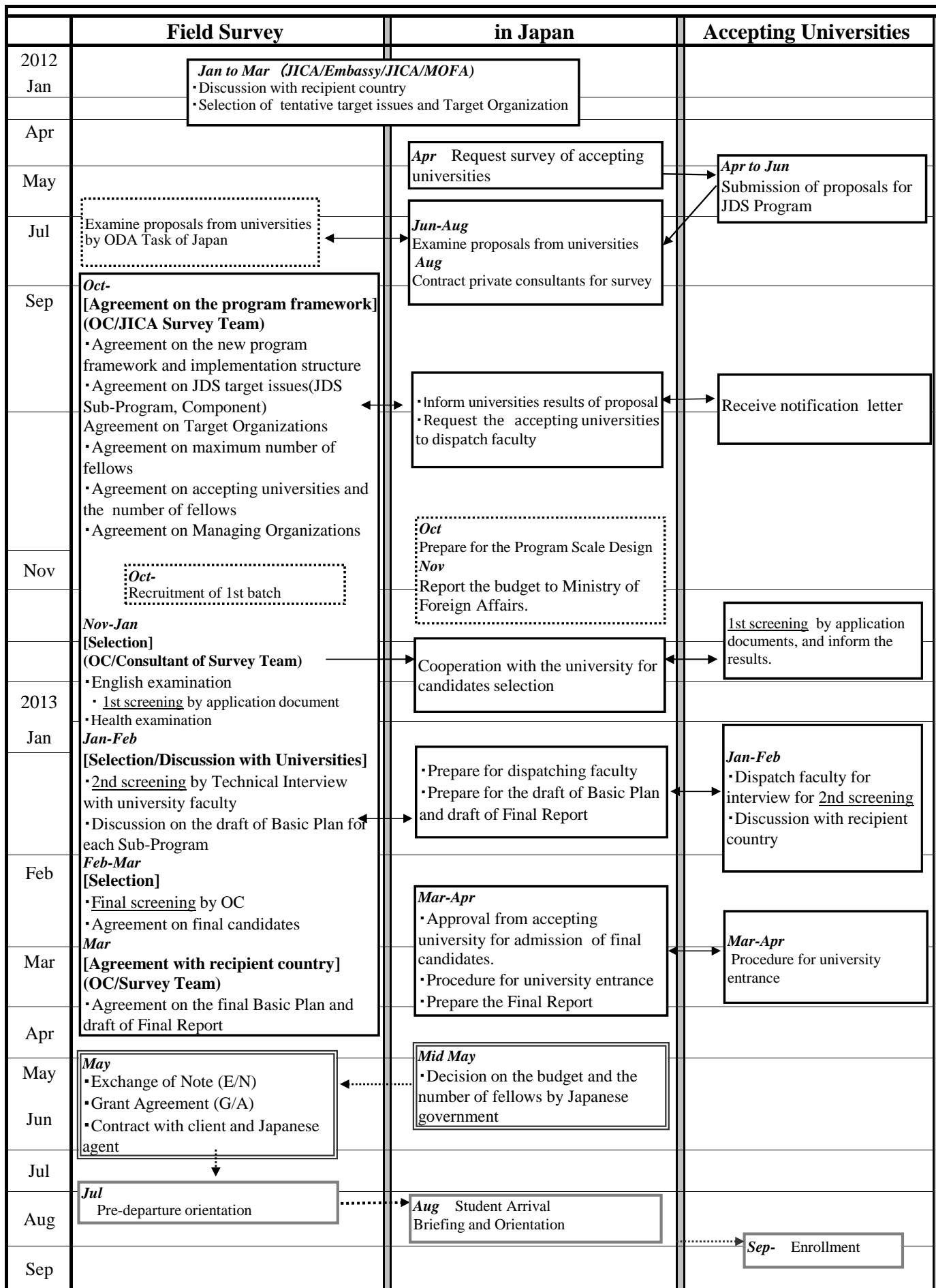
List of Appendixes

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons during the First Survey in Mongolia
4. Minutes of Discussions
5. The numbers of JDS participants to be accepted for the next four years under the JDS Program in Mongolia
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8. Selection and Recruitment of the First Batch of Candidates Coming to Japan in FY 2013 (Mongolia)
9. Ratio of JDS Graduates Who Returned to Previous Organization

Member List of the Survey Team

Mr. ABE Yukio	Leader	Director, Training Program Coordination Division, Training Affairs and Citizen Participation Department, JICA
Ms. FUKUSHIMA Momo	Member	Training Program Coordination Division, Training Affairs and Citizen Participation Department, JICA
Mr. TSUTSUMI Atsushi	Acceptance Planning	Managing Director, Overseas Business Department, JICE
Ms. OIDOVDORJ Otgonbayar	Recruitment/ Selection	Regional Business Division 1, Overseas Business Department, JICE
Ms. WATANABE Yayoi	Procedure of Accepting / Account	Regional Business Division 1, Overseas Business Department, JICE

Flowchart of the Preparatory Survey for JDS



List of Contact Persons during the First Field Survey in Mongolia

1. Discussions on Minutes

Date	Visitors	Remarks
October 2 (Tue) 2012 9:00-11:00	<ul style="list-style-type: none"> ■ Discussions with JICA Mongolia Office <ul style="list-style-type: none"> - Mr. ISOGAI Toshinori, Resident Representative, JICA Mongolia Office - Mr. ABE Yukio, Director, Training Program Coordination Division, Training Affairs and Citizen Participation Department, JICA (Team leader, the Preparatory Survey Team) Observers: <ul style="list-style-type: none"> - Mr. IWAI Atsumu, Senior Representative, JICA Mongolia Office - Ms. IMAYOSHI Moeko, Representative, JICA Mongolia Office - Ms. Oyuntsetseg Ch., Program Administrative Officer, JICA Mongolia Office - Ms. FUKUSHIMA Momo, Officer Training program Coordination Division, Training Affairs and Citizen participation Department, JICA 	Discussions with the Survey Team
October 2 (Tue) 15:00-16:20	<ul style="list-style-type: none"> ■ Discussions with Ministry of Education and Science <ul style="list-style-type: none"> - Ms. Urgamaltsetseg Bandikhuu, Vice-minister, (Chairman) - Mr. Purevdorj Erkhembulgan, Director, Higher Education Division - Ms. Tuya N., Director, External Relations Division - Ms. Oyunbileg Oirov, Officer, External Relations Division 	Discussions with Operating Committee members (Mongolian side)
October3 (Wed) 9:00-10:00	<ul style="list-style-type: none"> ■ Discussion with Ministry of Foreign Affairs <ul style="list-style-type: none"> - Ms. Bolorchimeg Sukhbaatar, Second secretary, Asia and Pacific Department 	Discussions with Operating Committee members (Mongolian side)
October3 (Wed) 9:00-10:00	<ul style="list-style-type: none"> ■ Discussions with Embassy of Japan in Mongolia <ul style="list-style-type: none"> - Mr. HAYASHI Shinichiro, Counselor, (Vice chairman) - Mr. ICHIMOTO Shoichi, Second Secretary 	Discussions with Operating Committee members (Japanese side)
October4 (Thu) 9:00-10:00	<ul style="list-style-type: none"> ■ Discussions with Ministry of Finance <ul style="list-style-type: none"> - Mr. Munkhdemberel Lundeejantsan, Officer, Project Coordination and Financing Department 	Discussions with Operating Committee members (Mongolian side)
October 5 (Fri) 9:20-9:45	<ul style="list-style-type: none"> ■ Agreement by Mongolian side of the Operating Committee on the new system of the accepting planning <ul style="list-style-type: none"> - Ms. Urgamaltsetseg Bandikhuu, Vice-minister, (Chairman) - Mr. ABE Yukio, Director, Training Program Coordination Division, Training Affairs and Citizen Participation Department, JICA (Team leader, the Preparatory Survey Team) Observers: <ul style="list-style-type: none"> - Mr. HAYASHI Shinichiro, Counselor, (Vice chairman) 	Discussion with Operating Committee members (Mongolian Side) and the Survey Team

	<ul style="list-style-type: none"> - Mr. ISOGAI Toshinori, Resident Representative, JICA Mongolia Office - Mr. KAMIYA Katsuhiko, Chief Advisor, Mongol-Japan Center for Human Resource Development - Ms. Oyunbileg Oirov, Officer, External Relations Division - Ms. Lyanhua Damchii, Officer, Department of Strategic Policy and Planning - Ms. FUKUSHIMA Momo, Officer Training program Coordination Division, Training Affairs and Citizen participation Department, JICA - Mr. WAKISAKA Yutaka, Representative, JICA Mongolia Office - Ms. Oyuntsetseg Ch., Program Administrative Officer, JICA Mongolia Office 	
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1. Visit to supposed Target Organizations

Date	Visitors	Remarks
October 2 (Tue) 2012 9:05-9:35	<ul style="list-style-type: none"> ■ Ministry of Environment and Green Development - Mr. Dugersuren, Director, Public Administration Department - Mr. Temuulen, Officer, Public Administration Department - Ms. Enkhtuya, Officer, Public Administration Department 	The predecessor organization, Ministry of Nature, Environment and Tourism, was one of the Target Organizations for Urban Environmental Improvement under the 1 st phase of the new system
October3 (Wed) 11:30-12:20	<ul style="list-style-type: none"> ■ Ministry of Economic Development - Mr. Dashzevge, Director, Public Administration Department - Ms. Oyunbat, Officer, Public Administration Department 	New target organization
October3 (Wed) 11:00-11:45	<ul style="list-style-type: none"> ■ Ministry of Construction and Urban Development - Mr. Dorjpalam Ts., Director, Public Administration Department - Ms. Erdenechimeg Dulamsuren, Officer, Public Administration Department 	The predecessor organization, Ministry of Road, Transportation, Construction and Urban Development, was one of the Target Organizations for Urban Environmental Improvement and Development Engineering under the 1st phase of the new system
October3 (Wed) 14:00-14:45	<ul style="list-style-type: none"> ■ Ministry of Mining - Mr. Batbold, Director, Public Administration Department - Mr. Demchigsuren, Senior officer, Public Administration Department - Mr. Dulguun, Officer, Division of External Relations and Cooperation 	The predecessor organization, Ministry of Mineral Resources and Energy was one of the Target Organizations for Enterprise Management / Policy Planning, Environmental Protection, Urban Environmental Improvement, and Development Engineering under the 1st phase of the new system
October3 (Wed) 16:00-16:45	<ul style="list-style-type: none"> ■ Development bank of Mongolia - Ms. Azzaya B., Senior officer, Administration and Monitoring Department - Ms. Bujinkham T., Senior officer, Administration and Monitoring Department 	New target organization

<p>October4 (Thu) 8:00-8:45</p>	<p>■ Ministry of Population Development and Social Protection - Ms. Otgonjargal, State Secretary - Ms. Bolormaa Ts., Director, External Relations Division</p>	<p>New target organizations</p>
<p>October4 (Thu) 11:00-11:45</p>	<p>■ Ministry of Road and Transportation - Mr. Batzaya B., State Secretary - Ms. Enkhtuul, Director, Public Administration Department - Ms. Baasansuren, Officer, Public Administration Department</p>	<p>The predecessor organization, Ministry of Road, Transportation, Construction and Urban Development, was one of the Target Organizations for Urban Environmental Improvement and Development Engineering under the 1st phase of the new system</p>
<p>October4 (Thu) 14:00-14:45</p>	<p>■ Ministry of Justice - Mr. Myagmar, Director, Public Administration Department - Ms. Narantuya, Senior officer, Public Administration Department</p>	<p>The predecessor organization, Ministry of Justice and Internal Affairs, was one of the Target Organizations for Legal System Reform under the 1st phase of the new system</p>

**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE JAPANESE GRANT AID
FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO MONGOLIA**

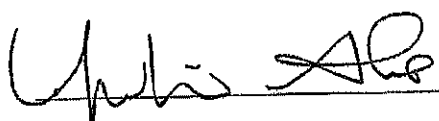
The Government of Japan (hereinafter referred to as "GOJ") decided to conduct a Preparatory Survey in respect of "Japanese Grant Aid for Human Resource Development Scholarship" (hereinafter referred to as "the JDS Program") to be implemented in Mongolia. The survey was entrusted to the Japan International Cooperation Agency (hereinafter referred to as "JICA").

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Yukio ABE, Director, Training Program Coordination Division, Training Affairs and Citizen Participation Department, JICA, to Ulaanbaatar from 1 to 6 October, 2012.

The Team held a series of discussions with Government of Mongolia (hereinafter referred to as "GOM") members of the Operating Committee (hereinafter referred to as "the O/C"). The two parties confirmed the design of the JDS Program and the related items attached hereto.

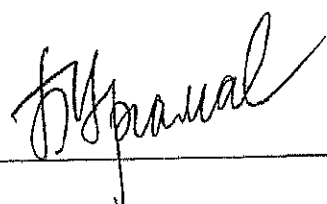
The Team is to report the result of the discussions to GOJ for further preparation to implement the JDS Program in Mongolia.

Ulaanbaatar city, October 5, 2012



Yukio ABE

Leader
Preparatory Survey Team
Japan International Cooperation Agency



Bandikhuu URGAMALTSETSEG

Vice Minister
Ministry of Education and Science of Mongolia

Design of the JDS Program

1. Flow of JDS Program for the Succeeding four Batches and the Preparatory Survey of JDS Program

The flow of the JDS Program for the next four (4) batches from JFY 2013 to JFY 2016 and the Preparatory Survey of the Program were agreed as attached in the ANNEX-1 "Flowchart of JDS Program for the Succeeding four Batches" and ANNEX-2 "Flowchart of the Preparatory Survey for JDS Program".

2. Maximum Number of JDS Participants

The total number of JDS participants for the first batch in Japanese fiscal year 2013, shall be at eighteen (18) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2013 to 2016.

3. JDS Sub-Programs and Components

Based on the discussion held between the both parties, target priority areas as Sub-Programs and target development issues as Components are identified as below.

(1) Priority Area as Sub-Program 1:

Sustainable development of the mining sector and enhancement of governance

Development Issue as Component:

1-1 Environment-friendly Mineral Resource Management

1-1-1 Environmental Management

1-1-2 Resource Engineering

1-2 Fiscal Policy Management

1-3 Improvement of Legal System

(2) Priority Area as Sub-Program 2:

Assisting Inclusive Growth

Development Issue as Component:

2-1 Business Environment Development

2-2 Public Administration

(3) Priority Area as Sub-Program 3:

Enhancement of the capacity and function of Ulaanbaatar as urban center

Development Issue as Component:

3-1 Urban Development Engineering

3-2 Improvement of Urban Environment Policy

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4. The Target Organizations and Managing Organization

Based on the discussion held between the both parties, the target organizations and the managing organization were identified as ANNEX-3 "Design of JDS Program for four Batches".

It was also agreed that the target organizations shall be reviewed according to the result of recruitment/selection of the first batch, discussed and decided in the O/C.

On the other hand, it was agreed that the Ministry of Education and Science of Mongolia should take role as a Managing Organization in all Sub-Programs.

5. Accepting Universities and Supposed Numbers of JDS Participants per University

Based on the discussion held between the both parties, the following educational programs of universities and the maximum number of slot allocation per Sub-Program were agreed, considering the development issues in Mongolia.

- (1) Development Issue as Component:
1-1 Environment-friendly Mineral Resource Management
1-1-1 Environmental Management
University:
Graduate School of Media and Governance, Keio University (2 slots)
1-1-2 Resource Engineering
University:
Graduate School of Engineering (Earth Resource Engineering) or Graduate School of Social and Cultural Studies (Earth Sciences), Kyushu University (2 slots)
- (2) Development Issue as Component: 1-2 Fiscal Policy Management
University:
Graduate School of International Relations, International University of Japan (2 slots)
- (3) Development Issue as Component: 1-3 Improvement of Legal System
University:
Graduate School of Law, Kyushu University (2 slots)
- (4) Development Issue as Component: 2-1 Business Environment Development
University:
Graduate School of International Management, International University of Japan (3 slots)
- (5) Development Issue as Component: 2-2 Public Administration
University:
Graduate School of Governance Studies, Meiji University (3 slots)
- (6) Development Issue as Component: 3-1 Urban Development Engineering
University:
Graduate School for International Development and Cooperation (IDEC), Hiroshima University (2 slots)
- (7) Development Issue as Component: 3-2 Improvement of Urban Environment Policy
University:
Graduate School of Life and Environmental Sciences, University of Tsukuba (2 slots)

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6. Research Area of JDS Applicants

Those assumed development needs described above shall be notified as "research area" to JDS applicants in order to identify the direction of study/research as well as to accepting universities in order to prevent the mismatching between the universities and the JDS applicants.

7. Basic Plan for Each Sub-Program

The Team explained a Basic Plan on each Sub-Program based on ANNEX-4 "Basic Plan for the Target Priority Area (Format)", which included the background, project objectives, summary of the activities of the project and other, would be prepared for mutual understanding of both parties and finalized in the Operating Committee meeting during the Preparatory Survey.

8. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS graduates should be done actively by GOM.

9. Strategic Recruitment

The Team requested cooperation of the Mongolian party in recruiting applicants for the JDS Program and it was suggested that human resource department of each Target Organization would cooperate the recruitment activities, so that they would nominate as many suitable applicants as possible in light of the objective of the JDS Program.

II. Other Matters Discussed

The Mongolia party is making effort that they should provide an office space for a consultant during the preparatory survey and for an agent which implements JDS Program.

- ANNEX-1: Flowchart of JDS Program for the Succeeding four Batches
- ANNEX-2: Flowchart of the Preparatory Survey for JDS Program
- ANNEX-3: Design of JDS Program for four batches
- ANNEX-4: Basic Plan for the Target Priority Area (Format)

4

Approval

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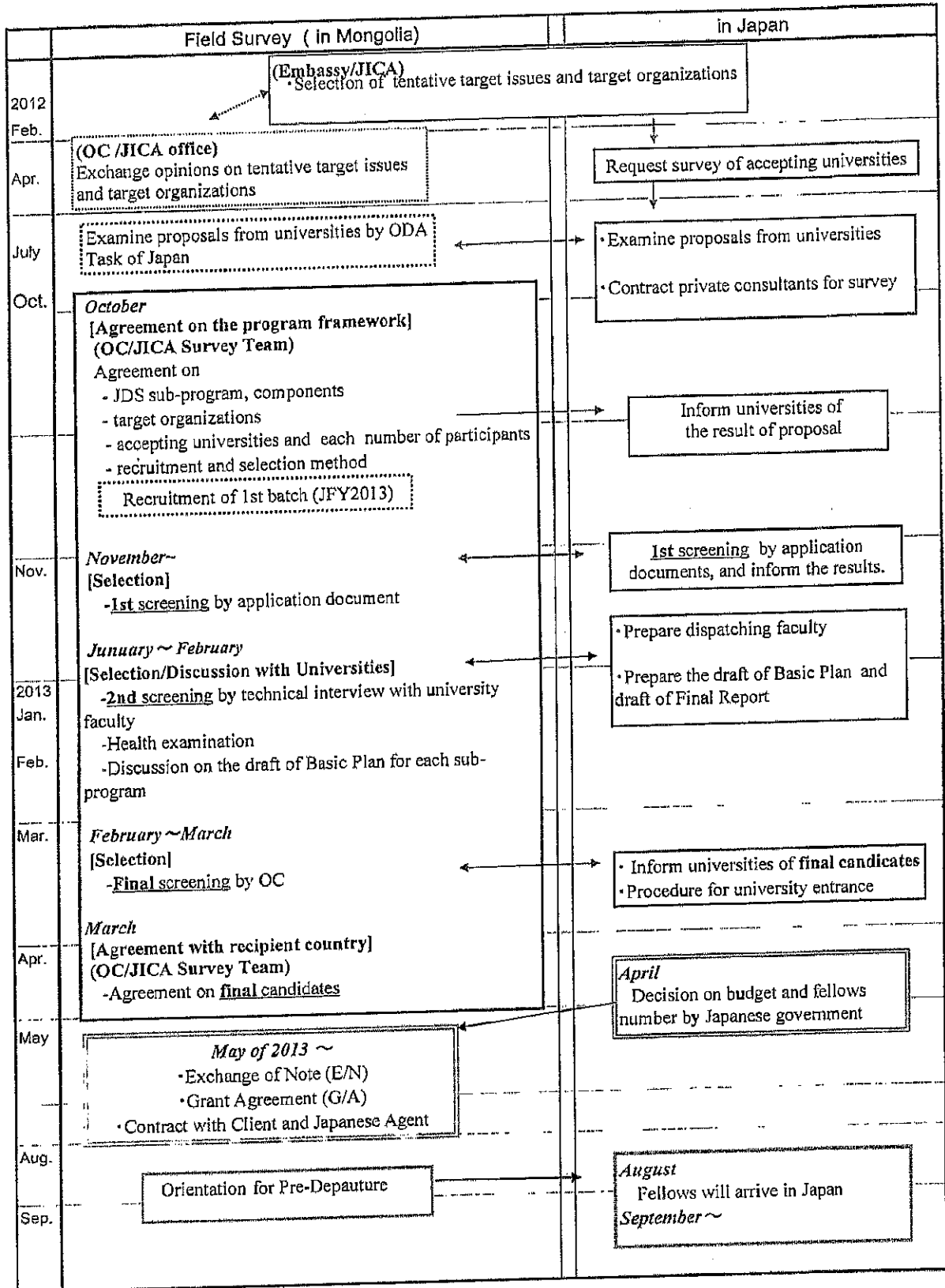
Flowchart of JDS Program for the Succeeding four Batches

ANNEX 1

		JFY 2011	JFY 2012	JFY 2013	JFY 2014	JFY 2015	JFY 2016	JFY 2017	JFY 2018	
Preparatory Survey for 4 batches Planning (from JFY 2009 E/N to JFY 2012 E/N) in JFY 2008	④th batch E/N in JFY 2012 for 3 terms	[Request survey]	★ ④ [E/N, G/A, Contract with Agent]							★E/N, G/A, Contract ▲Arrival ▼Return
Preparatory Survey for 4 batches Planning (from JFY 2013 E/N to JFY 2016 E/N) in JFY 2012	Preparatory Survey for Planning (for next 4 batches)	③ Decision on Preparatory Survey by Ministry of Foreign Affairs			[Preparatory Survey] (Agreement of Basic plan for next 4 batches)					
		[Preparation for Survey]			Recruitment & Selection for JFY2013					
	①st batch E/N in JFY 2013 for 3 terms		[Request survey]	★ ① [E/N, G/A, Contract with Agent]						
					Recruitment & Selection for JFY2014					
	②nd batch E/N in JFY 2014 for 3 terms			[Request survey]	★ ② [E/N, G/A, Contract with Agent]					
					Recruitment & Selection for JFY2015					
	③rd batch E/N in JFY 2015 for 3 terms			[Request survey]	★ ③ [E/N, G/A, Contract with Agent]					
					Recruitment & Selection for JFY2016					
	④th batch E/N in JFY 2016 for 3 terms			[Request survey]	★ ④ [E/N, G/A, Contract with Agent]					

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Flowchart of the Preparatory Survey for JDS Program



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Design of JDS Program for Mongolia for four Batches (from JFY 2013 to JFY 2016)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)		Expected Theme of the Research/ Possible Fields of Study	Supposed Target Organizations	University	Bids
1. Sustainable development of the mining sector and enhancement of governance	1-1 Environment-Friendly Mineral Resource Management	1-1-1 Environmental Management	Possible Fields of Study: Anti-pollution policy for mining, environmental policy (including monitoring for mining), human resource development	<ul style="list-style-type: none"> Ministry of Mining Ministry of Energy Ministry of Environment and Green Development Mongolian University of Science and Technology General Agency for Specialized Inspection Ministry of Economic Development Ministry of Justice Cabinet Secretariat Government of Mongolia Office of the President Institute of Geosciology 	Keio University	2
		1-1-2 Resource Engineering	Possible Fields of Study: Mineral processing engineering, environmental remediation, exploration geophysics	<ul style="list-style-type: none"> Ministry of Mining Ministry of Energy Cabinet Secretariat of Government Office of the President Mongolian University of Science and Technology National University of Mongolia Central Geological Laboratory 	Kyushu University	2
	1-2 Fiscal Policy Management	Possible Fields of Study: Tax system, public investment policy, fiscal policy	<ul style="list-style-type: none"> Ministry of Finance Ministry of Mining Central Bank of Mongolia Ministry of Economic Development Ulaanbaatar City Government Development Bank of Mongolia Cabinet Secretariat of Government Office of the President Financial Regulatory Commission 	International University of Japan	2	
	1-3 Improvement of Legal System	Possible Fields of Study: Legal system, audit system	<ul style="list-style-type: none"> Ministry of Justice Ministry of Finance Ministry of Economic Development National University of Mongolia Ulaanbaatar City Government Cabinet Secretariat of Government Office of the President Supreme Court General Prosecutor Office Constitutional Court Ministry of Foreign Affairs Independent Authority against Corruption Secretariat of the State Great Hural Financial Regulatory Commission Ministry of Mining 	Kyushu University	2	
2. Assisting Inclusive Growth	2-1 Business Environment Development	Possible Fields of Study: PPP, support to small and medium-sized enterprises, industrial vitalization, development of investment environment	<ul style="list-style-type: none"> Ministry of Finance Development Bank of Mongolia Ministry of Industry and Agriculture Ulaanbaatar City Government Ministry of Justice Ministry of Labor Cabinet Secretariat of Government Office of the President Central Bank of Mongolia Ministry of Economic Development Ministry of Mining Ministry of Energy Ministry of Foreign Affairs Financial Regulatory Commission 	International University of Japan	3	
	2-2 Public Administration	Possible Fields of Study: Public health, health administration, social welfare system, social security system, educational policy	<ul style="list-style-type: none"> Ministry of Education and Science Ministry of Health Ministry of Labor Ministry of Population Development and Society Protection Ministry of Economic Development National University of Mongolia Mongolian State University of Education Health Service University of Mongolia Other Higher-educational Institutions Ulaanbaatar City Government Cabinet Secretariat of Government Office of the President Ministry of Mining Ministry of Justice 	Meiji University	3	
3. Enhancement of the capacity and function of Ulaanbaatar as urban center	3-1 Urban Development Engineering	Possible Fields of Study: Traffic engineering, urban engineering, public health engineering	<ul style="list-style-type: none"> Ministry of Construction and Urban Development Ministry of Road and Transportation Ministry of Economic Development General Agency for Specialized Inspection Mongolian University of Science and Technology Ulaanbaatar City Government Cabinet Secretariat of Government Office of the President National University of Mongolia Ministry of Environment and Green Development Ministry of Energy 	Hiroshima University	2	
	3-2 Improvement of Urban Environment Policy	Possible Fields of Study: Urban environmental policy, Environmental assessment	<ul style="list-style-type: none"> Ministry of Environment and Green Development Ministry of Construction and Urban Development Ministry of Road and Transportation General Agency for Specialized Inspection Ministry of Economic Development National University of Mongolia Mongolian University of Science and Technology Ulaanbaatar City Government Cabinet Secretariat of Government Office of the President Ministry of Energy 	University of Tsukuba	2	
Total					TOTAL	18

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The numbers of JDS participants to be accepted for the next four years under the JDS Program in Mongolia

Sub-Program	Components		Accepting university	Graduate school	Expected Number of JDS Participants				
					1st batch	2nd batch	3rd batch	4th batch	Total
1. Sustainable development of the mining sector and enhancement of governance	1-1 Environment-friendly Mineral Resource Management	1-1-1 Environment Management	Keio University	Graduate School of Media and Governance	2	2	2	2	8
		1-1-2 Resource Engineering	Kyushu University	1) Graduate School of Engineering (Earth resource Engineering) 2) Graduate School of Social and Cultural Studies (Earth Sciences)	2	2	2	2	8
	1-2 Fiscal Policy Management		International University of Japan	Graduate School of International Relations	2	2	2	2	8
	1-3 Improvement of Legal System		Kyushu University	Graduate School of Law	2	2	2	2	8
2. Assisting Inclusive Growth	2-1 Business Environment Development		International University of Japan	Graduate School of International Management	3	3	3	3	12
	2-2 Public Administration		Meiji University	Graduate School of Governance Studies	3	3	3	3	12
3. Enhancement of the capacity and function of Ulaanbaatar as urban center	3-1 Urban Development Engineering		Hiroshima University	Graduate School for International Development and Cooperation (IDEC)	2	2	2	2	8
	3-2 Improvement of Urban Environment Policy		University of Tsukuba	Graduate School of Life and Environmental Studies	2	2	2	2	8
Total					18	18	18	18	72

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Target Priority Area (Format)

Basic Information of Target Priority Area (Sub Program)

1. Country : Mongolia
2. Target Priority (Sub-Program) Area : Sustainable development of the mining sector and enhancement of governance
3. Operating Committee: Ministry of Education and Science, Ministry of Finance, Ministry of Foreign Affairs, Cabinet Secretariat, Ministry of Economic Development, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

Itemized Table 1-1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Sustainable development of the mining sector and enhancement of governance
2. Component: Environment-friendly Mineral Resource Management (Environmental Management)
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Mining, Ministry of Energy, Ministry of Environment and Green Development , Mongolian University of Science and Technology, General Agency for Specialized Inspection, Ministry of Economic Development, Ministry of Justice, Cabinet Secretariat Government of Mongolia, Office of the President, Institute of Geoecology, Institute of Chemistry and Chemical Technology

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

Since mineral resource is the most important sector which leads the economic development of Mongolia, supporting development of mining sector in the context of sustainability enhancement is requisite. Because development of mineral deposit excessively expands while the other necessary developments, such as human resource are still immature, it is indispensable to formulate a plan for development, improve the monitoring system in central and regional governments, as well as human resources in both public and private sectors. In nowadays when mineral resource sector prospects to lead the economic growth of Mongolia to sustainability the mineral resources development it is expected that JDS project will help to formulate development plans for mining sector and foster the human resource in improvement of relevant rules and regulations.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The Country Assistance Program to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level goal as "sustainable development of mining sector and enhancement of governance". "Sustainable

mining development” is one of the short-term goals under this mid-level goal and aims of actualizing the sustainable development of mining sector endowed with mineral resources which will be the key of further Mongolian economic development. Under this purpose, JICA implements “strengthening the capacity of mining development management program” and two related projects “the Project for Capacity Building on the Natural Resource and Mining Sector in Mongolia” and “Master Plan for Coal Development and Utilization”. JDS is one of the projects which support the said cooperation programs. The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master’s degree and returned to Mongolia (as of September 2012); 18 fellows graduated in the field of environmental policy and 23 graduated in public administration/public policy

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government’s administrative capacities in the country, through providing the opportunity to obtain the Master’s degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to improve the capabilities of policy formulation and institutional building based on a technical point of view with regard to matters, such as environmental degradation and public pollution generated from mining development.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) antipollution policy for mining, (2) environmental policy (including environmental policy and monitoring for mining), and (3) human resource development.

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master’s degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

Keio University, Graduate School of Media and Governance

2 participants / year total 8 participants / 4 years

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) Before arrival to Japan	
Pre-Arrival Training	Academic advisors promptly provide study guidance after JDS Fellows are confirmed.
2) During study in Japan	
<p>Learn specialized knowledge regarding environmental investigation and policy analysis at the national, regional and municipal scales according to technical, political and institutional perspectives.</p>	<ul style="list-style-type: none"> • Courses of the program for environmental design and governance: Conceptual Building (EG1), Scientific base of climate change mitigation and adaptation, Conceptual Building (EG2): Regional/urban planning and architecture, Advanced Research (EG1): Green Technology for urban planning an architecture, Advanced Research (EG2): Vulnerability and resilience building, Design for low-carbon society, Science of Atmospheric Environment, Earth resource and Environment • Courses of the program for Human security and communication; Conceptual Building, Advanced Research <p><u>With the above courses students can learn concepts, theories and methodologies for their research project with respect to adaptation to global and local environmental change and green economy.</u></p> <ul style="list-style-type: none"> • Courses of the program for Environmental Innovators: Measuring Environment in practice, Community development in practice, Landscape ecology, Environmental fieldwork <p><u>With the above courses, students can obtain skills for planning and development of a mineral resource project, data collection for environmental assessment, analysis and recovery, as well as spatial data analysis and program design.</u></p> <ul style="list-style-type: none"> • Students have an opportunity to practice their academic knowledge and skills through attending a meeting held by the research team which conducts study with Mongolia. Moreover, students enhance the ability of communication by

	<p>participation and presentation at international/ domestic conferences and symposiums.</p> <ul style="list-style-type: none"> • As it annually organizes a work shop which deals with climate change adoption and green development in Mongolia, Graduate School of Media and Governance has increased exchanges between the government of Mongolia and Japanese researchers to build up sustainable development of mineral resources, water resource management, food security, and the preservation of ecosystem.
<p>Foster professionals with advanced knowledge and skills</p>	<p>Keio University has exchanged memorandum of agreement with National Institute for Minamata Disease, Ministry of Environment for collaboration. Students can visit the institute for internship or field trip on pollution research.</p>
<p>Foster leadership by PDCA(Plan–Do–Check -Act)</p>	<p>By attending a research project in school which conducts study with Mongolia, students develop their abilities to creatively plan and conduct a project related to environmental issues in Mongolia. With grants and fieldwork support from Graduates school of Media and Governance, such as “Mori foundation for Graduates” and “Fieldwork and internship support for Graduates,” students can conduct field survey at their focused areas independently. Through interactions with the government of Mongolia, private companies, NPOs, and international organizations, students enhance the ability of communication.</p> <p>Graduate School of Media and Governance conducts the following projects;</p> <ol style="list-style-type: none"> 1) Development and examination of grass land and livestock management system for climate change adoption in Mongolia 2) Research on assessment of vulnerability assessment and suggestion of climate change adoption for permafrost in Mongolia 3) Research on water resource around Ulaanbaatar and impact of mining development

3) After return	
	As members of a research team which conducts study with Mongolia, JDS graduates may show how they utilize the results of their researches in their works.

(6) - 1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

(6) - 2 Input Duration and the Number of JDS Participants

- 1 batch X 2 participants x 4 years = 8 participants
- From the year 2013 (Until 2015) : X 2 participants
- From the year 2014 (Until 2016) : X 2 participants
- From the year 2015 (Until 2017) : X 2 participants
- From the year 2016 (Until 2018) : X 2 participants

(7) Inputs from the Mongolian Side

- 1) Dispatch of JDS participants
- 2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

- 1) Occupation:
 - Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas
- 2) Others
 - Nationality: Must be citizens of Mongolia
 - Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military
 - Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia
 - Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other

foreign assistances are ineligible.

- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Itemized Table 1-1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Sustainable development of the mining sector and enhancement of governance
2. Component: Environment-friendly Mineral Resource Management (Resource Engineering)
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Mining, Ministry of Energy, Cabinet Secretariat of Government, Office of the President, Mongolian University of Science and Technology, National University of Mongolia, Central Geological Laboratory, Institute of Chemistry and Chemical Technology

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

Since mineral resource is the most important sector which leads the economic development of Mongolia, supporting development of mining sector in the context of sustainability enhancement is requisite. Because development of mineral deposit excessively expands while the other necessary developments, such as human resource are still immature, it is indispensable to formulate a plan for development, improve the monitoring system in central and regional governments, as well as human resources in both public and private sectors. In nowadays when mineral resource sector prospects to lead the economic growth of Mongolia to sustainability the mineral resources development it is expected that JDS project will help to formulate development plans for mining sector and foster the human resource in improvement of relevant rules and regulations.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level goal as "sustainable development of mining sector and enhancement of governance". "Sustainable mining development" is one of the short-term goals under this mid-level goal and aims of actualizing the sustainable development of mining sector endowed with mineral resources which will be the key of further Mongolian economic development. Under this purpose, JICA implements "strengthening the capacity of mining development management program" and two related projects "the Project for Capacity Building on the Natural Resource and Mining Sector in Mongolia" and "Master Plan for Coal Development and Utilization". JDS is one of the projects which support the said cooperation programs. The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master's degree and returned to Mongolia (as of September 2012).

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through

providing the opportunity to obtain the Master's degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to develop professional expertise, and cover a shortage of human resource with technical knowledge for smoothly implementation of mining development.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) mineral processing engineering (2) environmental remediation, and (3) exploration geophysics.

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master's degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

Kyushu University 2 participants / year total 8participants / 4 years

(1) Graduate School of Engineering (Earth Resource Engineering)

(2) Graduate School of Social and Cultural Studies (Earth Sciences) 【under reorganization】

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) During study in Japan	
Graduate School of Engineering	
High level of understanding on the role of resources development and on problems invoked by the development	To foster engineers and researchers having creativity and power of new idea in global scale through sustainable and environmentally adaptive development of energy and mineral resources.
Professional capacity for execution and analysis to issues on resource development and environmental problems	Provide higher education on earth resources, energy and mineral resources, from exploration to exploitation and utilization, recycling, and remediation stages.

Capability to find solutions on issues at administrative organization during rehabilitation development through writing scientific papers.	Curriculums on Engineers Ethics, Applied Engineering, Professional Academic Capacity, Sustainable Learning Ability, Communication Capacity, Management Capacity, Internationality, Leadership
Graduate School of Social and Cultural Studies	
To deepen understanding of issues associated with geological assessment which forms the basis for the mineral exploration	This project aims to explore, in the light of the history of the earth, the material foundations crucial for the progress of the modern society and the human existence, and also to produce professionals and researchers with great inspiration and creativity to find the solutions to the (current) global issues.
To learn cutting-edge technology for the geological assessment and mineral resource analysis, and also gain the ability to apply the technology.	Graduate School of Social and Cultural Studies (under reorganization) provides high-level education in geological assessment and analytical technology from the view point of Earth Science, in relation to natural resources which support the current human society and industry.
To explore solutions for the challenges facing the government in relation to the geological assessment and development, through the process of the production of journal papers.	Graduate School of Social and Cultural Studies offers curricula which include courses such as “Professional Academic Capacity”, “Problems Analysis and Problem Solving”, “Cutting-edge Analysis Techniques”, “Sustainable Learning Ability”, “Communication Capacity”, “Management Capacity”, “Internationality”, and “Leadership”.

(6) - 1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

(6) - 2 Input Duration and the Number of JDS Participants

1 batch X 2 participants x 4 years = 8 participants
From the year 2013 (Until 2015) : X 2 participants
From the year 2014 (Until 2016) : X 2 participants

From the year 2015 (Until 2017) : X 2 participants

From the year 2016 (Until 2018) : X 2 participants

(7) Inputs from the Mongolian Side

1) Dispatch of JDS participants

2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

1) Occupation:

- Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas

2) Others

- Nationality: Must be citizens of Mongolia
- Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia
- Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Sustainable development of the mining sector and enhancement of governance
2. Component: Fiscal Policy Management
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Finance, Ministry of Mining, Central Bank of Mongolia, Ministry of Economic Development, Ulaanbaatar City Government, Development Bank of Mongolia, Cabinet Secretariat of Government, Office of the President, Financial Regulatory Commission

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

The economy of Mongolia is vulnerable to the influence of world economy as the price of mineral resource heavily impacts on the government revenue in Mongolia. Under such circumstances, the government needs to manage the excess revenues derived from minerals.. It is needed to save a part of income and to have an anti-cyclical fiscal management to prepare for declining in international prices. It is need to improve the fiscal management which is trending to spend all financial income immediately. In order to use those revenues as planned and create a stable economy, JDS project aims to develop human resources capable of conducting financial management and enhance the market-oriented economic system.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level goal as "sustainable development of mining sector and enhancement of governance". "Strengthening administration and management of mining sector income" is one of the short-term goals under this mid-level goal and aims to strengthen the financial management of the government towards sustainable development of Mongolian economy through income growth of the mining sector. Under this purpose, JICA implements "Strengthening the Capacity of Mining Sector Governance Program" and several projects, such as "The Project for Capacity Building of Commercial Bank" "Supporting the Development of Management Skills for Development Bank in Mongolia" and "the Social Sector Support Program II". JDS is one of the projects which support the said cooperation programs.

The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows of 1st to 9th batches obtained master's degree and returned to Mongolia (as of September 2012); 41 fellows graduated in the field of management.

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing the opportunity to obtain the Master's degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to improve the capabilities of fiscal management and functions, and contribute to lead sustainability which is brought by excess revenues of the mining sector.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) tax system (2) public investment policy, and (3) fiscal policy.

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master's degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

International University of Japan, Graduate School of International Relations, International Development Program 2 participants / year total 8participants / 4 years

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) Before arrival to Japan	
Training before enrollment	To prepare new enrollees for their graduate education, courses on such subjects as Basic Mathematics, Basic Economics and Management will be offered in scholars' countries in the summer prior to their enrollment.
2) During study in Japan	
Theoretical bases to implement effective economic and public policy	In order to analyze public policy issues within inclusive and coherent theoretical framework, the IDP provides the first-year students with academic and policy-oriented training with theoretical

	foundations in the fields of economics and public policy. The program also emphasizes empirical analysis and trains the scholars with the concepts of statistics and econometrics for economic analysis.
Application of theoretical knowledge to the formation of economic policy	The IDP in the second year focuses more on providing applied coursework related to fiscal reform and investment promotion. This is intended for the scholars who need to learn how theoretical knowledge they obtained in the first year can be effectively applied to evaluate policy options in various social environments.
Practical skills for economic and public policy	The IDP organizes several short-term educational and training programs, such as a series of seminars and workshops and field trips. The combination of special lectures and field trips encourage the scholars to acquire skills and knowledge in depth on how to implement economic policy related to fiscal reform and investment promotion as a particular application of their interests. This also helps the scholars make a bridge between the economic concepts acquired in the regular classes and the practitioners' view.
Thesis writing for independently management of public policy	Close supervision by faculty members of the IDP enables the scholars to write a highly-qualified master's thesis which could contribute to practical as well as academic solutions to current policy issues.
International viewpoint, network and communication skills	IUJ provides a rich educational and research environment with a diversified student body coming from over fifty countries. The majority of students and faculty members live in on-campus housing. This facilitates close interaction among students, their family, and faculty members.
3) After return	
Training after graduation	GSIR will provide JDS scholars with follow-up training after graduation in scholars' countries with the aim of continuously improving their knowledge, theories, and skills. Joint seminars

	<p>inviting graduates, current students, and new enrollees will also be held concurrently so that JDS scholars can enhance mutual understanding, share knowledge and experiences, and strengthen their network. Additionally, with possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated.</p>
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(6) - 1 Inputs from the Japanese Side

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|--|
| <p>1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)</p> <p>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</p> |
|--|

(6) - 2 Input Duration and the Number of JDS Participants

- | |
|--|
| <p>1 batch X 2 participants x 4 years = 8 participants</p> <p>From the year 2013 (Until 2015) : X 2 participants</p> <p>From the year 2014 (Until 2016) : X 2 participants</p> <p>From the year 2015 (Until 2017) : X 2 participants</p> <p>From the year 2016 (Until 2018) : X 2 participants</p> |
|--|

(7) Inputs from the Mongolian Side

- | |
|---|
| <p>1) Dispatch of JDS participants</p> <p>2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)</p> |
|---|

(8) Qualifications (Tentative)

- | |
|--|
| <p>1) Occupation:</p> <ul style="list-style-type: none"> • Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas <p>2) Others</p> <ul style="list-style-type: none"> • Nationality: Must be citizens of Mongolia • Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch • Must not be serving in the military • Applicants must have well understanding for the objective of JDS Program and after their return, |
|--|

should have a strong willingness to work for the development of Mongolia

- Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Sustainable development of the mining sector and enhancement of governance
2. Component: Improvement of Legal System
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Justice, Ministry of Finance, Ministry of Economic Development, National University of Mongolia, Ulaanbaatar City Government, Cabinet Secretariat of Government, Office of the President, Supreme Court, General Prosecutor Office, Constitutional Court, Ministry of Foreign Affairs, Independent Authority against Corruption, Secretariat of the State Great Hural, Financial Regulatory Commission, Ministry of Mining

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

Development of institutions and human resource along with enhancement of the market-oriented economic system and investment for infrastructures are necessary to build up a fiscal management system in Mongolia. As it is aimed to foster development of the economy of Mongolia by the use of the excess revenues from the mining sector, JDS program supports the formulation of governance systems through human resource development.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and mid-level goal as "sustainable development of mining sector and enhancement of governance". "Strengthening administration and management of mining sector income" is one of the short-term goals under this mid-level goal and aims to strengthen the financial management of the government towards sustainable development of Mongolian economy through income growth of the mining sector. Under this purpose, JICA implements "Strengthening the Capacity of Mining Sector Governance Program" and several projects, such as "the Project for Strengthening Mediation System" and "the Project for Capacity Building of Internal Auditing and Performance Monitoring". JDS is one of the projects which support the said cooperation programs.

The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master's degree and returned to Mongolia (as of September 2012); 23 fellows graduated in the field of law.

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing the opportunity to obtain the Master's degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to improve the capabilities of government officials, and conduct the market-oriented system.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) legal system and (2) audit system.

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master's degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

Kyushu University, Graduate School of Law, The International Economic and Business Law LL.M. Program 2 participants / year total 8participants / 4 years

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) Before arrival to Japan	
Pre-arrival training.	Before JDS students come to Japan, a faculty member from Kyushu University goes to Mongolia to offer pre-arrival training course to help prepare JDS students for the experience of studying in Japan. Students can thus realize if there is a difference of level between that expected by Kyushu University and their own current ability, and provide them with more time and practical advice on how to best prepare for graduate legal study.

2) During study in Japan	
An understanding of research methodologies that balance theory and practice.	The program focuses on international economic and business law from a comparative perspective, emphasizing domestic laws related to this issue (especially foreign investment law, civil litigation, commercial law, and civil law in developed countries). The “JDS Forum” allows students the opportunity once a month to meet the teachers and receive practical advice on essay writing, thesis and research paper preparation, making presentations in English, creating a PPT presentation and debating.
Acquisition of the experiences of developed countries such as Japan necessary to solve contemporary legal challenges, as well as knowledge of the relevant legal rules.	Kyushu University provides key elements to educate students, such as a guidance in “state of the art” subjects relevant for overcoming development challenges, with Japanese and international case studies.
Identification of solutions to these challenges.	Education methods focus on one of the key elements, such as a balance in education between theoretical and practical learning. Also, maximum convergence between needs of the institution, student and teachers by designing the contents of the program so as to facilitate “interactive two-way” synergy effects between teachers and students, and research and education.
Cultivation of an international sense.	As complying with an educational model that achieves the purpose of JDS project, Kyushu University educates young government officials who will become future leaders and promote bilateral relations with Japan. “JDS Front” provides great opportunities to fully enhance the international mindedness through participations for international conferences and seminars.
3) After return	
Maintenance of International Relation	By regularly keeping in touch with JDS graduates through e-mails and having a reunion during a professor’s stay for Technical Interview and Pre-Arrival Training, Kyushu University maintains

	good international relationships through the activities with JDS graduates
Other Activities	Based on the discussions with JDS graduates, activities, such as a cooperate seminar, organizational interaction, and publication of work will be implemented; however, there will be a change according to the governmental restructures and personnel changes of JDS graduates.

(6) - 1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

(6) - 2 Input Duration and the Number of JDS Participants

- 1 batch X 2 participants x 4 years = 8 participants
- From the year 2013 (Until 2015) : X 2 participants
- From the year 2014 (Until 2016) : X 2 participants
- From the year 2015 (Until 2017) : X 2 participants
- From the year 2016 (Until 2018) : X 2 participants

(7) Inputs from the Mongolian Side

- 1) Dispatch of JDS participants
- 2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

- 1) Occupation:
 - Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas
- 2) Others
 - Nationality: Must be citizens of Mongolia
 - Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military

- Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia
- Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Target Priority Area (Format)

Basic Information of Target Priority Area (Sub Program)

1. Country : Mongolia
2. Target Priority (Sub-Program) Area : Assisting Inclusive Growth
3. Operating Committee: Ministry of Education and Science, Ministry of Finance, Ministry of Foreign Affairs, Cabinet Secretariat, Ministry of Economic Development, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Assisting Inclusive Growth
2. Component: Business Environment Development
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Finance, Development Bank of Mongolia, Ministry of Industry and Agriculture, Ulaanbaatar City Government , Ministry of Justice, Ministry of Labor, Cabinet Secretariat of Government, Office of the President, Central Bank of Mongolia, Ministry of Economic Development, Ministry of Mining, Ministry of Energy, Ministry of Foreign Affairs, Financial Regulatory Commission

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

Although Mongolia has conducted economic reforms and policy improvements since the transition to democracy in 1990, it is not able to attain a reduction of poverty. This is due to the fact that mining sector which leads Mongolian economy cannot generate new jobs and other sectors are way behind it. As it is expected that the labor force population in the young increases, a creation of new jobs will be a matter of the utmost importance. Furthermore, regulations and management systems for enterprises are not enough to be a market-oriented nation. Thus, the reform of economic policies and organizations, as well as human resource development which aim to improve the administrative capability in the governmental sector are called for.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level goal as "assisting Inclusive growth". "Supporting for the increasing employment based on small and medium enterprises by diversifying industries to create employment" which is one of the short-term goals under this mid-level goal aims to support the diversification of Mongolian industries; promotion to foreign trade, investment and business environment. Under this purpose, JICA implements "Supporting Private Sector Program" and several projects, such as "The Project for Capacity Development for Promoting Foreign Direct Investment," "Mongolia-Japan Center for Human Resource Development Cooperation

(phase 2),”and “Enterprise Mongolia Project-Phase 2”. JDS is one of the projects which support the said cooperation programs.

The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master’s degree and returned to Mongolia (as of September 2012); 41 fellows graduated in the field of management and 20 graduated in economics.

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government’s administrative capacities in the country, through providing the opportunity to obtain the Master’s degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to improve the capabilities of policy formulation and institutional building which can initiate economic development generated from cooperation with the private sector.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) PPP, (2) support to small and medium-sized enterprises, (3) industrial vitalization, and (4) development of investment environment

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master’s degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

International University of Japan, Graduate School of International Management, MBA Program
3 participants / year total 12 participants / 4 years

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) Before arrival to Japan	
Smoothly proceed study after entrance	Tutorial or follow-up sessions are conducted as needed. In case of Mongolia, GSIM faculty travels

	to Ulaanbaatar and conducts pre-arrival seminars to prepare the Mongolian GSIM-IUJ scholars (especially in terms of Mathematics, Statistics, and basic Computing skills) prior to their joining the MBA program.
2) During study in Japan	
Theoretical bases and frameworks to implement effective enterprise management strategies	In the first year, necessary knowledge for management is acquired without placing undue emphasis on specific fields in order to cultivate a comprehensive outlook. In the second year, according to one's career plan, 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.
Theoretical knowledge needed for financial and investment management and concerned policy matters.	JDS students understand the difference between developing and developed countries in the context of law system and economic policy, and propose solutions for development issues.
Practical understanding of enterprise management, including small and medium enterprises (SME) and investment strategies	GSIM plans to conduct field trips to places so that JDS students will get real experience in enterprise management.
Thesis writing on a topic relevant to practical aspects of managing enterprises, including state enterprises and SMEs	Thesis writing includes collaborations with alumni, sponsor companies, governmental organizations, and NGOs so that a student can conduct joint research to find out solutions for development issues.
3) After return	
Creation of Network	Alumni reunion will be held in the countries where international students are from, and many alumni and governmental officials create a solid network.

(6) - 1 Inputs from the Japanese Side

<p>1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)</p> <p>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</p>
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(6) - 2 Input Duration and the Number of JDS Participants

1 batch X 3 participants x 4 years = 12 participants
From the year 2013 (Until 2015) : X 3 participants
From the year 2014 (Until 2016) : X 3 participants
From the year 2015 (Until 2017) : X 3 participants
From the year 2016 (Until 2018) : X 3 participants

(7) Inputs from the Mongolian Side

1) Dispatch of JDS participants
2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

- 1) Occupation:
 - Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas
- 2) Others
 - Nationality: Must be citizens of Mongolia
 - Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military
 - Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia
 - Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Itemized Table 2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Assisting Inclusive Growth
2. Component: Public Administration
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Education and Science, Ministry of Health, Ministry of Labor, Ministry of Population Development and Society Protection, Ministry of Economic Development, National University of Mongolia, Mongolian State University of Education, Health Service University of Mongolia , Other higher-educational institutions, Ulaanbaatar City Government, Cabinet Secretariat of Government, Office of the President, Ministry of Mining, Ministry of Justice

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

While the economy of Mongolia is drastically developing, the poverty ratio and economic disparities take a change for the worse. It is said that a creation of new jobs cannot cover the demand of Mongolian society and the quality of social service including health and education needs improvements. Moreover, the access to social service varies with locations. In order to reduce the poverty and disparities in the society by the use of expected revenues of the mining sector, it is necessary to improve the basic social service through reforms in political policy and human resource. In order to tackle these issues, the knowledge and skills which Japanese government has obtained through experiences in development of Mongolia, and cooperation with other partners will play a critical role.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level goal as "assisting inclusive growth". "Improving the basic social services" which is one of the short-term goals under this mid-level goal aims to help the economic growth become demonstrative and inclusive, and improve the quality and sufficiency of basic social service, such as health, education, and social security system to the poor. Under this purpose, JICA implements "Improving the Basic Social Services Program" and several projects, such as "The Social Sectors Support Program by the Asian Development Bank (II)," "The Project for Improvement of Primary Education Facilities (Phase 4)," and "Teaching Methods Improvement Project towards Children's Development in Mongolia". JDS is one of the projects which support the said cooperation programs.

The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master's degree and returned to Mongolia (as of September 2012); 23 fellows graduated in the field of public administration/public policy.

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing the opportunity to obtain the Master's degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to improve the capabilities of policy formulation and institutional building based on the development of basic social services with regard to matters, such as the quality and access to basic social services and policies to protect the poor.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) public health, (2) health administration, (3) social welfare system, (4) social security system, (5) educational policy, and (6) ICT

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master's degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

Meiji University, Graduate School of Governance Study 3 participants / year total 12 participants / 4 years

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) During study in Japan	
Students will be able to understand the new social management scheme, involving a partnership between government, the private sector and civil society.	Through an interdisciplinary approach, graduate students are able to study a new way of managing society in an era of globalization, based on an equal partnership between central and local governments, the civil society and the market. In addition, the "Public Policy Program" and "Community Planning and Management Program" provide topics related to urban policy,

	urban planning, community development and NPO/NGO study, all highly relevant for staff in the public sector.
Students will be able to enhance their knowledge and ability in policy formulation and implementation through the subjects of economic infrastructure, urban planning, community policy, environmental management and crisis management.	Graduate students will be guided to systematically analyze the development issues of their own countries from a global viewpoint through dialogue and exchange with other international students who share certain issues in common.
Students are able to acquire wider perspectives on international relations and development through exchanging experiences with Asia and ASEAN countries.	This course will train not only researchers, but also professionals such as policy makers and planners so that they are able to create new value in many spheres of society, and thereby tackle development issues at both the global and local level.
2) After return	
Follow-up of the returned graduates	<p>The University will develop/administer the website which JDS returned participants can have access to after return home, and provide information on advanced results/ reports of Japanese Politics, Public Policy, Governance studies, etc., so that the those returned participants can continuously contribute to the country's development based on the outcome of study in Japan.</p> <p>The University will also develop/ implement the system to promote information exchange among the JDS participants currently studying in Japan, JDS returned participants, the university professor and (ex-) Japanese students.</p>

(6) - 1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

(6) - 2 Input Duration and the Number of JDS Participants

1 batch X 3 participants x 4 years = 12 participants
From the year 2013 (Until 2015) : X 3 participants
From the year 2014 (Until 2016) : X 3 participants
From the year 2015 (Until 2017) : X 3 participants
From the year 2016 (Until 2018) : X 3 participants

(7) Inputs from the Mongolian Side

1) Dispatch of JDS participants
2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

1) Occupation:

- Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas

2) Others

- Nationality: Must be citizens of Mongolia
- Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia
- Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Target Priority Area (Format)

Basic Information of Target Priority Area (Sub Program)

1. Country : Mongolia
2. Target Priority (Sub-Program) Area: Enhancement of the capacity and function of Ulaanbaatar as urban center
3. Operating Committee: Ministry of Education and Science, Ministry of Finance, Ministry of Foreign Affair, Cabinet Secretariat, Ministry of Economic Development, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

Itemized Table 3-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Enhancement of the capacity and function of Ulaanbaatar as urban center
2. Component: Urban Development Engineering
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Construction and Urban Development, Ministry of Road and Transportation, Ministry of Economic Development, General Agency for Specialized Inspection, Mongolian University of Science and Technology, Ulaanbaatar City Government, Cabinet Secretariat of Government, Office of the President, National University of Mongolia, Ministry of Environment and Green Development, Ministry of Energy

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

Even though improvement of infrastructure is imperative to exert a vitalization in private sector and to accelerate trade and investment, most of the current infrastructures, built with the supports from the Soviet union, are dilapidated. Donors, such as Japan supported and conducted development of infrastructure after the transition to democracy. However, those supports cannot cover all the demands. Moreover, immature management system and rules for infrastructure need a great improvement to create an effective economy.

Another issue is that traffic congestion and accidents become serious issues as the increase in population and income pushes up the number of car owners. Furthermore, unregulated building constructions raise urban sprawl in suburbs of Ulaanbaatar.

Although the government of Japan has conducted many development programs, such as the new airport construction project, based on the proposed preparatory survey for Ulaanbaatar city by JICA, human resource development has been left untouched.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level

goal as “Enhancement of the capacity and function of Ulaanbaatar as urban center”. “Infrastructure development and improvement of urban planning and management capacity” which is the short-term goal under this mid-level goal and aims of keeping and strengthening the urban function of the capital city which is the economic center of Mongolia. Under this purpose, JICA implements “Improving the Management and Administration of Ulaanbaatar Program” and several projects, such as “New Ulaanbaatar International Airport Construction Project,” “The project for Construction of Railway Fly-over in Ulaanbaatar City,” “The program for Ulaanbaatar Water Supply Development in Gachuurt,” and “The Project on Capacity Development in Urban Development Sector in Mongolia”. JDS is one of the projects which support the said cooperation programs.

The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master’s degree and returned to Mongolia (as of September 2012); 7 fellows graduated in the field of development engineering and 7 graduated in transportation.

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government’s administrative capacities in the country, through providing the opportunity to obtain the Master’s degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to improve the capabilities of policy formulation and institutional building related to urban infrastructures, and foster the economic efficiency through development of urban infrastructures.

2) Project Purpose :

Government officials at the target organizations improve their capacity of policymaking and institution building related to (1) traffic engineering, (2) urban engineering, and (3) public health engineering.

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master’s degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

Hiroshima University, Graduate School for International Development and Cooperation

2 participants / year total 8participants / 4 years

(5) Activity (Example)

Target	Contents/Programs to achieve target
1) Before arrival to Japan	
Preliminary Education for Acquiring Basics	Preliminary education aims to make accepted candidates prepare for studying advanced with textbooks on development technology and are required to conduct self-study under the instruction of professors
2) During study in Japan	
Practical Education and Research	<p>We provide several opportunities to discuss with specialists from other universities and institutions, and to learn practical knowledge from officers of governmental and international organizations, which would be very useful to build a network of personal connections with professionals.</p> <p>In particular, we hold “JDS seminars” regularly, inviting professionals or specialists from other universities or institutions. The content of the seminar ranges from the latest research findings to general developmental issues. In addition, we actively promote students’ participation to academic conferences.</p>
Support for Research by Materials and Books	All JDS <u>students are provided with specialized books, datasets, and/or other materials necessary for their research.</u> In addition, <u>spatial analysis software such as Arc GIS is also provided</u> for all JDS students.
Support for Research by Mentorship System	At least one Ph.D. student is assigned to every JDS student for two years (mentorship system). <u>Students are able to get appropriate advice and ample support on their research from the mentor whenever they want.</u>
Development of Knowledge to Write a Master’s Thesis	We <u>provide special English language courses “Graduate Writing I” and “Graduate Writing II.”</u> Through these courses, student can obtain basic skills in writing academic papers. In addition, JDS students can utilize English proofreading by native speakers on their master theses.

	These practices have improved students' English skills dramatically.
3) After return	
Utilization of Knowledge and Achievement	We hold a follow-up seminar in Mongolia after students going back to the country. <u>We provide advice and recommendations on practical issues from the academic view point.</u> .

(6) - 1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

(6) - 2 Input Duration and the Number of JDS Participants

- 1 batch X 2 participants × 4 years = 8 participants
- From the year 2013 (Until 2015) : X 2 participants
- From the year 2014 (Until 2016) : X 2 participants
- From the year 2015 (Until 2017) : X 2 participants
- From the year 2016 (Until 2018) : X 2 participants

(7) Inputs from the Mongolian Side

- 1) Dispatch of JDS participants
- 2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

- 1) Occupation:
 - Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas
- 2) Others
 - Nationality: Must be citizens of Mongolia
 - Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military
 - Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia

- Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Itemized Table 3-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area :
2. Component: Environment-friendly Mineral Resource Management (Resource Engineering)
3. Managing Organization : Ministry of Education and Science
4. Target Organization: Ministry of Environment and Green Development, Ministry of Construction and Urban Development, Ministry of Road and Transportation, General Agency for Specialized Inspection, Ministry of Economic Development, National University of Mongolia, Mongolian University of Science and Technology, Ulaanbaatar City Government, Cabinet Secretariat of Government, Office of the President, Ministry of Energy, Institute of Chemistry and Chemical Technology

(2) Background and Needs (Position of JDS in Development Plan of Mongolia)

As the market-oriented economic reform expands and urbanization in Ulaanbaatar city intensifies, the urban environment is drastically destroyed. One of the serious issues is that the great number of Nomadic population migrates into urban areas due to the decline in cattle breeding. Another issue is the high concentration of population in Ulaanbaatar city.

These issues reveal the poor performance of social system in Mongolia, such as disposal of waste, water and sewerage system, a conflict about land ownership, and environmental deterioration in Ger area. In order to combat these environmental issues, many of development projects which aim to smoothly urbanize Ulaanbaatar city are conducted under Japanese ODA.

(3) Japan's ODA Policy and Achievement (including the JDS Program)

The directions of Assistance to Mongolia, planned by Japanese Government, set an overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and a mid-level goal as "Enhancement of the capacity and function of Ulaanbaatar as urban center". "Infrastructure development and improvement of urban planning and management capacity" which is the short-term goal under this mid-level goal and aims of keeping and strengthening the urban function of the capital city which is the economic center of Mongolia. Under this purpose, JICA implements projects, such as "Two-Step-Loan Project for Small and Medium-Scaled Enterprises Development and Environmental Protection," "Strengthening the Capacity for Solid Waste Management in Ulaanbaatar City" and "Capacity Development Project for Air Pollution Control in Ulaanbaatar City." JDS is one of the projects which support the said cooperation programs.

The JDS program of Mongolia started in the year of 2001 and dispatched 209 fellows in total through the 1st to 11th batch. Among the 209 fellows, 169 fellows obtained master's degree and returned to Mongolia (as of September 2012); 18 fellows graduated in the field of environmental policy

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing the opportunity to obtain the Master's degree to the young capable government employees who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build the human network, and eventually strengthen the bilateral relationship/partnership between Japan and Mongolia.

(2) Project Design

1) Overall Goal

To ensure that the JDS graduates help relevant administrative institutions to develop technical expertise in urban environmental development and the capabilities of policy formulation and institutional building.

2) Project Purpose :

Government officials at the target organizations improve the capacity of policymaking and institution building related to (1) urban environmental policy and (2) environmental assessment.

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master's degree

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return.

(4) Number of JDS Participants and Accepting University

University of Tsukuba, Graduate School of Life and Environmental Sciences

2 participants / year total 8participants / 4 years

(5) Activity (Example)

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Preparation for Research based on Topic of Master's Thesis	JDS fellows will collect the necessary data and obtain both basics and technical knowledge required for their master's thesis through guidance of professors
2) During study in Japan	
Propose a solution to problems in improving urban environment in Mongolia in their master's thesis as a final prod	JDS fellows will acquire professional knowledge and survey and analysis methods on technological and policy challenges in urban environmental improvement in Mongolia, Japan and other countries.

	In addition, fellows will achieve practical leadership by participating in international internship in the third country.
Contributing as leading officials to designing effective urban environmental policies and strategies after returning to their original ministries/agencies.	JDS fellows will be capable of solving new and challenging problems in urban environment improvement.
3) After return	
Establishment of Global Human Networks	JDS fellows will establish their own <u>global human networks</u> in urban environmental management through their academic advisor, special international seminars, and other educational activities with Japanese and international students including JDS fellows from other countries. Networking will help them continuously update their knowledge and reflect on overseas cases. It will also enrich their knowledge about policies in urban environmental management.

(6) - 1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow - up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

(6) - 2 Input Duration and the Number of JDS Participants

1 batch X 2 participants × 4 years = 8 participants
 From the year 2013 (Until 2015) : X 2 participants
 From the year 2014 (Until 2016) : X 2 participants
 From the year 2015 (Until 2017) : X 2 participants
 From the year 2016 (Until 2018) : X 2 participants

(7) Inputs from the Mongolian Side

- 1) Dispatch of JDS participants
- 2) Follow - up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations/ other target organizations)

(8) Qualifications (Tentative)

1) Occupation:

- Currently employed as full-time staff in the target organization of JDS Program whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas

2) Others

- Nationality: Must be citizens of Mongolia
- Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Mongolia
- Persons who are currently receiving or planning to receive any scholarships and those who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
- Applicants must be in good health, both mentally and physically.
- Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Summary of the Result of Supplementary Survey of Target Organizations

No.	Name of Organization	No. of Valid Applicants 2012	Basic Information						Affiliated Agency (# of Permanent Staff)	Role/ Mandate of Organization	Development Issues	Supporting system for scholars		
			# of Permanent Staff	% of Employee Age between 20 and 39	# of Bachelor's degree holders	# of Engineers among the bachelor's degree holders	# of Master's degree holders	% of Employees with good command of English				Before Studying	During the period of Study	After Graduation
1	The Bank of Mongolia	9	435	54%	222	-	148	80	1. Special right to turnover Mongolia's currency 2. Monetary policy and its implementation 3. Government's finance intermediary 4. Control of banks 5. Organize interbanking payments 6. Possess and manage Mongolia's foreign currency resources	Laws, legal policy	Support staff in foreign language improving Support staff in re-training	Offer 50% of salary during first 12 months study Pay the social insurance for the rest period	Offer a work place in connect with research. Offer work place with future career up	
2	General Agency for Specialized Inspection /with central laboratory/	8	137	92%				20	1. Metropolitan Agency for Specialized Inspection/ with its laboratory/ (700)	To reinforce law on the territory of Mongolia, form favourable environment for human and social development, running business, provide with conditions for living in safe environment, being applied with quality products and service.	Methods on controlling and monitoring the reinforcement of mining related and environment protection laws, food security	Paid leave for attending language courses	Resume paying social insurance Keeping the job position	Immediate getting previous work position Graduate can be offered a promotion
3	Ministry of Economic Development	6	150	78%	115	-	89	40		Planning economical development strategy of Mongolia, regulating relations between the government organizations, economical foreign relations policy, innovation policy formulating	Innovation policy making, policy on developing free economic zones, concession policy,	1-2 months paid leave	Free access to the statistical data and other related information A work position will be kept	Can be offered to get promotion
4	Ministry of Construction and Urban Development	6	68	43%	66	34	13	11	1. Administration to Land Affairs Geodesy and Catography (73) 2. Construction Development Center <governmental organization> (99) 3. Land Affairs, Construction and Urban Development (245)	To complete population's good living standarts by the way of improving the impact of construction, urban development, land affairs, construction materials, apartment construction	Specialists on urban planning, land affairs, utilities and housing policy are listed as urgently necessary and approved by the Ministry	Support staff in foreign language's improving Make policy for stable employment	Provide information on staff studying abroad on organization website Provide necessary statistical data and other information	There is a policy to offer getting promotion to those who gained master degree. And offering a job position in connect with research
5	Ulaanbaatar City Administration	4	94	60%	52	8	32	12	1. Capacity City Department (176) 2. Road Department (89)	For the purpose to implement the action plan of the Mayor and goal of social economic and society, centralizing the activities of departments, agencies and organizations. To complete the conditions for Mayor's activities.	Urban planning, urban favourable environmental policy, eco-friendly transportation planning, assessable state service policy within UB city	Support staff in language proficiency Offer leave during study abroad	Provide necessary data and information.	Offer a work place in connect with research and future career up
6	Khovd University	4	190	63%	27	3	108	15	1. Bayan-Ulgii Province Branch (57)	Higher education, scientific research organization with introducing its outcomes into training and manufacturing process	1. Issues on introducing and developing eco-friendly technology industry in the region 2. Educational reforms 3. Issues on regional socio-economic development	Provide 6 months paid leave and travel allowance for the students studying in Russia Provide travel allowance between Khovd and UB for the overseas scholarship students	Free access to the database of the University	Provide with a job and offer a favourable promotion
7	General Department of Customs	4	1362	71%	1082	-	853	70		To facilitate foreign trade, provide national security, support economic growth by increasing customs revenue, make contribution to national development	Customs department scheduled to improve qualification of staff in issues related to budget forming, improvement legal environment, public administration, IT	Will be issued leave for attending English courses	Pays social and medical insurance	Work position will be kept Promotion depending on results of graduation
8	Financial Regulatory Commission	4	99	78%	61	-	43	15		To provide sustainable development of financial market, regulate financial service, monitor law observance, protect rights of investors and financial customers. Since 2006, FRC was established to monitor and regulate activities on financial market except banking.	Strategy on detecting, preventing and taking measures on possible threats and risks in order to provide sustainability on financial market, to develop legal environment on stock market in accordance with international standarts, enhance legal regulation on microfinancial market, policy on risk management	Provide a visa fee, travelling expenses Organizes English courses	Pay social insurance	Offer a work position in accordance with research conducted Offer promotion for Master's degree holders
9	Institute of Chemistry and Chemical Technology	4	98	60%	13	10	31	20		To research physico-chemical, chemical, characteristics of chemico-technological characteristics of flora, fauna and other related fields	To launch new product /geopolymer/ based on recycling industrial waste develop organic bio-active substances for producing drugs and supplements, especially biochemistry, biotechnology and nanotechnology specialists are needed to be attended foreign scholarships	Approve to leave job for improving foreign language proficiency Provide with possibility to improve professional skills	Provide necessary materials and professional advice Provide work space during temporarily visit to home country	Provide the position related to a research Provide an opportunity to career up

No.	Name of Organization	No. of Valid Applicants 2012	Basic Information						Affiliated Agency (# of Permanent Staff)	Role/ Mandate of Organization	Development Issues	Supporting system for scholars		
			# of Permanent Staff	% of Employee Age between 20 and 39	# of Bachelor's degree holders	# of Engineers among the bachelor's degree holders	# of Master's degree holders	% of Employees with good command of English				Before Studying	During the period of Study	After Graduation
10	Central Geological Laboratory	3	182	59%	96	74	28	10		Digital and half-digital analysis of mineral resources and raw materials - Environmental analysis and assessment - Technological experiment on mineral enrichment characteristics - Survey on non-minerals physico-mechanical characteristics - Manufacturing of stone products	Mineral resource enrichment and engineering, improving qualification of employees capable to handle with Pro-Lab program, XRF, ICP analysis tools. AAC and new ICP chemical engineering equipment and other advanced equipment in order to meet world laboratory standards	Assist staff during language proficiency study Approve a leave during 2 years study abroad	Keep workplace during study abroad Provide with necessary data and information	Offer a work place in connect with research and future career up Upgrade the salary
11	General Department of Taxation	3	1803	58%		-				To create the correct environment of taxation, support economic growth of the country through the taxation policies, habituate taxpayers to determine their taxes themselves pay voluntarily and form mutual trust and cooperation.	To enhance skills knowledge of tax officers in laws /shadow economy, fraud, etc/, accounting, taxation policy and professional foreign languages, analysis on world currency market	Conducts training on improving English proficiency among the personnel	Pay social insurance during study abroad Provide allowance equal to 1-6 months salary	Keep a work position Offer promotion depending on the results of research
12	Cabinet Secretariat of Government	2	122	59%						To provide the Prime Minister and the Cabinet with professional and prompt comprehensive support, to form a favourable environment for continuous, normal and effective activities of the Government.	Public administration, IT and legal policy		Pay social and medical insurance	Cannot preserve a work position with full guarantee
13	Ministry of Labor	2	65	68%	65	-	39	23		To implement the goal regarding the labor in the activity program of the Government and organize and coordinate activities regarding making and implementing of laws and policy on labor issues	Policy on regulating working forces migration, issues related to supporting employment,	Support staff to improve English language knowledge	Provide necessary statistical data Pay social insurance during study abroad	Provide a position for career up
14	Mongolian State University of Education	2	687	43%	422	27	200	10		Higher education, scientific and training activities	Assessable education for all levels and in this way to support children's development	Approve a paid leave during pre-studying and studying process	Free access to the statistical and other necessary information, and surveys	Offer a work position related to the research A favourable promotion will be suggested
15	Secretariat of the State Great Hural	2	201	67%	138	20	81	30		To consult, support and serve for elaborating laws, determining governmental policy.	Laws, legal policy	Support staff during they attending English language study Provide a leave during 2 years study	Pay social insurance fee during study abroad	Provide a work place after graduation
16	Mongolian University of Science and Technology	2	1140	62%		8	781	80		To prepare specialists and researchers capable to compete on domestic and international levels by studying market's supply and demand, run quality, efficient activities designed to make contribution to education based economic development by intensifying knowledge and innovation based intellectual capital	To develop bio- and nanotechnology, electronics and physics and chemistry for introducing in mining, agriculture, renewable energy, specialists capable to develop national innovation system, its infrastructure and favourable legal environment, introduce IT in education, civil service, business, commerce, road and transportation and improve its service and quality		Work position will be kept according to an agreement	Return to the previous position or offer promotion depending on the result of research
17	National University of Mongolia	2	1417	70%	343	65	940	611		To become a national university with missions to create, spread new knowledge in natural, social, humanitarian and technological fields, with sustainable development principles, to provide unification of science and education, to prepare graduates capable to compete in knowledge based society	Innovation, support of entrepreneurship environment, natural and biological resources based advanced technology engineering, mongolian studies	NA	NA	NA
18	Office of the President	1	53	58%	27	3	24	50	1. National Development Institute (26)	Preparation of drafts of law and rules initiated by the President and the President's order	Laws, legal policy	Give a paid leave during study	Free access to the statistical data and other related information	Offer a work position related to research and a career up for Master's degree holders

No.	Name of Organization	No. of Valid Applicants 2012	Basic Information						Affiliated Agency (# of Permanent Staff)	Role/ Mandate of Organization	Development Issues	Supporting system for scholars		
			# of Parmanent Staff	% of Employee Age between 20 and 39	# of Bachelor's degree holders	# of Engineers among the bachelor's degree holders	# of Master's degree holders	% of Employees with good command of English				Before Studying	During the period of Study	After Graduation
19	General Prosecutor Office	1	797	80%	580	-	60	11		According to item 56 of Constitution of Mongolia to register crimes, investigate crimes, convict and supervise court decisions implementation and to participate in trial on behalf of state.	Legal environment improvement	Support to improving staff's foreign language knowledge (Hindi, English, French, Chinese, German)	Provide statistical data and information	Offer a job related with research a position for future career up
20	Dornod University	1	87	64%	63	1	42	12		Higher education, scientific and training/manufacturing activities	Fiscal policy, business management, IT and English teachers	Previous position will be kept during the pre-studying and studying period		Offer a favorable work position
21	Independent Authority Against Corruption	1	115	69%	72	7	22	24		To prevent and educate population from corruption, to detect and investigate corruption crimes	White collar and corruption crimes investigation, prevention, promotion of anti-corruption education among population	Support foreign language training Give a leave during study abroad	Provide necessary statistical data, information, and contacts of related persons	Offer a work position related to the research
22	Ministry of Environment and Green Development	1	108	65%	88	10	35	15	1. Metereology, Hydrology and Environment Assessment Agency (64)	To provide ecobalance by regulating socio-economic development according to ecosystem capability, to use sustainably natural resources, to support green development by providing opportunities for natural reclaiming, to ensure the rights of living in safe environment by putting efforts of state, private sector and public in activities of sustainable development	Conducting survey for introducing clean technology industry, policy on preserving nature	Permit a paid leave during attending language course depending on duration of studying	Pay social insurance Provided with information necessary for research	Preserve a work position Offere a promotion depending on research
23	Ministry of Population Development and Social Protection	1	76	62%					1. General Agency for Social Insurance (1,300) 2. General Agency for Soceial Welfare (1,060)	To implement comprehensive policy on population development and social protection, to ensure favourable environment for increasing social guarantee of a citizen	Policy on supporting child and family development and aging issues, PPP policy methodology, fiscal and insurance policy, social psychology	Give a paid leave while attending English course	Pay social insurance during study	Offered a promotion depending on research conducted
24	Ministry of Justice	1	113	50%					1. General Authority of Police (60) 2. General Authority for Imprementating Court Decisions (113) 3. State Civil Registration Authority (174) 4. Archival Authority (96) 5. Mongolian Immigration Authority (159)	To implement the principles of justice and respect law, to create legal warranty of providing human rights and freedom by the state	Legal reforms policy elaborating, formulating finance related laws, specialists on anticipating economic development of laws	Provide a leave for attenfing a language lesson	Provide necessary statistical data, information and contacts of related persons Pay social insurance during satudying abroad	Offer promotion related to a research conducted
25	Ministry of Education and Science	1	102	53%	97	-	45	30		To formulate and reinforce laws, implement policy and strategy on education and science, provide with iprofessional contancy the PM and Government and to maintain full support, to ensure professional and operative service to the people.	Evaluation of education quality, education ecomics and education IT	Provide opportunities to attend English courses Approve a paid leave during it according to appropriate law	Free access to the statistical data and other related information	Keep a previous work position Offer promotion depending on the result of research
26	Institute of Geoeology	1	95	56%	37	12	36	9		Formulates state policy on environment field: for the purpose to make various results used for making of natural resource management and development model do research on Mongolia's eco system's changes ,correct use and protect of nature. Working together with Ministry of Environment and green development and Ministry of Industry and Agriculture.	Research and management on soil regarding to development of agriculture and local development policy. Forest resource management and research on impact of climate change on forest ecosystem	Arrange a language course Approve a leave during stury abroad Provide a financial support to attend a language course	Provide necessary data and information.	Offer a career up
27	Ministry of Industry and Agriculture	1	104	83%	77	-	42	15		To develop value added product network by determining and implementing policy of the sector, use effectively resources of raw materials, increase economical growth of the sector, develop industry and provide food safety	Policy on heavy industry, organizing establishment of industrial complex, development of export oriented light industry, policy on implementing and regulating food safety, protection of genetical fund of livestock, breeding and intensification of agriculture.	Permit a paid leave during study abroad Allow an absent to attend a language lesson	Keep a work position Provide necessary information and data for research	Offere promotion

No.	Name of Organization	No. of Valid Applicants 2012	Basic Information						Affiliated Agency (# of Permanent Staff)	Role/ Mandate of Organization	Development Issues	Supporting system for scholars		
			# of Permanent Staff	% of Employee Age between 20 and 39	# of Bachelor's degree holders	# of Engineers among the bachelor's degree holders	# of Master's degree holders	% of Employees with good command of English				Before Studying	During the period of Study	After Graduation
28	Ministry of Finance	1	145	79%	145	-	64	50	To form favourable economic environment for improving living standards of people, provide with the governmental unified optimal financial management	Fiscal and legal policy improvement	Permit a leave	Pay social insurance	Offered a vacancy position	
29	Ministry of Mining		54	8	54	27	24	20	1. Petroleum Authority (86) 2. Mineral Resource Authority (162)	Oil industry, mining processing technology, state administration policy	Pay social insurance for the period to attend a language course	Pay social insurance during study abroad, provide statistical data and other necessary information	Offer a job in relation to the research and possible career up	
30	Ministry of Health		104	N/A					To ensure the availability, accessibility, affordability and equity of quality health care services for all Mongolians. The ultimate goal is to promote social and economic development through poverty alleviation.	Pediatrics, pediatric neurology, transplantology, child defectology, neonatal care	Arrange English courses	Pay social and medical insurance	Keep a work position	
31	Development Bank of Mongolia		37	68%	22	-	12	60	To provide sustainable economic development and its diversifying, to support value added product industry, to introduce financial solutions of unifying and implementing development policy of Mongolia	Foreign investment and stock market policy formulating, implementing, monetary policy, banking policy				
32	Ministry of Foreign affairs		261	64%	86	27	206	70	To implement unwaveringly the principles and indications of doctrines of National security and foreign policy in accordance with newest situation in the country and over the world, carry out independent multifundamental foreign policy, unwaveringly keep implementing policy on reinforcing sovereignty, position in international community	International law, world economics, diplomatic studies	Support for language proficiency Offer a leave during study abroad	Provides necessary data and information	Offer promotion	
33	Supreme court		83	80%	66	-	8	30	Review by way of revision cases and disputes with decisions of the province, capital city, soum or Intersoum and districts courts; Consider matters concerning protection of human rights and freedoms Exercise original jurisdiction over an application to register newly established political parties in the state register; Develop unified policies for the administration of justice, provide professional guidance of all courts; Issue official interpretations or correct application of laws except for the Constitution	Policy on court reform management, internal audit and evaluation	N/A	Pay social and medical insurance	Keep a work position	
34	Constitutional court		34	65%	12	-	12	40	To supervise implementation of the Constitution, make a conclusion on violation of the Constitution, settle dispute through its verification	Improving qualification on legal policy enhancement	Provide a paid leave while studying at English course	Resume paying social and medical insurance	Keep a previous position Offer promotion	
35	Ministry of Road and Transportation		160	61%					To establish road and transportation system for ensuring economic and social development, implement policy on developing and regulation of all types of transportation	Engineers and specialists of constructing railway and road bridges and pipelines, logistic centers organization and management to increase volumes of passengers to regional markets	N/A	Pay social insurance	Keep a work position Offer promotion	
36	Ministry of Energy		98						To formulate policy on energy sector development, improve system on power generation, supply, transmission, distribution, support and develop new renewable energy sources, enhance regional power supply, develop and reinforce abilities of preventing from accidents, organizing necessary measures to be taken	Policy on renewable energy sources, energy efficiency, enhancing power supply				

Selection and Recruitment of the First Batch of Candidates coming to Japan in FY 2013
(Mongolia)

The first batch of candidates for study in Japan from Mongolia under the new system were recruited and selected as follows:

1. Recruitment of Applicants (General Recruitment from October 10 to November 30, 2012 and Reopened Recruitment from November 30 to December 6, 2012)

According to the applicant qualifications, application guidelines and forms, and selection schedule that have been approved at the 1st Operating Committee meeting, the following assistance for recruitment was provided to the Target Organizations during the period of the survey:

- (1) Preparation of the Application Guidelines and Forms

As for the set of documents necessary for application, the following were prepared:

- Application guidelines and forms: 400 copies
- Posters: 100 copies
- Publication on the web site (publication period: From October 10 to November 30, 2012 for the general recruitment, and from November 30 to December 6, 2012 for the reopened recruitment)

- (2) Request for the Selection of Applicants

The documents necessary for application mentioned above were distributed to the contact personnel of the departments in charge of the JDS of all the Target Organizations through the JDS Project Office to request they nominate applicants.

- (3) Organization of a Recruitment Seminar

Under the above circumstances, telephone calls were made and e-mails were sent simultaneous with the beginning of recruitment on October 10, sending out the announcement of the recruitment information sessions to staff in charge of human resources, requesting that the recruitment announcement be posted on the agency intranets, and asking for submission of a list of candidates. A total of eight recruitment information sessions were held (three targeting HR staff and five targeting applicants). Attendees were provided with application requirements and posters, explanation of program objectives, relevant components, and accepting universities, and HR personnel at the Target Organizations were asked to send out announcement of the information sessions for applicants. Nearly half of the candidates in the list submitted by the Target Organization were unable to attend the information session, therefore, an additional session was held on November 20, which had an attendance of 35 candidates.

(4) Collection of Application Documents and Application Status

Seventy-eight applications were received from Target Organizations by November 30. Additional recruitment was made for Components 1-1-1 and 1-1-2, and 16 additional applications were received by the deadline set on December 6.

JICE checked requirements and application documents and found 72 applicants to be valid. Table 1 shows the effective number of applicants by Target Organization under each Sub-Program and Component.

Table 1: The Effective Numbers of Applicants and Successful Candidates for the 1st Batch by Target Organization (by Sub-Program and Component)

(Unit: Person)		(Unit: Person)		(Unit: Person)											
1-1-1 Environment-friendly Mineral Resource Management <Environmental Management>		1-1-2 Environment-friendly Mineral Resource Management <Resource Engineering>		I. Development of Institutions <Financial Management>											
Target Organizations	Applicants (※1)	Target Organizations	Applicants (※1)	Target organizations	Applicants	Students	Applicants	Students	Applicants	Students	Applicants	Students	Total applicants	Total students	% (※2)
General Agency for Specialized Inspection	5 (1)	Central Geological Laboratory	3 (2)	Ministry of Finance	1		2	1	2		3	1	8	2	29%
Institute of Geocology	1 (1)	Institute of chemistry and chemical technology	3	Financial Regulatory Commission	1		4		4	2	1		10	2	29%
Ministry of Mining	0	National University of Mongolia	1	Central Bank of Mongolia	1		1	1			1		3	1	14%
Ministry of Energy	0	Ministry of Mining	0	Ministry of Food, Agriculture and Light Industry			1		1		1		3	0	0%
Ministry of Environment and Green Development	0	Ministry of Energy	0	State Property Committee									0	0	0%
Mongolian University of Science and Technology	0	Cabinet Secretariat of Government	0	State Specialized Inspection Agency									0	0	0%
Ministry of Economic Development	0	Office of the President	0	Secretariat of the State Great Hural			1						1	0	0%
Ministry of Justice	0	Mongolian University of Science and Technology	0	Mongolian Agency for Standardization and Metrology	1								1	0	0%
Cabinet Secretariat Government of Mongolia	0	Total	7	Mongolian Development Institute					1				1	0	0%
Office of the President	0			National Development and Innovation Committee						2	1		2	1	14%
Institute of chemistry and chemical technology	0			Ministry of Health	2								2	0	0%
Total	6			Ministry of Road, Transportation, Construction and Urban Development	1	1							1	1	14%
				Academy of Management	4								4	0	0%
													11	1	100%

*1 Number of successful candidates in parentheses

*2 Percentage of the total number of participants in the 1st to 4th batches under each Component

(Unit: person)

I-3 Improvement of Legal System	
Target Organizations	Applicants (※1)
Ministry of Justice and Internal Affairs	3
Ministry of Economic Development	2
Secretariat of the State Great Hural	2
Ministry of Justice	1
Office of the President	1 (1)
General Prosecutor Office	1
Independent Authority against Corruption	1
Financial Regulatory Commission	1 (1)
National University of Mongolia	0
Ulaanbaatar City Government	0
Cabinet Secretariat of Government	0
Supreme Court	0
Constitutional Court	0
Ministry of Foreign Affairs	0
Ministry of Mining	0
Total	12

(Unit: person)

1. Development of Institutions <Legal System Reform>	JDS2009-2010 (1st batch students)		JDS2010-2011 (2nd batch students)		JDS2011-2012 (3rd batch students)		JDS2012-2013 (4th batch students)		Total number of students for 1-4 batches		
	Applicants	Students	Applicants	Students	Applicants	Students	Applicants	Students	Total applicants	Total students	% (※2)
Ministry of Justice and Internal Affairs	6	2	4		4	1	1		15	3	38%
Ministry of Justice and Internal Affairs					1		2		3	0	0%
Ministry of Foreign Affairs and Trade									0	0	0%
The Supreme Court	2		1						3	0	0%
Mongolian National Audit Office	3		5		1		2	1	11	1	13%
Constitutional Court					1		1	1	2	1	13%
State Property Committee			2						2	0	0%
Secretariat of the State Great Hural			2	1	1		1		4	1	13%
Financial Regulatory Commission	1		1	1			1		3	1	13%
Authority for Fair Competition and Consumer			2				1		3	0	0%
National Emergency Management Agency of Mongolia			1		2		1		4	0	0%
Intellectual Property Committee			2						2	0	0%
Independent Authority against Corruption			1		2	1	1		4	1	13%
Ministry of Road, Transportation, Construction and Urban Development	4								4	0	0%
Ministry of Social Welfare and Labor	1								1	0	0%
Total	17	2	21	2	12	2	11	2	61	8	

(Unit: person)

2-1 Business Environment Development	
Target Organizations	Applicants (※1)
Ministry of Finance	2
Development Bank of Mongolia	0
Ministry of Industry and Agriculture	1 (1)
Ulaanbaatar City Government	1
Ministry of Justice	0
Ministry of Labor	1
Cabinet Secretariat of Government	0
Office of the President	0
Central Bank of Mongolia	6 (1)
Ministry of Economic Development	2
Ministry of Mining	0
Ministry of Energy	0
Ministry of Foreign Affairs	0
Financial Regulatory Commission	3 (1)
Total	16

(Unit: person)

1. Enterprise Management / Policy Planning	JDS2009-2010 (1st batch students)		JDS2010-2011 (2nd batch students)		JDS2011-2012 (3rd batch students)		JDS2012-2013 (4th batch students)		Total number of students for 1-4 batches		
	Applicants	Students	Applicants	Students	Applicants	Students	Applicants	Students	Total applicants	Total students	% (※2)
Ministry of Finance	3	2	1	1	1	1	2		7	4	21%
Cabinet Secretariat of Government	1								1	0	0%
Ministry of Foreign Affairs and Trade	2		1	1					3	1	5%
Ministry of Food, Agriculture and Light Industry					1		2	1	3	1	5%
Ministry of Mineral Recourses and Energy	2	1	2	2	3	2	3	1	10	6	32%
Central Bank of Mongolia	1	1	1	1	1	1	4	2	7	5	26%
National Development and Innovation Committee							2		2	0	0%
Ministry of Road, Transportation, Construction and Urban Development	3								3	0	0%
Ministry of Health	2								2	0	0%
Ministry of Health	2								2	0	0%
Ministry of Industry and Trade	1	1							1	1	5%
Ulaanbaatar City Government	1								1	0	0%
Financial Regulatory Commission	4								4	0	0%
Academy of Management	1								1	0	0%
Institute of Finance and Economics	4	1							4	1	5%
Mongolian University of Science and Technology	1								1	0	0%
Total	28	6	5	5	6	4	13	4	52	19	100%

*1 Number of successful candidates in parentheses

*2 Percentage of the total number of participants in the 1st to 4th batches under each Component

(Unit: person)

2-2 Public Administration	
Target Organization	Applicants (※1)
Ministry of Education and Science	1
Ministry of Health	0
Ministry of Labor	1 (1)
Ministry of Population Development and Society Protection	1
Ministry of Economic Development	0
National University of Mongolia	0
Mongolian State University of Education	2 (1)
Health Service University of Mongolia	0
Khovd University	4
Dornod Institute	1 (1)
Ulaanbaatar City Government	0
Cabinet Secretariat of Government	2
Office of the President	0
Ministry of Mining	0
Ministry of Justice	0
Total	12

(Unit: person)

3-1 Urban Development Engineering	
Target Organization	Applicant (※1)
Ministry of Construction and Urban Development	3
Ministry of Road and Transportation	0
Ministry of Economic Development	0
General Agency for Specialized Inspection	0
Mongolian University of Science and Technology	2 (2)
Ulaanbaatar City Government	1
Cabinet Secretariat of Government	0
Office of the President	0
National University of Mongolia	0
Ministry of Environment and Green Development	0
Ministry of Energy	0
Total	6

(Unit: person)

3. Development of infrastructure to promote economic activity <Development Engineering >	JDS2009-2010 (1st batch students)		JDS2010-2011 (2nd batch students)		JDS2011-2012 (3rd batch students)		JDS2012-2013 (4th batch students)		Total number of students for 1-4 batches		
	Applicants	Students	Applicants	Students	Applicants	Students	Applicants	Students	Total applicants	Total students	% (※2)
Ministry of Road , Transportation, Construction and Urban Development	3	2	5		4		11	1	23	3	60%
Ministry of Mineral Recourses and Energy	1				2	1	1		4	1	20%
Ulaanbaatar City Government	11		1		2		2		16	0	0%
Mongolian University of Science and Technology	1				4		2		7	0	0%
Ministry of Foreign Affairs and Trade			1						1	0	0%
Information Communication Technology and Post Authority	4				3		3	1	10	1	20%
Communications Regulatory Commission			3		1				4	0	0%
Central Bank of Mongolia			2		2				4	0	0%
Ministry of Nature, Environment and Tourism	2								2	0	0%
University of the Humanities	2								2	0	0%
	24	2	12	0	18	1	19	2	73	5	100%

*1 Number of successful candidates in parentheses

*2 Percentage of the total number of participants in the 1st to 4th batches under each Component

(Unit: person)

3-2 Improvement of Urban Environment Policy	
Target Organization	Applicant (※1)
Ministry of Environment and Green Development	1
Ministry of Construction and Urban Development	3 (1)
Ministry of Road and Transportation	0
General Agency for Specialized Inspection	3 (1)
Ministry of Economic Development	0
National University of Mongolia	1
Mongolian University of Science and Technology	0
Ulaanbaatar City Government	2
Cabinet Secretariat of Government	0
Office of the President	0
Ministry of Energy	0
Institute of chemistry and chemical technology	1
Total	11

(Unit: person)

3. Development of infrastructure to promote economic activity <Urban Environment	JDS2009-2010 (1st batch students)		JDS2010-2011 (2nd batch students)		JDS2011-2012 (3rd batch students)		JDS2012-2013 (4th batch students)		Total number of students for 1-4 batches		
	Applicants	Students	Applicants	Students	Applicants	Students	Applicants	Students	Total applicants	Total students	% (※2)
Target organizations											
Ministry of Nature, Environment and Tourism									0	0	0%
Ministry of Road, Transportation, Construction and Urban Development			2	1	1		6	2	9	3	38%
Ministry of Mineral Resources and Energy	1		1						2	0	0%
Ulaanbaatar City Government	1	1	2	2			4		7	3	38%
Institute of Botany			1		1		2		4	0	0%
Institute of Genecology			1		1	1	1		3	1	13%
Mongolian University of Science and Technology	1								1	0	0%
Khovd University	1								1	0	0%
Mongolian Development Institute	1	1							1	1	13%
	5	2	7	3	3	1	13	2	28	8	100%

(Unit: person)

2. Environmental Protection	JDS2009-2010 (1st batch students)		JDS2010-2011 (2nd batch students)		JDS2011-2012 (3rd batch students)		JDS2012-2013 (4th batch students)		Total number of students for 1-4 batches		
	Applicants	Students	Applicants	Students	Applicants	Students	Applicants	Students	Total applicants	Total students	% (※2)
Target organizations											
Ministry of Nature, Environment and Tourism	6	1	15	2	4	2	3	1	28	6	50%
Ministry of Food, Agriculture and Light Industry									0	0	0%
Ministry of Mineral Resources and Energy			1						1	0	0%
Nuclear Energy Agency									0	0	0%
Mongolian Agency for Standardization and Metrology					1	1			1	1	8%
Mongolian State University of Agriculture	2		4		2		2		10	0	0%
Health Service University of Mongolia									0	0	0%
Institute of Biology	1		2		2		2	1	7	1	8%
Institute of Botany			1		4	1	2		7	1	8%
Institute of Genecology			1	1	1		2	1	4	2	17%
Ministry of Industry and Trade	3								3	0	0%
Ulaanbaatar City Government	2								2	0	0%
Mongolian Agency for Standardization and Metrology	1	1							1	1	8%
Mongolian University of Science and Technology	1								1	0	0%
Academy of Management	1								1	0	0%
	17	2	24	3	14	4	11	3	66	12	100%

*1 Number of successful candidates in parentheses

*2 Percentage of the total number of participants in the 1st to 4th batches under each Component

2. Screening of Application Documents by Accepting Universities (1st Screening) and Its Results

Of the submitted application documents, 72 fulfilling the necessary qualifications were sent to the Accepting Universities, where faculty members examined the documents (from January 7 to 24). In addition, prior to the document screening, English and mathematics examinations were administered (on December 12). Before January 24, the results of the screening were submitted 8 by graduate schools of 6 Universities. The results of the English and mathematics tests were offered to the Accepting Universities as reference materials for the screening and technical interviews.

The details of each examination and selection are as follows:

(1) Basic Check

During the period between December 10 and December 27, as a prior step to the document screening, the following items were verified: The satisfaction of the qualifications established at the time of the application, the submission of all the necessary documents, and the entered contents of the application documents. Any unclear points were clarified with the applicants themselves or the Targeting Organizations. As a result of this process, 72 out of 78 application documents cleared the Basic Check.

(2) English and Mathematics Examinations

As reference materials for the document screening, English and mathematics examinations were administered on November 12 to check basic academic skills. The TOEFL test (ITP) was used to verify basic competency in English on the part of the candidates, and the questions prepared by the university that had previously accepted JDS participants in the economics field were used to validate necessary skills in mathematics at a master's level.

With respect to both examinations, no minimum threshold was set for selecting JDS participants, and the test results of all the applicants¹ were submitted to the Accepting Universities as reference materials for the screening and technical interviews².

(3) Document Screening

The following five items were considered in the screening: The academic record (25 points), the manner of applying the knowledge after returning home (20 points), the research plan (30 points), the recommendation letters (5 points), and the level of fit with the concerned development issues (20 points), which made the total of 100 points. As for the acceptance decision, the passing score was not set. Instead, the applicants were

¹ As for the mathematics examination, in addition to the scores, the original answer sheets including the math problem solving process were also submitted to the Accepting Universities.

² With regard to the handling of the results of the English and mathematics examinations, it is left up to the Accepting Universities, because the importance of competency in English and mathematics and the literacy required after enrollment, among others, differ across the Universities.

rank-ordered based on the scores by Accepting University. At a maximum as many applicants as the number that was three times the number of participants to be accepted by a given university, were allowed to pass the document screening.

As a result of this process, 55 applicants passed the document screening.

3. Technical Interviews by the Faculty Members of the Accepting Universities (2nd Screening) and Its Results

Subsequently, technical interviews by the faculty members of the Accepting Universities and Consultation Meetings between the persons concerned in the Target Organizations and the faculty members were held between February 4 and February 8, 2013 according to the following schedule.

Date		Schedule
February 4	Mon	Left Japan and arrived to Mongolia
February 5	Tue	Briefing and orientation
		Courtesy visit to Embassy of Japan in Mongolia
		Courtesy visit to JICA Mongolia office
February 6	Wed	Implementation of Technical interview <Total 6 universities and 8 graduate schools.> <ul style="list-style-type: none"> • Keio University • Kyushu University <ul style="list-style-type: none"> - Graduate School of Engineering/Graduate School of Social and Cultural Studies - Graduate School of Law • International University of Japan <ul style="list-style-type: none"> - Graduate School of International Relations - Graduate School of International Management • Meiji University • Hiroshima University • University of Tsukuba Consulting meetings with target organizations (each component)
February 7	Thu	Feedback session
February 8	Fri	Left Mongolia

The following three items were considered in the screening: The academic background and the learning ability (50 points), the foundation to complete the study in Japan (25 points), and the potential for making contributions to the development of Mongolia (25 points) , which made the

total of 100 points. In addition, the acceptance decision was made with two options (“○” for acceptable and “×” for unacceptable). The passing score was not set. Instead, the applicants were rank-ordered based on the scores by Accepting University. Of the candidates who were given “○,” at a maximum as many applicants as the number that was twice the number of the participants to be accepted by a given university, were allowed to pass the technical interviews. As a result of this process, 28 out of 55 interviewees passed the technical interviews.

Finally, along with the technical interviews, a medical examination was carried out during the period between January 28 and February 1, 2013. Even if some were requested to reexamine, no health program affecting the ability to study in Japan was detected in the 31 applicants described above.

4. Comprehensive Interview by the Operating Committee (3rd Screening) and Its Results

The 28 candidates who passed the technical interviews by the faculty members were interviewed next by the Operating Committee on March 16. The following three items were considered in the screening: The potential for making contributions to the development of Mongolia (40 points), the grounding to make long-term use of the results of the study in Japan (30 points), and the foundation to complete the study in Japan (30 points), which made the total of 100 points. As for the acceptance decision, the applicants were rank-ordered based on the score in the respective Universities, and 18 candidates were selected. The number of applicants and successful candidates by each Target Organization is shown in Table 1.

Selection results showed that the largest number of successful candidates was from Bank of Mongolia, as it has been in the past four years, and there were many successful candidates from the newly formed Ministry of Economic Development and Ministry of Labor.

It is essential to maintain or increase the number of applicants in order to improve the quality of candidates. It is, therefore, considered necessary to continue appealing to the Target Organizations actively in the future to encourage applications.

Table 2: Selection Results for the 1st Batch of Applicants (by Sub-Program and Component)

Sub-Program	Components		Accepting university	Graduate school	Number of applicants	Number of effective applicants	Number of applicants passed 1st selection	Number of applicants passed 2nd selection	Number of applicants passed 3rd selection	Number of successful candidates	Slot
1. Sustainable development of the mining sector and enhancement of governance	1-1 Environment-friendly Mineral Resource Management	1-1-1 Environmental Management	Keio University	GS of Media and Governance	6	6	6	3	2	2	2
		1-1-2 Resource Engineering	Kyushu University	1) Graduate School of Engineering (Earth Resource Engineering) 2) Graduate School of Social and Cultural Studies (Earth Sciences)	7	7	6	2	2	2	2
	1-2 Fiscal Policy Management		International University of Japan	Graduate School of International Relations	8	7	6	5	2	2	2
	1-3 Improvement of Legal System		Kyushu University	Graduate School of Law	12	12	6	2	2	2	2
2. Assisting Inclusive Growth	2-1 Business Environment Development		International University of Japan	Graduate School of International Management	16	13	10	5	3	3	3
	2-2 Public Administration		Meiji University	Graduate School of Governance Studies	12	11	9	4	3	3	3
3. Enhancement of the capacity and function of Ulaanbaatar as urban center	3-1 Urban Development Engineering		Hiroshima University	Graduate School for International Development and Cooperation (IDEC)	6	6	6	3	2	2	2
	3-2 Improvement of Urban Environment Policy		University of Tsukuba	Graduate School of Life and Environment Sciences	11	10	6	4	2	2	2
				Total	78	72	55	28	18	18	18

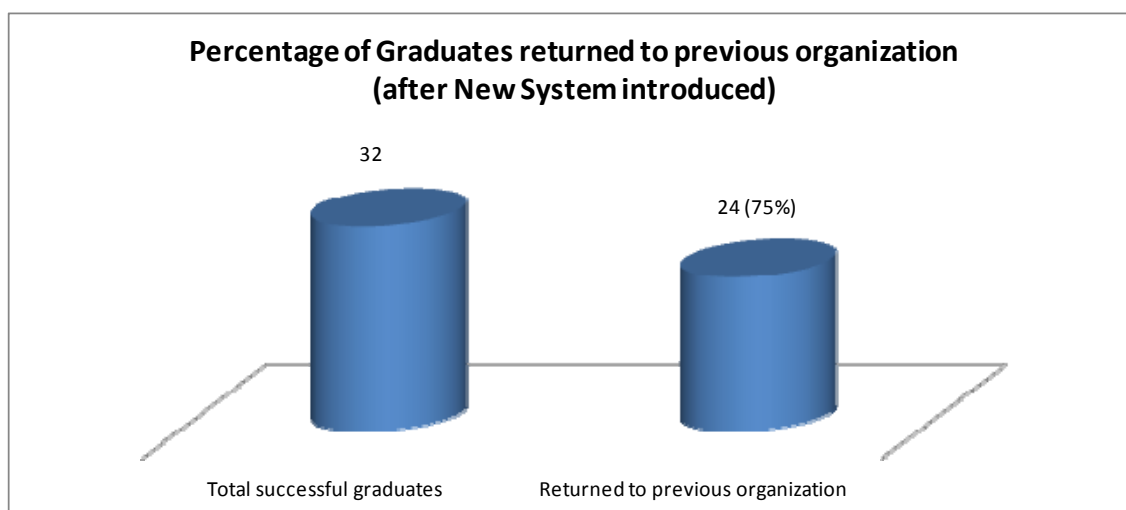
(*1) Approximately, three times the maximum acceptable number

(*2) Approximately, twice the maximum acceptable number

Ratio of JDS Graduates Who Returned to Previous Organization

[After introduction of the new system: JDS Participants who arrived at Japan after the year of 2009]

In the context of “Selection and Concentration” which aimed to select relevant development issues and appropriate applicants to JDS program, seven Components were set and eligible applicants were determined as government officials at designated Target organizations. In addition to these revisions made from the JDS old system to the new system, it was set that JDS participants would be required to sign and submit pledge letter to Ministry of Education and Science on which they shall swear to contribute to socio-economic development in Mongolia for at least two years after graduation. Furthermore, they should conclude a contract with the belonging organizations and it ensured that they would return to the previous workplaces for minimum two years after completion of study under JDS. These conditions drastically lead to increase the number of JDS participants who returned to their previous workplaces, and 75% of successful graduates under JDS currently has been working at the same organizations and utilizing their skills and knowledge obtained through their study in Japan.¹



There are eight JDS participants who did not return to the previous workplaces; five of them are in the 8th batch and three are in the 9th batch under JDS new system. Among five participants in the 8th batch, some of them moved to multilateral development bank and organizations, such as Asian Development Bank and other international NGOs and another participant became a

¹ At the time when this survey was conducted in the late October 2012, it was found that 9 participants out of 137 still worked at the same organizations to which they belonged before study under JDS. Under the JDS old system, it was not the requirement to return to the previous organization after study in Japan.

financial auditor at the Oyu Tolgoi Project². As they build their careers in their fields, they have been contributing to the socio-economic development of Mongolia.

Among three graduates in the 9th batch, one moved to the private sector and works as a lawyer due to a cancellation of the previous work position caused by governmental reorganizations, one works at an international NGO as an agronomist, and the other one moved to Ulaanbaatar City Government from an organization under a central ministry. All of three graduates moved to the places where they would be able to utilize their abilities and to apply knowledge obtained through their study under JDS.

[Before introduction of the new system: JDS Participants who arrived at Japan from 2002 to 2008 under JDS old system]

Before starting the JDS old system in 2001, it was considered as issues that participants who studied abroad under the scholarship programs of Mongolia remained to stay in Japan or other countries where they studied, being employed or becoming entrepreneurs there. As the JDS (old system) would be implemented by the government of Mongolia for the human resource development of the country, it was aiming to develop human resources who would contribute to the country after return from the study in Japan, considering that the participants of this scholarship should come back to the country after completion of the study. Therefore, from the stage of the public notification for the scholarship, it was clearly notified that the target group of candidates should be the personnel who would return to Mongolia and contribute to the development of the country after completion of study. The JDS old system tried to lead the participants to return to the country immediately after their completion of study in Japan.

The target group of the candidates was young government officials who would be expected to become leaders in the future and civilians who would contribute to the development of the market oriented economy of the country, and the age qualification of applicants was set up to the age of 35. In order to motivate the participants of JDS and to encourage them to contribute to the development of the country, the JDS old system set a condition as the JDS participants should come back to the country and work at the public sectors after study. The target areas of study were 9 areas as maximum (please refer the main text page 2), and the JDS old system invited capable applicants based on the needs of human resource development by the government of Mongolia.

² Oyu Tolgoi is the world's largest undeveloped copper-gold project

There are 137 JDS participants who successfully completed their study in Japan under the JDS old system since 2002. Among them, 117 JDS participants³ (more than 85% of the all participants) came back to Mongolia and contribute to the development of the country after their completion of the study in Japan. There are many returned participants who are playing key and active roles in the country. For instance, there is a participant who was promoted to the manager position at the Central Bank of Mongolia after completion of study in Japan through JDS. Moreover, one of the JDS participants became the president of NTV, the key TV station of Mongolia, and he has been contributing to expand and enhance foundation for good bilateral relations between Japan and Mongolia.

³ After study under JDS old system, 20 participants were found that they stay in Japan or abroad. 12 out of them were found that they have been studying at the PhD programs.