

**Mongolia**  
**Ministry of Education, Culture and Science**

**PREPARATORY SURVEY ON  
THE PROJECT FOR HUMAN  
RESOURCE DEVELOPMENT SCHOLARSHIP  
IN MONGOLIA**

**FINAL REPORT**

**June 2016**

**Japan International Cooperation Agency (JICA)**  
**Japan International Cooperation Center (JICE)**

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# SUMMARY

## 1. Summary of the Preparatory Survey

### **Background of the Survey**

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 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 project has later been introduced to other countries as well, and has accepted 3,434 international students from a total of 14 countries since the first intake of international students in FY 2000 up to FY 2015.

Since FY 2009, the project was gradually switched to the "new system" as adopted by partner countries subsequently. In the new system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, in the new system, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues.

Subsequently, in the basic research project "Factor Analysis concerning the Result of the JDS Projects" (referred to below as the JDS basic research) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The basic research report indicated that over past 15 years the JDS project has contributed significantly to the improvement of the abilities of administration officials and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report gave the following four issues to be dealt with: (1) drawing up the basic enforcement policy; (2) selection of fellows who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of pro-Japanese human resources and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the PhD program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

Mongolia has been one of the target countries since 2001, the third year from the beginning of the JDS project, with 262 JDS participants dispatched to Japan until June 2016 including the first-term JDS participants in 2002. Acceptance of JDS Fellows in fiscal year 2016 will mark the completion of sending JDS Fellows in the framework designed in 2013. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying

the appropriateness of implementation of the project and properly reflecting the policy of Japan's economic cooperation to Mongolia, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Mongolia.

### **Objectives of the Survey**

The main objectives of the survey are as follows:

- To analyze current situation in Mongolia and needs for human resource development, and formulate a framework for next four batches starting in FY 2016 (dispatch in FY 2017).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

### **Method of the Survey**

As part of the Preparatory Survey, the field survey in Mongolia has been conducted from November 2015 to March 2016.

- January, 2016: Field survey
  - (1) Setting priority areas (sub-programs) and development issues (components) in accordance with Japanese government's economic cooperation policy for Mongolia and development needs of Mongolia
  - (2) Selecting host universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
  - (3) Selecting target organizations corresponding to each sub-program/component
  - (4) Confirming the implementation structure of the project
- February 2016: Estimating the project scale
- March 2016: Drafting the basic plan for each sub-program/component

### **Results of the Survey**

#### **(1) Project Design**

The following table shows the JDS priority areas and key development issues and accepting universities identified on the basis of the field survey conducted in January 2016.

**The Framework of the JDS Project in Mongolia (from FY 2016 to 2019)**

| Priority Area<br>(Sub Program)   | Development Issues<br>(Component)  |  | University                        | Graduate School   | Slot |
|--|--|--|-----------------------------------|---|------|
| 1 Sustainable Development of the Mining Sector and Enhancement of Governance | 1-1 Environment-friendly Mineral Resource Management                               |  | University of Tsukuba             | Graduate School of Life and Environmental Sciences            | 2    |
|  | 1-2 Enhancement of Governance including Appropriate Management of Resource Revenue | 1-2-1 Fiscal Control and Monetary Policy | Saitama University                | Graduate School of Humanities and Social Sciences             | 3    |
|  |  | 1-2-2 Improvement of Regal System        | Kyushu University                 | Graduate School of Law  | 2    |
| 2 Assisting Inclusive Growth   | 2-1 Enterprise Management / Policy Planning  |  | Hiroshima University              | Graduate School for International Development and Cooperation | 2    |
|  |  |  | International University of Japan | Graduate School of International Management                   | 2    |
|  |  |  | Hokkaido University               | Graduate School of Economics and Business Administration      | 2    |
|  | 2-2 Public Policy  |  | International University of Japan | Graduate School of International Relations                    | 3    |
| 3 Enhancement of the Capacity and Function of Ulaanbaatar as Urban Center    | 3-1 Improving Infrastructure and Urban Planning                                    |  | Nagoya University                 | Graduate School of Environmental Studies                      | 2    |
|  | 3-2 Urban Environment Improvement  |  | University of Tsukuba             | Graduate School of Life and Environmental Sciences            | 2    |

**(2) Target Organization**

Previously, components were assigned specifically to participating government bodies or agencies. But in light of the frequent restructuring of ministries and departments in Mongolia and the high level of churn among government officials, it was agreed that the program in FY2016 would essentially be open to all government officials. Within this framework, we identified a number of key government bodies where the program should be actively promoted, based on the relevance of the sub-programs and components and the anticipated direct benefits in terms of addressing current issues.

### **(3) Setting a Quota for the Private Sector**

There is an urgent need to boost competitiveness in the private sector, with a particular focus on assistance for small business, in order to promote industry diversification and job creation in Mongolia. To this end, we proposed a private sector allocation within the JDS project during our discussions in the field survey. The Government of Mongolia agreed that an additional two private-sector places should be provided from FY2016 onwards.

### **(4) Consideration of Accepting JDS Participants to Doctoral Programs**

During the interview phase in January 2016, some ministries and agencies felt that doctoral degrees were not necessarily relevant for government officers at this point in time, and argued for more master's degrees in the short term. There was broad agreement, however, that doctorates would indeed be beneficial in the longer term. Organizations such as the Bank of Mongolia, the Ministry of Labor, and Mongolian University of Science and Technology, etc. where a master's degree is widely expected from those intending to pursue a career path, were strongly in favor of including doctoral courses. In discussions with the Mongolian Operating Committee it was agreed to admit only a limited number (maximum of two) and that eligibility would essentially be restricted to JDS returned fellows. Details of the selection process will be discussed at the first meeting of the Operating Committee next year.

### **(5) Replacement of the Operating Committee Members**

In the past, we have had an ongoing issue around lack of commitment and consistency in the Operating Committee due to the frequent changes of government in Mongolia. So we suggested that the Committee should include delegates from the Ministry of Finance, the Ministry of Industry and the Ministry of Education, Culture and Science, since these ministries have a more substantive role in development and are better equipped to engage in meaningful discussion. The three ministries agreed to this proposal. Another issue has been the lower re-employment rate among those returning to Mongolia (78% under the new format) compared to other countries with JDS schemes. The Civil Service Council, which helps to promote employment standards for those returning to Mongolia, has agreed to join the Operating Committee. It was agreed that JDS would be administered by the new Operating Committee from March 2016, when the FY2015 selection process winds up.

### Replacement of the Operation Committee Members

|          | Role       | Previous   | New  |
|----------|------------|--|--|
| Mongolia | Chair      | State Secretary<br>Ministry of Education, Culture and Science  | Director<br>Department of Strategic Policy and Planning,<br>Ministry of Education, Culture and Science |
|          | Member     | Director<br>Higher Education Division<br>Ministry of Education, Culture and Science                          | Director General<br>Development Financing and Debt Management Department,<br>Ministry of Finance       |
|          | Member     | Director General<br>Public Administration and Management Department<br>Ministry of Finance                   | Director<br>Department of Strategic Policy and Planning,<br>Ministry of Industry                       |
|          | Member     | Second Secretary<br>Department of Public Administration<br>Ministry of Foreign Affairs                       | Director of the Office<br>Civil Service Council  |
|          | Member     | Government Principal Officer<br>Organization Department<br>Cabinet Secretariat of the Government of Mongolia | —  |
| Japan    | Vice-Chair | Counsellor<br>Embassy of Japan in Mongolia   | No change  |
|          | Member     | Chief Representative<br>JICA Mongolia Office   |  |
|          | Member     | Chief Adviser<br>Mongolia - Japan Center for Human Resources Development                                     |  |

### (6) Evaluation of Relevance of the JDS Project

We analyzed relevance between JDS and development programs in Mongolia, based on national development plan and strategy of the government of Mongolia and the general circumstances of the relevant sectors. The JDS priority areas match with the four priority policies of the Long Term Sustainable Development Vision 2016-2030 and will promote the strategic orientation.

The Country Assistance Policy for Mongolia formulated by the Government of Japan in May 2012 pledges support for capacity building in Mongolia to enable the country to reduce poverty through sustainable economic growth, and identified three priority areas for targeted assistance: sustainable development of the mining sector and enhancement of governance; assisting inclusive growth; and enhancement of the capacity and function of Ulaanbaatar as an urban center. The JICA Country Analysis Paper on Mongolia sets out a broad framework for assistance from Japan in accordance with these policies. In order to effectively address the development issues listed below, the JDS project seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA

programs.

Thus, the JDS project can be seen as a project that will help the country of Mongolia to achieve the goals of its medium to long-term development plan, by providing high-level education to key personnel in government and private industry. It is highly consistent with aid policy and the philosophy of overseas aid in Japan. By augmenting other aid programs in areas such as technical cooperation and ODA loans, the JDS project provides additional synergies for the benefit of Mongolia.

In addition, we have found a number of good practices that JDS returned fellows have used JDS experience into their professional careers and produced significant outcomes.

## **2. Recommendations**

### **(1) Implementation Structure**

In this preparatory survey, we were able to reach an agreement with the Mongolia government about important matters concerning flexible responses to the implementation system and the needs of the project such as (1) total replacement of Mongolian Operating Committee members, (2) adding a quota for the private sector (taught by Japanese language), (3) introduction of doctoral programs, etc. In particular, with the Director of the Strategic Policy and Planning Department of the Ministry of Education, Culture and Science, who serves as the chairperson, we could discuss the necessity of lively discussions on the improvement of the project by the Operating Committee members and the expansion of development effects in collaboration with JICA projects which are currently being implemented. The Director has an accurate grasp of the economic and social situations Mongolia is placed in and she is a person who is seriously thinking about how human resource development should proceed under these kind of circumstances. By making her the chairperson of Operating Committee, we think that a system for improving the quality of the project is going to be developed.

In addition, we reached an agreement to appoint the Director of the Office, Civil Service Council in addition to the Director of the Strategic Policy and Planning Department of the Ministry of Education, Culture and Science, the Director General of the Development Financing and Debt Management Department of the Ministry of Finance (the key person for ODA projects) and the Director of the Strategic Policy and Planning Department of the Ministry of Industry as new Operating Committee members. After the introduction of the new system, the return to service ratio of JDS returned fellows has been 78%, which is not necessarily low considering the unstable political situation of Mongolia, but achieving further improvement should be aimed at. The Civil Service Council is an organization that directly belongs to the Secretariat of the National Assembly and can be expected to have a certain influence on ministries and agencies with regard to the return to service and employment, etc. of staff. Also, proposals, etc. from viewpoints that consider persons with disabilities and gender seem to be possible and a contribution to the improvement of the quality of the project can be expected.



On the other hand, it is necessary to recognize that there is a risk that the persons belonging to the manager-class of ministries and agencies in Mongolia will frequently change, as might occur when the Operating Committee members retire official positions depending on the results of the general election which is scheduled to be held in June 2016. In order to maintain the consistency of the project, it is integral that the Japanese side of the Operating Committee continues to take a strong initiative in the management the project.

## **(2) Cooperation with Other ODA Projects**

As long as we implement JDS as an ODA project, it is important to cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an "input for development" instead of just a fund for studying abroad. Dissemination of this project to the persons in charge at JICA offices abroad and experts, encouragement of competent human resources from partner countries to apply to JDS, utilization of alumni network for the project, etc. are required. In particular, in order to promote the cooperation with the technical cooperation projects under implementation, not only it is important to share information with involved experts, but also, to provide them with opportunities to directly meet with JDS returned fellows. With regard to components such as "2-2 Public Policy," it is necessary to study and confirm the sectors, issues, research themes and major target organization, etc. to be especially emphasized. In this point, it is expected that the agent also further deepen their understanding of the projects implemented by JICA and the relevant policies of the Mongolian government and make beneficial proposals. During the period of studying abroad, it is an idea to provide JDS fellows with an opportunity to participate in a JICA group training or country focused training program to obtain practical knowledge.

## **(3) Considerations Concerning the Establishment of Private Sector Slot**

In view of the importance of the private sector in the diversification of the industrial structure, we examined the establishment of private sector slots in the JDS project, as the human resource development needs of private companies are strong and we were also able to confirm many potential candidates. On the operational side, in order to effectively utilize the limited slot of two persons, it is important to select the targets carefully. Narrowing the eligibility requirements down to the companies related to two representative projects is desirable from the point of view of selection and concentration of investment and also leads to cooperation between JICA projects.

At the time of the selection of applicants, the proposal has been make letters of recommendation from Mongolia-Japan Center for Human Resources Development (MOJC), the Kaizen Association or Two Step Loan (TSL) project offices which are the implementing and related organizations of the projects an application condition as material for the selection of more appropriate candidates in order to judge whether the applicants belong to the companies related to the two projects and meet the eligibility requirements.

In addition, the private sector slot ended up targeting applicants with a command of Japanese. Due to this condition, expectations will rise in terms project success due to the establishment a private sector slot, as the possibility that JDS fellows returning from studying abroad will contribute to business in either Japan or Mongolia will also increase. A point to take note of at the time of recruitment is the necessity to take into account the acquisition of a certificate of Japanese language proficiency necessary for university application and consider measures for the study of Japanese language prior to the stay in Japan.

It is necessary to pay attention to point that the learning goals of JDS fellows from the private sector are different from those of the JDS fellows studying abroad as administrative officials after they have arrived in Japan. The JDS fellows from the private sector try not only to study the subjects contributing to the solution the development problem Mongolia faces, but wish to learn more practical subjects and during their stay in Japan also seek to build a wide network which is effective for conducting business. In order for them to build a network with Japanese companies, first of all it is necessary to provide such a mechanism during their stay in Japan. For example, for the JDS fellows from the private sector it is also effective to implement internships at private companies during their stay in Japan.

#### **(4) Points to Note on Establishment of a Doctoral Program**

The results of the hearings from officials of each ministry in the field survey showed that for the promotion of government officials in Mongolia, work experience and performance are important and there are many cases where promotions were determined by political appointments. It also became clear that at the current stage a doctor's degree is not necessarily essential for a promotion. On the other hand, at the Bank of Mongolia, Ministry of Labour and Mongolian University of Science and Technology, etc. where it has become common to obtain a master's degree, there were big expectations for the introduction of a doctoral program. While 16 out of 19 current cabinet members in Mongolia have obtained a master's degree and 4 out of them have obtained Ph.D., the possibility is high that the importance of a doctor's degree will increase in the future and this means that introducing a doctor's degree into JDS at this time is of great significance, as this will enable the JDS project to meet new needs and will also lead to a higher added value of the project.

Furthermore, establishment of the doctor's course will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the doctor's course is expected to have an impact on attracting excellent candidates.

One important factor to consider in the establishment of the doctor's course is to have a common understanding among the Project's organizers, JDS fellows applying for the course, and Accepting Universities as to "why the doctor's course is established in the JDS" and "what the objective of the JDS doctor's course is." It should be made clear that the JDS doctor's course is solely designed to develop policy-making leaders, not for fostering researchers who are not

involved in policy making or recommendation. If this point is not clear, it may be difficult to differentiate JDS from governmental and other scholarship schemes. The clear definition is essential when the doctor's course is implemented.

#### **(5) Measures to Promote the Return to the Former Workplace**

We would like to propose two measures in order to increase the rate of fellows returning to their former workplaces. The first is a revision of the application eligibility requirements. In order to increase the rate of returns to the former workplace, it is effective to make five years of an experience as a public servant one of the eligibility requirements. If applicants have worked for more than five years they have experienced a change of government by general election, which is held once in four years, and this means they can work as a public servant without being influenced by politics. In the field survey, we also heard the opinion that in recent years there are some young people who become public servants because they want to study abroad, as public servants get many opportunities to study abroad. If we make a certain work experience as a public servant a requirement, the probability of returning to the organization he or she belonged to after studying abroad is likely to increase. However, because increasing the work experience requirement from the current two years to five years could rapidly narrow the group of potential candidates, it is desirable to consider this step carefully. In the basic plan that was created in this preparatory survey, considering personnel changes of public servants due to the general election in June 2016 and people joining from the private sector, etc., we proposed that a work experience of at least three years regardless of the public and private sector. In addition, we increased the age requirement, which had been 22 years or older, to 25 years or older.

The second measure is the introduction of three-party agreements before studying abroad. By taking advantage of the role of the Civil Service Council which has become an Operating Committee member just recently, concluding a three-party agreement which pledge a return to the former workplace after studying abroad between the students who are to study abroad, the organizations they belong to and the Operating Committee, a certain contribution to the improvement of the return rate can be expected.

According to the Civil Service Council, under the current Mongolian Public Office Act, if public servants participate in training for more than three months this is considered as an absence from work, and therefore ministries and agencies need to fill such posts with other personnel. As long they do not have a contract as a temporary staff member, newly hired staff has the right to continue to work even after those who studied abroad have returned to Mongolia.

By stating clearly this guarantee of reinstatement to the former post after studying abroad in the three-party agreement, we provide JDS fellows with a way to feed back the results of studying abroad to the organization they belong to and if by any chance they are unable to return to their former positions for a long time, sending a letter from the Operating Committee to ask the organization they belong to reinstate them can also be considered. In Mongolia where there are

many political appointments and employment fluidity is high, while making the biggest efforts to raise the rate of reinstatement, it is important to work with the major target organizations to convince them to actively utilize the human resources that have been trained by JDS. There are several incumbent Ministers in Mongolia who have experience of studying in Japan. We would like to appeal to the human resources bureau of each ministry the results of studying in Japan and promote the understanding of its effectiveness.

#### **(6) Enhancement of Recruitment Activities**

In order to achieve the goals of JDS, obtaining talented foreign students is a prerequisite. Therefore, during recruitment activities, it is important to attract more talented applicants from the main target organizations. However, in the present day the mobility of higher education is high, the competition between donors to obtain foreign students is fierce. Therefore, strategies are required for recruitment activities.

First of all, by building a human relationship with the person in charge of JDS within each ministry and obtaining their cooperation, a certain information dissemination effect inside ministries can be expected. Many applicants get information from the bureaus in charge of JDS within each ministry. In order to spread the information to target candidates from the persons in charge of JDS, it is important to build a good relationship with the persons in charge and get their cooperation. Therefore it is important to frequently visit the main target organizations and make steady efforts to achieve this goal.

In addition, it is necessary to appeal to the person in charge of each ministry about the advantages of JDS. Because JDS is intended for government officers and is a human development program that addresses the development issues of Mongolia, it should be a program that contributes to the medium and long term development of Mongolia. We are going to appeal that the accepting universities are positioned as project partners, that the consistent guidance and acceptance system that has been created to provide a curriculum which is better tailored to the country concerned by adding a special program to the existing program and that during the period of their stay in Japan there will be also generous support for the fellows such as regular monitoring, etc.

#### **(7) Need for Enrichment Programs**

From the ministries and agencies we visited during the field survey, the proposal that it will be useful if internships are realized in ministries and agencies and private companies, etc. during the two-year stay in Japan. If the counterpart organizations of projects under implementation send foreign students, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects (the Financial Services Agency and others have been implementing training programs for participants from Mongolian side as their own efforts, apart from JICA projects under implementation). Efforts for which this kind of added value can be expected should be

promoted further. When doing so, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA. It is also effective to disseminate information that some of ministers in Mongolia have studied in Japan in order to enhance JDS brand.

On that basis, it is necessary to use various access channels to reach out more prominent prospective candidates. It is effective to use media such as Press-release and SNS, and collaborate with those who have strong networks in Mongolia such as JDS alumni, JICA experts, JICA Alumni Association of Mongolia, JUGAMO, the Kaizen Association, etc. to transmit attractiveness of JDS project. Particularly, for the recruitment of the quota for the private sector, it will be more and more important to work with MOJC which has information about participants of their business courses.

#### **(8) Need for Japanese language**

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Mongolia in the future. In the course of this field survey, we had the opportunity to meet with Mongolians who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us that knowledge of the Japanese language should be made a requirement. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

#### **(9) Establishment of a Follow-up Scheme**

262 JDS fellows from Mongolia have already been accepted in Japanese universities, and a total of 221 JDS fellows, up to the 12th batch of fellows, have completed their study in Japan and returned to Mongolia. However, there has been no concrete follow-up system in place to monitor the progress of JDS alumni. The only regular follow-up is done by the Implementing Agent once a year to update their contact list and see how they are doing. To connect with Japan, there is an association called “JDS Mongolia Alumni” established in 2005 by mainly 1<sup>st</sup> batch

fellows, which has not been active so far, so that alumni activities have been held only with accepting universities and professors individually.

For the sustainable management of the JDSM, which was re-formed during the period this preparatory survey, it is essential to absorb the know-how of JUGAMO and JICA Alumni Association of Mongolia, who have been carrying out activities in advance and to cooperate and give support from the Japan side. In particular, it takes several years for activities to get on track, which means it is necessary that the Japanese side fulfils a role that involves the facilitation of funding and activities. During this preparation study the core members have been selected and the officer and the activity plan of JDSM have been created. While we are expecting JDSM to be active and take initiative in the future, indirect support from the Japanese side would be desirable, if necessary.

During the field survey, we held talks with JUGAMO, which is the alumni organization of government-sponsored and privately financed foreign students, it was agreed to hold an opinion exchange meeting between JUGAMO officers and officers of the JDS alumni association as early as possible. Then, we were approached by JUGAMO to hold an opinion exchange meeting with three alumni associations including the alumni association of returned JICA trainees. In addition, when confirming a potential cooperation between the JDS and the Mongolian National Chamber of Commerce and Industry in Japan, it was suggested to hold a business card exchange meeting of the Japanese member companies and JDS alumni. Sharing lists of returned fellows is difficult as they constitute personal information, and therefore the right way is to start building a network of contacts at a slow and steady pace, which has the potential for further development.

It is integral to enhance the follow-up content which will help JDS returned fellows further develop their professional careers and realize the goals of the project.

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## LIST OF ABBREVIATIONS

| Abbreviation | Description  |
|--------------|--|
| AAM          | Australia Awards Mongolia  |
| ADB          | Asian Development Bank   |
| AFPAC        | Asian Financial Partnership Center   |
| DAAD         | Der Deutsche Akademische Austauschdienst   |
| E/N          | Exchange of Note   |
| EPA          | Economic Partnership Agreement   |
| G/A          | Grant Agreement  |
| GDP          | Gross Domestic Product   |
| GIZ          | German Agency for International Cooperation  |
| GNI          | Gross National Income  |
| IELTS        | International English Language Testing System  |
| IMF          | International Monetary Fund  |
| JDS          | Project for Human Resource Development Scholarship   |
| JDSM         | JDS Alumni Association Mongolia  |
| JICA         | Japan International Cooperation Agency   |
| JICE         | Japan International Cooperation Center   |
| JUGAMO       | Japanese University Graduates Association of Mongolia  |
| KOICA        | Korea International Cooperation Agency   |
| MOJC         | Mongolia-Japan Center for Human Resources Development  |
| NGO          | Non Governmental Organization  |
| NPM          | New Public Management  |
| ODA          | Official Development Assistance  |
| OECD         | Organization for Economic Co-operation and Development   |
| OJT          | On the job training  |
| PDCA         | Plan Do Check Action   |
| SDGs         | Sustainable Development Goals  |
| SNS          | Social Networking Services   |
| TOEFL        | Test of English as a Foreign Language  |
| TSL          | Two-Step-Loan Project for Small and Medium-scaled Enterprises Development and Environmental Protection |
| UNDP         | United Nations Development Programme   |
| YLP          | Young Leader's Program   |



# Chapter 1 Background of the Project for Human Resource Development Scholarship (JDS)

## 1-1. Present Situation and Issues of the JDS Project

### 1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (herein referred to as “JDS”) is a grant aid project that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government's "100,000 International Students Plan." The purpose of the JDS project is that "young government officials and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain Master's degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks." The project has accepted 3,434 international students from a total of 14 countries since the first intake of international students in FY 2000 up to FY 2015.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Africa in Ghana in FY 2012, and to Nepal in FY 2016. At present, the project has 13 target countries. Indonesia left the JDS project, which was conducted by the Japan International Cooperation Agency (herein referred to as “JICA”) in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS participants from China accepted in FY 2012<sup>1</sup>.

**Table 1 Number of JDS Fellows dispatched (2000 - 2015)**

| Year           | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | total |
|----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------|
| 1. Uzbekistan  | 20   | 19   | 19   | 20   | 20   | 20   | 20   | 20   | 19   | 14   | 15   | 15   | 15   | 14   | 15   | 15   | 280   |
| 2. Laos        | 20   | 20   | 20   | 20   | 20   | 20   | 25   | 25   | 25   | 20   | 20   | 20   | 19   | 20   | 20   | 20   | 334   |
| 3. Cambodia    |      | 20   | 20   | 20   | 20   | 20   | 25   | 25   | 25   | 25   | 24   | 24   | 24   | 24   | 24   | 24   | 344   |
| 4. Vietnam     |      | 20   | 30   | 30   | 30   | 30   | 33   | 34   | 35   | 35   | 28   | 29   | 30   | 30   | 30   | 30   | 454   |
| 5. Mongolia    |      |      |      | 20   | 20   | 20   | 19   | 20   | 20   | 18   | 18   | 16   | 17   | 18   | 18   | 18   | 262   |
| 6. Bangladesh  |      |      | 29   | 19   | 20   | 20   | 20   | 20   | 20   | 20   | 15   | 15   | 15   | 15   | 15   | 25   | 268   |
| 7. Myanmar     |      |      | 14   | 19   | 20   | 20   | 30   | 30   | 30   | 30   | 22   | 22   | 22   | 22   | 44   | 44   | 369   |
| 8. China       |      |      |      | 42   | 43   | 41   | 43   | 47   | 47   | 48   | 45   | 39   | 35   | –    | –    | –    | 430   |
| 9. Philippines |      |      |      | 19   | 20   | 20   | 25   | 25   | 25   | 25   | 20   | 20   | 20   | 20   | 20   | 20   | 279   |
| 10. Indonesia  |      |      |      | 30   | 30   | 30   | 30   | –    | –    | –    | –    | –    | –    | –    | –    | –    | 120   |
| 11. Kyrgyz     |      |      |      |      |      |      |      | 20   | 20   | 18   | 14   | 14   | 15   | 15   | 15   | 15   | 146   |
| 12. Tajikistan |      |      |      |      |      |      |      |      |      | 3    | 5    | 5    | 5    | 5    | 5    | 5    | 33    |
| 13. Sri Lanka  |      |      |      |      |      |      |      |      |      |      | 15   | 15   | 15   | 15   | 15   | 15   | 90    |
| 14. Ghana      |      |      |      |      |      |      |      |      |      |      |      |      | 5    | 5    | 5    | 10   | 25    |
| Total          | 40   | 79   | 152  | 239  | 243  | 240  | 271  | 266  | 266  | 256  | 241  | 234  | 237  | 203  | 226  | 241  | 3,434 |

<sup>1</sup> After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY 2009, the project was gradually switched to the "new system" as adopted by partner countries subsequently. In the new system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, in the new system, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues. The new system endeavors to select and focus Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a "critical mass," with a group of former JDS participants in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

Subsequently, in the basic research project "Factor Analysis concerning the Result of the JDS Projects" (herein referred to as the "JDS basic research") conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries<sup>2</sup> were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The JDS basic research report indicated that over the past 15 years the JDS project has contributed significantly to the improvement of the abilities of administration officials and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report highlighted 4 pending issues: (1) drawing up the basic enforcement policy; (2) selection of participants who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of pro-Japanese human resources and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the PhD program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

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<sup>2</sup> Ghana was not included in the survey since

## Strategic Reinforcement of the JDS Program and Further Initiatives

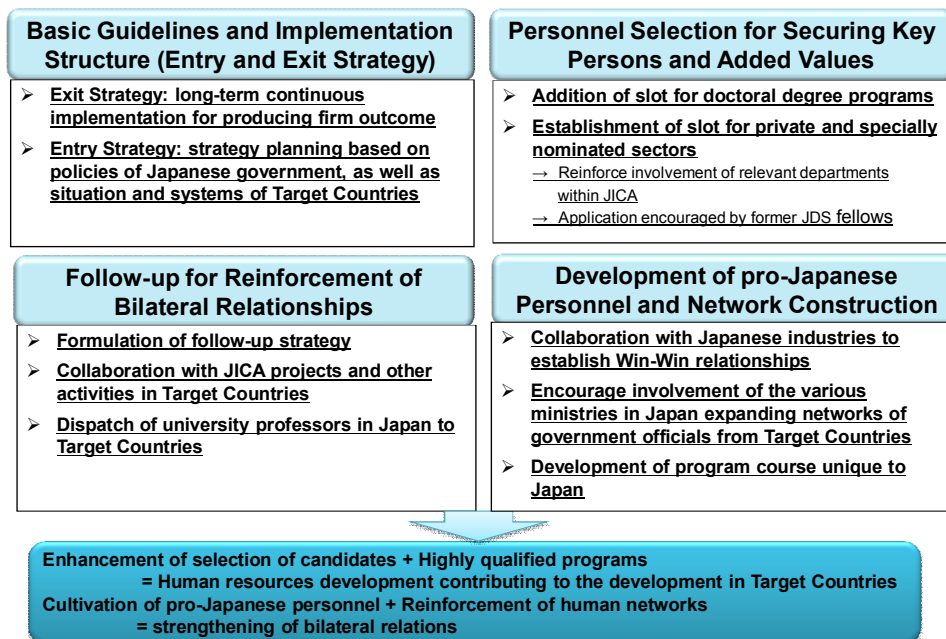


Figure 1 Recommendations from JICA Basic Research (source:JICA)

### 1-1-2. Current situation and issues of the JDS project in Mongolia

#### (1) Dispatch results and characteristics

Mongolia has been one of the target countries since 2001, the third year from the beginning of the JDS project, with 262 JDS participants dispatched to Japan until June 2016 including the first-term JDS participants in 2002. Out of the 262 JDS participants dispatched from Mongolia, 221 participants received a master's degree except 36 participants still studying in Japan, and five participants dropped out due to poor academic performance, health and/or family problems, etc. The ratio of receiving a degree is 97.8%.

As for dispatch results by organization at the time of application for JDS, the Bank of Mongolia, the Mongolian University of Science and Technology, the National University of Mongolia are high on the list according to the old system, followed by the Mongolia-Japan Center for Human Resources Development (MOJC) and the Khan Bank in the private sector. Since the new system that admits only government employees as JDS participants was adopted, the City Government of Ulaanbaatar, the Ministry of Finance, the Ministry of Labor and the Financial Regulatory Commission have been high on the list in addition to the Mongolian University of Science and Technology and the Bank of Mongolia that were regular sources of candidates also under the old system. Because an application system open to both public and private sectors was adopted under the old system, 70 out of 139 JDS participants (approximately half) were from the private sector. 28 JDS participants were also dispatched to a Master's degree program which were

taught by Japanese language and they all received a degree.

**Table 2 Top 5 Organizations which Produce JDS Fellows the Most**

| Under old system(FY2002～FY2008) |   |                  | Under new system(FY2009～FY2016) |  |                  |
|---------------------------------|---|------------------|---------------------------------|--|------------------|
| Rank                            | Organization  | Number of fellow | Rank                            | Organization                                   | Number of fellow |
| 1                               | Bank of Mongolia                                      | 9                | 1                               | Mongolian University of Science and Technology | 12               |
| 2                               | Mongolian University of Science and Technology        | 8                | 2                               | Bank of Mongolia                               | 11               |
|                                 | National University of Mongolia                       |                  | 3                               | Ulaanbaatar City Government                    | 10               |
| 3                               | Mongolia-Japan Center for Human Resources Development | 5                | 4                               | Ministry of Finance                            | 9                |
| 4                               | Khan Bank   | 4                | 5                               | Ministry of Labor                              | 8                |
| 5                               | UNDP and others                                       | 3                |                                 | Financial Regulatory Commission                |                  |

## (2) Issues

### Low rate of returning to former jobs

JDS participants from the private sector are often forced to leave companies to study abroad. After graduation, some of them made a career change to seek out better jobs or started their own businesses. Although the JDS Operating Committee in Mongolia recognized it as a problem, it was difficult to secure employment after graduation and the rate of returning to former jobs remained low.

Under the new system, the application system open to both public and private sectors was abolished and both government offices and research and education institutions under the government, which are expected to contribute to solving development issues, are determined as target institutions and applicants are limited to staff members of these organizations. Due to this change, more JDS participants have returned to organizations to which they belonged before studying abroad after they returned to the home country, compared with the situation under the old system. However, according to survey results of the above-mentioned JDS basic research, the rate of returning to former jobs by Mongolian JDS participants was the lowest one among JDS target countries even after the shift to the new system; it was 73.1% as of FY 2014.

Institutions of the Mongolian government adopt a post system, so when government employees participate in overseas training for three or more months, it is treated as unpaid leave and new staff members are assigned to their posts of the organizations to which they belong. Sometimes they have to wait until they find a vacant post after they return to the home country. Some ministries and agencies make participants in long-term training for three or more months leave the office due to shortfall in human resources and recruit new staff members.

The Mongolian government changes whenever a general election is held and director-generals

are mainly replaced. Accordingly, their subordinates tend to change. There have been some cases that JDS participants have difficulty returning to their former jobs due to changes in administration and personnel transfers of their bosses as a result of general elections which are held while JDS participants are studying abroad. Ministries and agencies have mainly conducted personnel changes, but recently even heads of small national organizations have been replaced. It is forecasted that some JDS participants will not be able to return to their former jobs.

Due to the above-mentioned reasons, JDS participants sometimes cannot return to organizations to which they belonged and have to make a career change even after the shift to the new system.

#### Low commitment by the Mongolian government

The Operating Committee that determines management policies of the JDS project consists of representative members of both the Japanese government and the Mongolian government, but there have been growing concerns about low commitment by the Mongolian government. From Mongolia, those who attended meetings were often deputy members, and the rate of participation in official events including send-off parties and report meetings after returning to the home country was low.

In addition, frequent restructurings of ministries and agencies due to government changes and personnel transfers due to political appointment affected members of the Mongolian Operating Committee; frequent changes of members constituted a limiting factor of holding continuous discussions to improve the quality of the JDS project administration.

Because the JDS Operating Committee in Mongolia is a large organization compared with those of other countries (three institutions in Japan and four institutions in Mongolia at present), it is necessary to check and review members of the Operating Committee in order to clarify responsibilities and smoothly manage the organization. Therefore, it was decided to review the member of the Operating Committee and consider the resuffle in this survey.

#### Low level of English skills

At the second phase of the new system, the average TOEFL (ITP) score of applicants is 427 points while that of final candidates is only 466 points. Some successful candidates score less than 400 points, and there are concerns about taking programs and writing a master's thesis in English in a master's program of a Japanese graduate school. In particular, the level of English skills of candidates is getting lower and lower year after year. While the average TOEFL score of JDS participants under the old system is 525 points, the average score of JDS participants under the new system (including the first phase) is 474 points. It is required to urge ministries and agencies to conduct training to improve English skills of employees and to improve English skills of participants also through the JDS project.

#### Underdeveloped follow-up system after returning to Mongolia

Until FY2014, the 13th year from the start of the JDS project in 2001, more than 200 JDS participants returned to Mongolia, but the follow-up system after returning to the home country

is still underdeveloped. The JDS Alumni Association Mongolia (JDSM) established in August 2005 has not implemented any activity since it held two study meetings in 2006. Although the Japanese University Graduates Association of Mongolia (hereinafter referred to as JUGAMO) that consists of Mongolian students sponsored by the Ministry of Education, Culture, Sports, Science and Technology of Japan and self-supporting students is proactively implementing activities in Mongolia (they studied in Japanese language), JDS fellows who received a master's degree in English and returned to Mongolia do not proactively participate in such activities.

It is indispensable to provide appropriate follow-up cooperation not only to help JDS participants use their experience of having studied abroad for actual operations but also to establish a more professional career of JDS participants and produce project outcomes. In addition, networking among JDS participants who understand Japan well strengthens the foundation of friendly relations between Japan and Mongolia, and it is required to make effective use of the assets created by the JDS project by involving the Japanese industrial circle and the Japanese government.

### **1-1-3. Socio-Economic Situation and Situation of Higher Education**

#### **(1) Social and Economic Situation**

Mongolia is a landlocked country between Russia and China; its land area is approximately four times as large as that of Japan, but its population is about three million. About half of them live in Ulaanbaatar, the capital, and populations of Erdenet, the second largest city, and Darkhan, the third largest city, are less than 100 thousands, respectively; difference in population density is large. Population of the City of Ulaanbaatar was 0.548 million in 1989 just before democracy and market economy were introduced, but it increased to 1.3 million in 2012.<sup>3</sup>

The annual average temperature is 0.1 degree below zero<sup>4</sup> and the daily average temperature is below zero for more than six months from October to April; sometimes it drops to 50 degrees below zero. Annual precipitation is low (200 to 220 mm on the average) and nearly 90% of rain falls in warm seasons.<sup>5</sup> Most of the land is located over 1,500 meters above sea level and is dry due to small amount of precipitation. In winter, there occurs serious air pollution in Ulaanbaatar due to smoke emission from coal for heating, which is not burned enough. Because a lot of people live in the countryside in short summer, it is quiet in Ulaanbaatar in July when application for the JDS project starts.

Because the City of Ulaanbaatar with many high-rise buildings was designed as a city for 0.5 million inhabitants during the days of the former Soviet Union,<sup>6</sup> the function of the city has not caught up with the growing population and traffic jams during morning and evening commuting

<sup>3</sup> "Ulaanbaatar: Capital of a Nomadic Country" by Shoko Ishii ("Grassland and Cities: Changing Mongolia"), 2015, Fubaisha, Inc.

<sup>4</sup> "Let's Explore Our Earth!" by the Ministry of Foreign Affairs ("Country Information," Observation site: Ulaanbaatar)

<sup>5</sup> "Natural Disasters and Resilience in Mongolia" by Yasuhiro Suzuki ("Grassland and Cities: Changing Mongolia"), 2015, Fubaisha, Inc.

<sup>6</sup> "Rapid Urbanization of Ulaanbaatar and the Yurt Areas Redevelopment Project" by Shoko Ishii ("Grassland and Cities: Changing Mongolia"), 2015, Fubaisha, Inc.

hours are getting serious. Moreover, as a result of the outflow of population from the countryside to the capital, low-income areas where people live in yurts, traditional portable houses, have been formed.<sup>7</sup>

In 1990, Mongolia shifted from the socialism system to democracy and market economy. Following a different path from those of the neighboring Central Asian countries which were member countries of the Soviet Union, the Mongolian government adopted both the floating currency system in response to hyperinflation and multiparty democracy and also started to privatize state-owned enterprises.<sup>8</sup> Under the Constitution revised in 1992, the unicameral State Great Assembly (76 members with four-year term) has been established as the central assembly and governments have been always changed as a result of six general elections until now. The next general election will be held in June 2016. There have been discussions about the revision of the Constitution for a long time with a focus on the correction of power balance among the President's Office, the legislative body and the administrative body as well as the restructuring of the local administration system.<sup>9</sup>

Per-capita gross national income (GNI) amounted to 4,280 dollars (2014) in Mongolia, which is classified as a high- or middle-income country by the World Bank. Mining and animal husbandry are basic industries and the government is promoting the development of mineral resources including molybdenum, copper, gold and coal as the world's rich country in mineral resources. In import and export, dependence on China and Russia is high; 90% of export is for China and petroleum-based fuel is 100% imported from Russia.<sup>10</sup> Animal husbandry (agriculture, forestry and fishery) as the other basic industry accounts for 14.4% of gross domestic product (GDP).<sup>11</sup> Due to the natural environment (cold and dry climate), 73% of the homeland is a grassland (secular grass-harvesting land and pastureland).

Since the late 1990s, except the financial crisis period from 2008 to 2009, Mongolia has been generally smoothly developing economy with a focus on the realization of market economy and the development of mineral resources. Meanwhile, the economic structure dependent on mineral resources is easily affected by the trend in international prices, and it is considered important to strengthen macroeconomic management including financial management and financial strengthening so that Mongolia may continue economic growth in the future, too. Recently, the Mongolian currency tugrik has drastically dropped against the dollar, affected by concerns about changes in resource prices and confusion due to restrictions on foreign investment, and inflation continues to be in progress. Furthermore, in consideration of dwindling enthusiasm for investment and increasing tendency of the ratio of non-performing loans included in outstanding loans, there is an urgent need to develop and strengthen the financial market. There are also concerns about the sluggish Chinese economy.

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<sup>7</sup> According to a survey by JICA in 2002, 45% of inhabitants in Ulaanbaatar live in the yurt areas. (Refer to "Progress in Land Privatization and Mentality of Nomads" by Shoko Ishii)

<sup>8</sup> "Final Report on Information Gathering and Confirmation Survey about Engineering Higher Education in Mongolia" by JICA, 2013

<sup>9</sup> "Annual Report 2015" by UNDP, February 2016

<sup>10</sup> "People and Life in Mongolia" by Tetsuya Inamura ("Grassland and Cities: Changing Mongolia"), 2015, Fubaisha, Inc.

<sup>11</sup> Website by the Ministry of Agriculture, Forestry and Fisheries:  
[http://www.maff.go.jp/j/kokusai/kokusei/kaigai\\_nogyo/k\\_gaikyo/mng.html](http://www.maff.go.jp/j/kokusai/kokusei/kaigai_nogyo/k_gaikyo/mng.html)

In order to stabilize the Mongolian macro economy, it is indispensable to diversify the economic structure and break dependence on mineral resources. To achieve this goal, it is considered important to strengthen competitiveness in the private sector, attract foreign direct investment and develop small- and medium-sized enterprises. In addition, it is required to improve the development and management of natural resources, to develop infrastructure and energy, to develop human resources and secure employment, and to build governance and an economic system necessary to achieve these objectives.

## **(2) Situation of Higher Education**

The foundation of the Mongolian education system was formed between the independence in 1921 and the democratization in 1990, which is nearly seventy years, affected by the education system of the former Soviet Union. Under the initiative of the central government, schools and dormitories were built in the vast land and tuition was free; the rate of literacy is as high as 97%. In the 1980s, Mongolian higher education was developed as a program contributing to planned economy and a professional program was introduced with the aim of developing human resources with high-level expertise for governments and state-owned enterprises.<sup>12</sup>

The school education system shifted from an eleven-year system (5-4-2) to a twelve-year system (5-4-3) in 2008 in accordance with the global standard. With regard to elementary and secondary education, integrated schools from elementary to junior high and senior high schools like those of the former Soviet Union are still generally spread. An undergraduate course at a university is from four to five years, and a master course is from one to two years. As of 2015, there were 16 national universities, 80 private universities and 5 overseas university branches in Mongolia.

The school attendance rate in higher education drastically increased from 30.2% in 2000 to 62.3% in 2013, which is higher than that of Japan (61.5% in 2012).<sup>13</sup> As for the gender-segregated school attendance rate, the school attendance rate of male students is 51.5% while that of female students is 73.3%, and in secondary education, the school attendance rate of male students is 91% while that of female students is 96%.<sup>14</sup> There is no big difference between men and women in elementary and secondary education, but the university entrance rate of female students is overwhelmingly higher than that of male students. Some experts say that it is due to the characteristics and ability of women who are active and have high academic achievement. On the other hand, there is a research paper pointing out that “it is because Mongolian parents in general regard that men can easily get any kind of jobs to survive, but women need to take better education to have economic stability and opportunities”.<sup>15</sup>

Improvement in the quality of education has not caught up with the significant increase of the

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<sup>12</sup> "Final Report on Information Gathering and Confirmation Survey about Engineering Higher Education in Mongolia" by JICA, 2013

<sup>13</sup> "World Development Indicator Online" by the World Bank (February 2016) and List of Main Indicators by Country by JICA (November 2015)

<sup>14</sup> "The World Children 2015 Country Statistical Table" by UNICEF, 2015

<sup>15</sup> "A study on women and development in Mongolia with the economies in transition" by Hisako Makimura, ("Study on Modern Society, Kyoto Women's university"), 2013



enrollment rate in higher education. For example, the ratio of teaching staff with PhDs at higher education facilities is only 24% in engineering and the number of students per teacher is 27.1 people at the Mongolian University of Science and Technology. In addition, the majority of students in higher education major in humanities or social science and the percentage of those who major in engineering is 23%.<sup>16</sup>

The government expenditure on education as a percentage of its GDP has increased from 6.1% in 2012 to 8.0% in 2013. The level of spending is similar to that of the socialist era, exceeding 5.8%, which is the average of OECD member countries. This level of public spending reflects the outrageous expenses of services provided to population dispersed over the vast land in a harsh climate. The Education Law guarantees spending of at least 20% of the government budget for educational purposes and education continues to account for a high percentage of the government expenditure. As is described above, education is highly prioritized in Mongolia with the largest percentage of the government budget and it was not reduced even when the world economic crisis occurred in 2008.<sup>17</sup> Even after 2011, the government budget on education remains comparatively high, around 15 to 20%, although it had a small increase or decrease year by year.<sup>18</sup>

#### **1-1-4. Mongolia's Development Plan**

In November 2015, the Law on Development Policy Planning was established at the State Great Assembly (equivalent to the Japanese Diet). The law establishes a basic legal framework in order to improve consistency among development policies by the national government, local governments and municipalities, clarify roles of relevant institutions under the PDCA cycle and stably succeed to and implement development policies in the medium- and long-term. In Mongolia where government changes frequently occur, the continuousness of policies has been a problem. From now on, under the law, political parties are obliged to make manifestos in accordance with the long-term development vision<sup>19</sup> before the general election scheduled in June 2016.

The "Long-term Sustainable Development Vision of Mongolia 2016–2030 (hereinafter referred to as the "Long-term Development Vision")" was deliberated at the State Great Assembly in January 2016. It is a long-term development policy that is being formulated in a bipartisan way, based on the basic philosophy of "national development vision to be shared beyond government changes." For the purpose of achieving the macroeconomic average growth rate of 6.8%, it aims to achieve per-capita GNI of 17,500 dollars by 2030. As policies to accomplish the goal, the following four pillars are established: (1) sustainable economic development, (2) sustainable social development, (3) green development, and (4) governance and business environment. The Long-term Development Vision is consistent with sustainable development goals (SDGs) agreed

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<sup>16</sup> "Project Pre-evaluation List on Support Activity for Engineering Higher Education in Mongolia" by JICA, 2014

<sup>17</sup> "Higher Education Reform Project Financial Analysis" by ADB, 2011

<sup>18</sup> Source: National Statistical Office of Mongolia; <http://www.1212.mn/statHtml/statHtml.do#>

<sup>19</sup> "Newsletter from JICA's Mongolia Office" by JICA, January 2016

by the United Nations, and Mongolia is evaluated by the United Nations as one of the countries that are making efforts to achieve SDGs ahead of the rest of the world.

### Long-term Sustainable Development Vision of Mongolia 2016–2030

- Goal
1. Macro economy: average growth of 6.8%
  2. Per-capita GNI: from 4,280 dollars (2014) to 17,500 dollars (2030)
  3. Importance on the strengthening of financial capacity of the governmental sections: foreign debt management

|   |   |   |  |
|---|---|---|--|
| <b>Policy 1</b><br><b>Sustainable economic development</b><br>Agriculture<br>Tourism<br>Industry<br>Energy<br>Economic infrastructure | <b>Policy 2</b><br><b>Sustainable social development</b><br>Fair society<br>High-quality health service<br>Intellectual society<br>Development of human resources | <b>Policy 3</b><br><b>Green development</b><br>Water resources development<br>Water supply system<br>Global warming countermeasures<br>Low-carbon society | <b>Policy 4</b><br><b>Governance and business environment</b><br>Reliable and efficient government<br>International business environment |
|---|---|---|--|

Policies for three sectors: economic development, social development and environmental conservation

- Economic development → priority on agriculture and tourism, shift to processing industry and infrastructure development
- Social development → focus on reduction in poverty and income gap and improvement in medical care and education
- Environmental conservation → green development and consideration for influence by global warming

**Figure 2 Long-term Sustainable Development Vision of Mongolia 2016–2030<sup>20</sup>**

#### 1-2. Background and Overview of the Grant Aid

As mentioned above, although Mongolia has recently recorded a high growth rate by developing mineral resources, its economic structure is fragile, drastically affected by changes in resource prices and economies of China and Russia, the two neighboring countries, as is shown by a drop in the economic growth rate from more than 17% in 2011 to an estimated 2.3% in 2015. In addition, because Mongolia is a country with scarce population (its total population is only about three million) and because the government has adopted a policy aspiring to “limited government” after the democratization in 1990’s, the number of employees of government organs and relevant ministries and agencies is generally small and the problem is the shortage of human resources with expertise to solve the above-mentioned problem. In order to diversify the industrial structure, create employment, improve legal systems, develop infrastructure and achieve sustainable economic growth, it is immediately necessary to develop government administrators who work for making up drafts and plans on development problems and improve their skills to solve development issues.

Sandwiched between China and Russia, Mongolia also occupies an important position in geopolitical terms. Ensuring that Mongolia enjoys economic growth while retaining its

<sup>20</sup> Created by citing briefing paper at the debrief meeting on the "Information Gathering and Confirmation Survey on Regional Comprehensive Development in Mongolia" by JICA

democratic system of government benefits Japan by contributing to peace and stability in the general northeast Asia region, which has a direct bearing on our national security as well as economic prosperity. In addition, Japan and Mongolia signed the Economic Partnership Agreement (EPA) in February 2015 which was the first one for Mongolia, and it is expected to further strengthen the bilateral relations.

Against this background, the Mongolia government has made a request to the Japanese government concerning an acceptance plan of fellows of the JDS project. It is expected that this project will improve administrative abilities and the training of government officers who will form the core for institution-building.

### **1-3. Civil Service System in Mongolia**

#### **(1) Administration system and government officers**

##### Framework of Mongolia's public servant personnel system

Mongolia was a socialist country until 1990. Under one-party rule, like many other socialist countries, its bureaucracy had been integrated into the party. The party had had the exclusive power to appoint personnel and selected bureaucrats from party members. For Mongolia, which joined democratic nations by conducting the first free election in 1990 and establishing a new constitution in 1992, building a new public servant personnel system suitable for a democratic regime was urgently needed.

The current framework of Mongolia's public servant personnel system is provided for in the following laws. Mongolia's Law on Government Service enacted in 1994 stipulates a basic public servant personnel system, such as classification of government officials, recruitment, power and authority, job class, compensation, evaluation, penal rules, and establishment of the Civil Service Council. The Public Sector Management and Finance Law enacted in 2002 stipulates fundamental relations of administrative systems, such as performance-based budget use system, personnel evaluation and performance contract for government officials. Labor Law of Mongolia is applicable to those who assume the position of support services, such as medical doctors and school personnel. Based on these laws, Civil Service Council, which is equivalent to National Personnel Authority of Japan, performs such tasks as qualifying examination for core government officials, establishment and oversight of personnel management standards, general coordination with other ministries and agencies, recommendation on improvement of salary and other working conditions and personnel administration, and protection of personnel's benefits as well as personnel training.

##### Classification of government officials

The second chapter of the Law on Government Service divides public services into four classes: political, administrative, special, and support service government official. It also defines government officials who are engaged in these services (see Table 3). Political positions include the ones that are filled by elections (parliamentary members, local assembly members, etc.),

those who are appointed by discretion of appointers (ministers, etc.), and assistants who directly report to them (advisers, aides, etc.). Administrative positions are the ones which handle general administrative duties, including staff of ministries, agencies, and local governments. Although senior officials such as state secretaries and Director Generals are also administrative positions, in reality, political influence reaches down to Director-level positions.<sup>21</sup> Special government officials are those who engage in social security and maintenance of public order, such as judges, military service officers, and police officers. Administrative and special government officials positions are considered core government posts, and those who take these positions are hired by qualifying examination. Support service government officials perform support services of the nation, such as medicine, education, science, culture, and art. Employment and working conditions of those who take support service positions are determined by contract of employment defined by Labor Law of Mongolia, not the Law on Government Service.

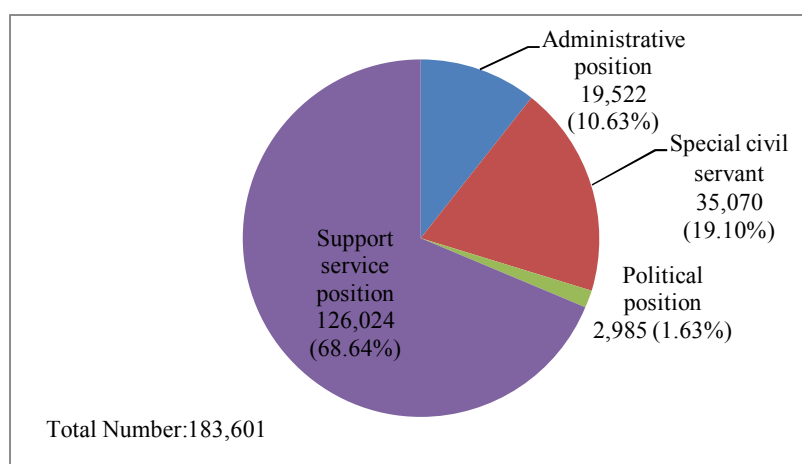
**Table 3 Classification of Government officials in Mongolia**

| Classification              | Description   | Example  |
|-----------------------------|---|--|
| Political position          | Filled by elections   | Parliamentary members, local assembly members, etc.          |
|                             | Appointed by discretion of appointers                                     | Ministers, etc.  |
|                             | Assistants who directly report to them                                    | Advisers, aides, etc.  |
| Administrative position     | Handles general administrative duties                                     | Staff of ministries, agencies, and local governments, etc.   |
| Special government official | Engages in such duties as social security and maintenance of public order | Judges, military service officers, and police officers, etc. |
| Support service position    | Performs support services of the nation                                   | Doctors, teachers, etc.                                      |

As of January 2015, the total number of Mongolia's government officials is 183,601, and among them, the number of administrative staff is 19,522, about 10% of all government officials. Among all administrative staff, the number of those who work for ministries and agencies and organizations supervised by ministries and agencies is 4,466. Because of the difference in population size, the numbers cannot be simply compared, but since the number of Japan's national government officials (regular category) as of the fiscal year 2015 was 342,000<sup>22</sup>, we can see that there are a very few national government officials in Mongolia. Small population and limited budget scale that supports bureaucracy compels Mongolia's bureaucratic system to be small accordingly.

<sup>21</sup> Interview with JDS returned fellows

<sup>22</sup> National Personnel Authority Pamphlet "2015 Profile of National Public Employees in Japan"



**Figure 3 Total number of government officials in Mongolia (By categories)<sup>23</sup>**

In the Law on Government Service revised in 2002, a new job class system divides administrative positions into five classes and 14 sub-classes (see Table 4). The head of bureaucracy is State Secretary. The position of Vice Minister, which used to be a political appointee, was abolished in November 2015.

**Table 4 Classification and Ranks of Administrative Positions**

| Classification    | Position   | Rank    |
|-------------------|--|---------|
| Leading officer   | State Secretary or equivalent positions                              | GA13-14 |
| Principal officer | Director General and Deputy Director-General or equivalent positions | GA10-12 |
| Senior officer    | Director and senior specialist or equivalent positions               | GA7-9   |
| Executive officer | Staff or equivalent positions  | GA4-6   |
| Assistant officer | Sum (village) staff or equivalent positions                          | GA1-3   |

### Recruitment

Civil Service Council administers qualifying examinations for core government officials. The Law on Government Service grants Civil Service Council the authority to invalidate any recruitment of government officials who have not passed the government official qualifying examination. In the Mongolia, the central government determines the number of regular staff of each ministry, agency and local government and their organizational structures. When a vacancy by retirement or other reasons occurs in any ministry, agency or local government, as a general rule, a staff member with the same rank is transferred or a member with the lower rank is promoted to fill the position. If the vacancy cannot be filled by these personnel measures, a new staff member is publicly sought and a qualifying examination is administered to fill the vacancy. However, unlike Japan where the civil service examination is held at fixed time of every year, the government official qualifying examination is held only when a position becomes vacant. Normally, after Civil Service Council receives the requests from ministries, agencies, and local

<sup>23</sup> Mongolia's Civil Service Council website: <http://www.csc.gov.mn/s/47/41>

governments which are hiring, it responds to the requests all together.

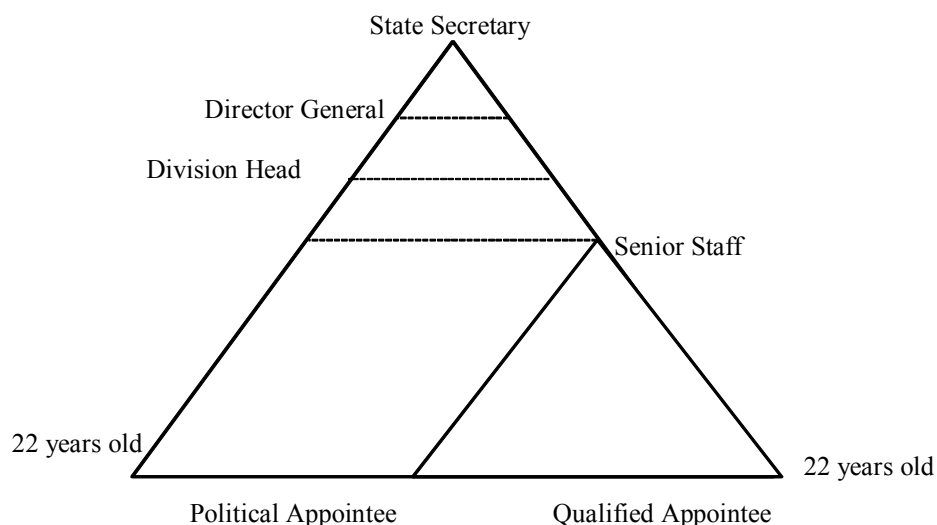
All candidates for national and local government officials take the same examination. Since the same examination is administered (unlike Japan where different examinations are administered for different types of government officials), there is no custom to distinguish "career-track" and "non-career-track" government officials. Each examination is divided into four parts (a total of 100 points): (1) knowledge of law (60 points), (2) document screening (10 points), (3) examination of skill (15 points), and (4) interview examination (15 points). In document screening, examinees' level of education, technical knowledge and job experience are evaluated comprehensively. It is said that good college GPA, experience of studying abroad in a developed country, and doctor's degree are considered favorably.

Among those who have passed four above-mentioned examinations, Civil Service Council recommends "appointment candidates" to ministries and agencies. Recommendations are made according to the exam scores, starting from the top scorer. Among the recommended candidates, appointers of each ministry and agency decide who to hire. Therefore, not all examinees who passed the examination will get a position. It appears that many people on the "appointment candidate list" fail to obtain employment. The appointment candidate list is effective for two years. If a candidate on the list fails to obtain employment during the time, he or she needs to re-take the examination.

#### Promotion and transfer (career path)

Mongolia's public servant personnel system does not have custom to make personnel transfers periodically at a fixed time of year. Moreover, there is also very little personnel transfers between different offices within a ministry.

It is specified in the Law on Government Service that promotion of government officials is based on their length of service, performance, and competence. However, in reality, the governing party frequently practices spoils system. Despite the fact that ministries and agencies can only make political appointments of ministers according to the Law on Government Service, after a general election every four years, wide-ranging personnel changes are made from state secretaries to senior officers. The following is the diagram of government official appointment and promotion in Mongolia where political appointment and merit system coexist.



**Figure 4 "Double Triangle" Promotion Model in Government Offices of Mongolia<sup>24</sup>**

It is clear that the career goals of political appointees and qualified appointees are different. In this system, qualified appointees are only able to reach up to senior officer (Director) of each ministry.

According to the survey "Changes in the state of Mongolia's democratic governance: 2007-2008" conducted in Mongolia with the support of United Nations Democracy Fund (UNDEF), to the question "What is the most difficult challenge in obtaining a public service position?" 70% answered it was cronyism. This number was 27% when the same survey was conducted in 2005. This result reveals that cronyism and political appointment retain a strong hold on the appointment of national government officials. Some people raise concerns about experience and expertise of these political appointees in administrative positions<sup>25</sup>.

#### Gender consideration

Law of Mongolia on Promotion of Gender Equality enacted in February 2011 stipulates gender consideration in Mongolia's public servant personnel system. The Law clearly states that gender bias should not be allowed among political appointees and senior administrative officers as shown in Table 5.

<sup>24</sup> Source: Naranbayar, P, "Mongolia's Public Servant Personnel System" (Excerpt from "Public Servant Personnel System in East Asia" 2013, p234)

<sup>25</sup> Interview with JDS returned fellows who had experience in working for the central government ministries and agencies

**Figure 5 Outline of Gender equality protection law**

|  | Positions   | Ratio of one sex |
|--|---|------------------|
| Political Appointee positions (ministers, etc) | Gorvernment, Aimag (Prefecture), Capital City                               | Higher than 15%  |
|  | Districts of Capital City   | Higher than 20%  |
|  | Sum (Municipal governments)   | Higher than 25%  |
|  | Khoroo (Areas)  | Higher than 30%  |
| Administrative Executives                      | State Secretary of ministries , Director General of agencies                | Higher than 15%  |
|  | Executive Official of other government organizations                        | Higher than 20%  |
|  | Director, Division Head, Section Head of ministries ,                       | Higher than 30%  |
|  | Director, Division Head, Section Head of Aimag, Capital City, Sum, District | Higher than 40%  |

According to the data as of January 2015 published by Civil Service Council<sup>26</sup>, women constitute about 24% of political appointees, 58% of administrative positions, 25% of special government official positions, and 70% of support service positions. Many researchers have mentioned that traditionally women have had more power in Mongolian society compared to other East Asian nations which have been strongly affected by Confucian ethics. One of other factors of such prominence may be that working women are common in Mongolian society as a result of the policy to support women's social advancement in the socialist era.

#### Administrative organization

As shown in Table 6, Mongolia's central administration organization consists of 15 ministries and 27 agencies. New Public Management (NPM) Reform was introduced by the parliamentary resolution of 1996 and "gentrification" of the national organization was promoted. That is, policies are formulated, coordinated, monitored and evaluated by ministries and implemented by agencies. There are two types of agencies. One type is called government implementing agencies, which implement policies, and another is called government regulatory agencies, which enforce laws and standards.

<sup>26</sup> Mongolia's Civil Service Council website: <http://www.csc.gov.mn/s/47/41>



**Table 6 National Government Organizations in Mongolia**

| Ministries   | Implementing Agencies   | Regulatory Agencies  |
|--|---|--|
| Ministry of Foreign Affairs                              |   |  |
| Ministry of Finance                                      | Mongolian Customs and Taxation  |  |
| Ministry of Justice                                      | General Authority for State Registration, General Archival Authority, General Authority for Implementing Court Decisions , Immigration Agency | National Police, General Authority for Border Protection   |
| Ministry of Education, Culture and Science               |   |  |
| Ministry of Defense                                      |   | General Staff of Mongolian Armed Forces  |
| Ministry of Industry                                     |   |  |
| Ministry of Construction and Urban Development           | Administration of Land Affairs, Geodesy and Cartography   |  |
| Ministry of Road and Transportation                      | Civil Aviation Authority  |  |
| Ministry of Mining                                       | Mineral Resources Authority, Petroleum Authority  |  |
| Ministry of Food and Agriculture                         | Agency for Veterinary and Animal Breeding   |  |
| Ministry of Environment, Green Development and Tourism   | National Agency for Metrology and Environmental Monitoring  |  |
| Ministry of Labour                                       |   |  |
| Ministry of Population Development and Social Protection | General Authority for Social Insurance, General Office of Social Welfare Service  |  |
| Ministry of Energy                                       |   |  |
| Ministry of Health and Sports                            |   |  |
| (Prime Minister's jurisdiction)                          | Invest Mongolia Agency  | General Intelligence Agency, Information, Communications Technology and Post Authority   |
| (Deputy Prime Minister's jurisdiction)                   | Procurement Policy Department<br>Intellectual Property Office   | General Agency for Specialized Inspection, National Emergency Management Agency, Authority for Fair Competition and Consumer Protection, Center of Standardization and Measurement |
| 15 Ministries  | 27 Agencies   |  |

## Issues

One of the administrative reform-related issues is that a succession of hasty administrative reform measures have been implemented before the stability and continuity of bureaucracy are established. One example is the organizational change performed at every turn of government. In Mongolia, every time general election results in administrative change, ministries and agencies are reformed or abolished. Table 7 summarizes the organizational changes in ministries and agencies from 1992 to 2016. Since 2004, only Ministry of Finance, Ministry of Justice, and Ministry of Defense have not been affected by reform or abolition.

**Table 7 Transition of reshuffle of government ministries in Mongolia**

| Year                 | 1992                         | 1996                 | 2000                         | 2004                 | 2008                 | 2012  | 2014<br>Oct. | 2014<br>Dec. |
|----------------------|------------------------------|----------------------|------------------------------|----------------------|----------------------|---|--------------|--------------|
| Number of Ministries | 13                           | 9                    | 11                           | 13                   | 11                   | 16  | 13           | 15           |
| Administration party | People's Revolutionary Party | Coalition government | People's Revolutionary Party | Coalition government | Coalition government | Coalition of Democratic Party, People's Revolutionary Party, Justice Coalition Party and Civil-will Green Party |              |              |

## **(2) Human resources development system**

Since the 2000s, a series of reform measures have been implemented aiming to improve the competence and efficiency of Mongolia's bureaucracy. The Public Sector Management and Finance Law enforced in 2003 introduced a performance contract system. This is modeled after NPM Reform implemented in New Zealand. A performance contract is renewed every year, signed between a subordinate and his/her superior by job class. Individual government officials' performances are evaluated. Promotion, salary increase, bonus, etc., are determined based on the performance.<sup>27</sup>

The Law on Government Service stipulates that Civil Service Council conducts training of government officials. Civil Service Council conducts training in accordance with the needs of ministries and agencies. In implementing training, Mongolian Academy of Sciences provides support. Language training is outsourced to an external language school. However, above training is limited, and ministries and agencies formulate and implement own personnel training plan.

Long-term training systems include "Mongolian Government Scholarship Program" sponsored by Ministry of Education, Culture and Science. Every year, the Program sends about 140 persons abroad to study (70 undergraduate, 70 graduate (master's) programs).<sup>28</sup> This Program targets both students and those who work for public or private sector. This Scholarship Program has been around, albeit small in size, from the early 2000s. Later funded

<sup>27</sup> Naranbayar, P, "Mongolia's Public Servant Personnel System" (Excerpt from "Public Servant Personnel System in East Asia" 2013)

<sup>28</sup> Interview with Director of Higher Education Division, Ministry of Education, Culture and Science

by private companies, such as a mineral resource company, Mongolia Education Foundation was established and a large-scale study abroad scholarship program was started in 2011.<sup>29</sup>

As for the budget for training government officials, staff training budget is decreasing due to financial difficulties of the Mongolian government.<sup>30</sup> Therefore many personnel training cases depend on the scholarship programs and training systems of foreign governments or international organizations.

#### **1-4. Trends of the Japan's ODA to Mongolia and Cooperation with the Private Sector**

##### **1-4-1. Trends of the Japanese ODA**

Ever since 1990 when the Mongolia shifted from a socialist country to democracy and market economy, Japan has been consistently the largest donor country, and the bilateral relationship is steadily growing in a wide range of areas. In 1996, the two countries set out the diplomatic goal of building a "Comprehensive Partnership." In 2010, the two countries agreed on the development of a "Strategic Partnership" as their shared goal. It focuses on strengthening cooperation in (1) promotion of high-level dialogue, (2) development of economic ties, (3) vitalization of people-to-people and cultural exchanges, and (4) efforts to cope with regional and global issues. In recent years, there are frequent mutual visits of VIPs between two countries. In particular, the second visit of Prime Minister Shinzo Abe to Mongolia in October 2015 was the first as an active Prime Minister of Japan, showing Japan's emphasis on Mongolia. In February 2015, Economic Partnership Agreement (EPA), the first of this kind for Mongolia, was concluded with Japan. It is anticipated that early effectuation of Japan-Mongolia EPA will further develop the economic ties between both countries.

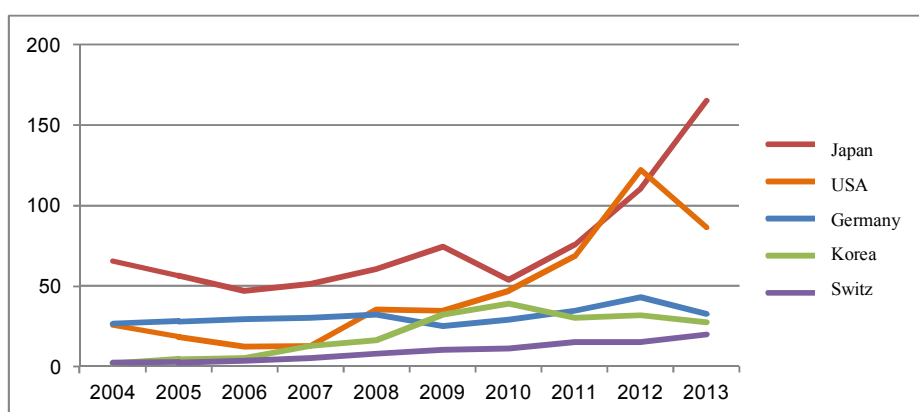
Along with the assistance given to Mongolia in the framework of bilateral cooperation, from 1991 to 2003 Japan had sponsored ten Mongolia Assistance Group Meetings in Tokyo jointly with World Bank. Since 2006, Mongolian Government/Donor Technical Meeting has been held in Ulaanbaatar. In addition, local donor meetings attended by major donor countries and international organizations as well as themed working groups and workshops sponsored by the Mongolian government and World Bank are held in Ulaanbaatar frequently. Japan has actively participated in these meetings, such as serving as a donor-side co-chair of the education sector working group jointly with Asian Development Bank as well as of the urban development planning sector working group jointly with Germany<sup>31</sup>. Changes in aid expenditure of major donors in recent years are shown in Figure 5.

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<sup>29</sup> JICA, Data Collection Survey on Mongolia's Higher Engineering Education-Final Report, 2013

<sup>30</sup> Interview with Ministry of Population Development and Social Welfare, Ministry of Labour, Ministry of Construction and Urban Development, and City Government of Ulaanbaatar

<sup>31</sup> Ministry of Foreign Affairs, "Country Data Book 2013"



**Figure 5 Changes in aid expenditure of major donors to Mongolia<sup>32</sup>**  
(dollars in millions, base on aggregate spending)

The country assistance policy for Mongolia formulated in May 2012 set forth the overall goal as "supporting the effort toward poverty reduction through sustainable economic growth" and focused on the three areas given below (see Table 8).

**Table 8 Country Assistance Policy for Mongolia by the Japanese Government**

| Basic Policy<br>(Overall Goal)   | Priority Areas<br>(Mid-term Goal)   | Development Issues<br>(Short-term Goal)   |
|--|---|---|
| Supporting the effort toward poverty reduction through sustainable economic growth | Sustainable development of mining sector and enhancement of governance    | <ul style="list-style-type: none"> <li>• Sustainable mining development</li> <li>• Enhancement of Governance Including Proper Management of Revenue from Natural Resources</li> </ul>                                 |
|  | Assisting inclusive growth  | <ul style="list-style-type: none"> <li>• Creation of employment focusing on small and medium sized enterprises with a view to diversifying industrial structure</li> <li>• Improving basic social services</li> </ul> |
|  | Enhancement of the capability and function of Ulaanbaatar as urban center | <ul style="list-style-type: none"> <li>• Improve infrastructure, urban planning, and management capacity</li> </ul>   |

In the 2015 fiscal year, JICA spent a year to conduct two extensive surveys. One of the surveys is Data Collection Survey on Investment Environment and Promotion to collect and analyze data about the state of investment environment and study the direction of private sector support in Mongolia. A workshop was held for the purpose of data collection from companies in Mongolia and views were exchanged regarding the possibility of business development in Japan, etc. After Japan-Mongolia EPA was signed in February 2015, Mongolian private sector's interest in Japan has been increasing.

Another survey is Information Gathering and Confirmation Survey on Regional Comprehensive

<sup>32</sup> OECD data: <http://www.oecd.org/>

Development in Mongolia that focuses on rural areas for achieving sustainable development in Mongolia. Specifically, it collected and analyzed data of such industries as tourism, agriculture and livestock farming, mining, and transportation, and proposed growth industries and leading investment areas.

In addition, one of big projects in progress is Project for Construction of Mongolia-Japan Teaching Hospital to build the first teaching hospital in Mongolia. This project is the record-scale grant aid in Mongolia and aims to not only build a center for training of medical doctors after their graduation but also is expected to function as a core hospital providing tertiary medical services with high priorities such as non-infectious diseases and secondary medical services for Ulaanbaatar City. Other projects in progress include Higher Engineering Education Development Project (ODA loan) to accept 1,000 engineering students from Mongolia, and New Ulaanbaatar International Airport Construction Project (ODA loan).

#### **1-4-2. Japanese government's scholarship programs**

As of May 2015, 208,000 international students (government-sponsored and privately-financed) are receiving education in Japan<sup>33</sup>. Looking at the number of international students by region of origin, students from Asian region account for 92.7%. As for the number of international students by nationality, we have 1,843 students from Mongolia, the 12th largest group overall. Mongolia with small population of about 3 million leads the world in the number of students studying abroad (opportunities to study abroad) per 10,000 citizens. The number of Mongolian students studying in Japan started to increase rapidly around 2002 when the JDS projects began in Mongolia. The number dropped because of the Great East Japan Earthquake in 2011, but it has been on the increase again lately (up 19% in 2015 from the previous year).

Mainly five organizations operate programs for Mongolian students studying in Japan sponsored by the Japanese government. There are three major types of programs which target administrative officers like JDS: Young Leaders' Program (YLP), a scholarship student program sponsored by Ministry of Education, Culture, Sports, Science and Technology; scholarship student programs operated with contributions from the Japanese government to international organizations; and JICA's long-term training programs. Table 9 describes the outlines of these programs.

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<sup>33</sup> JASSO, "Result of an Annual Survey of International Students in Japan 2015," 2016

**Table 9 Japanese government's scholarship programs**

| Organizations   | Project   | Purpose  |
|---|---|--|
| Ministry of Education, Culture, Sports, Science and Technology (MEXT) | The Japanese Government (Monbukagakusho) Scholarship            | To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.   |
| Japan Society for the Promotion of Science (JSPS)                     | JSPS Fellowship Programs for Overseas Researchers               | To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.   |
|   | RONPAKU (Dissertation PhD) Program                              | To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.  |
| Ministry of Foreign Affairs (MOFA)                                    | Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP) | To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.  |
|   | Japan-IMF Scholarship Program for Asia (JISPA)                  | This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officials</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a doctoral course in any university in Japan (not specified). |
|   | Asian Development Bank - Japan Scholarship Program (ADB-JSP)    | For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.   |

|                  |                                     |  |
|------------------|-------------------------------------|--|
| JICA             | Long Term Training Program          | A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.      |
|                  | ODA Loan Scholarship Program        | Dispatch exchange students to Japan in order to contribute to solve the development issues of developing countries by educating government officers, engineers and scholars.<br>This program covers wide range of courses such as short time, long term, bachelor, master and doctor.  |
| Japan Foundation | Japanese Studies Fellowship Program | In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months. |

**(1) The Japanese Government (Monbukagakusho) Scholarship (Ministry of Education, Culture, Sports, Science and Technology: MEXT)**

Japanese-government-sponsored scholarship programs for international students was started in 1954 and the first Japanese-government-sponsored students from Mongolia were accepted in 1976 based on a memorandum on cultural and science exchange between the two countries signed in 1974. Mongolia takes advantage of all the programs <sup>34</sup> to send Japanese-government-sponsored students to Japan, and 68 students were accepted in the 2014 fiscal year. Among them, 38 were graduate research students like JDS and four were YLP.

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<sup>34</sup> Japanese-government-sponsored scholarship for international students consists of the following six programs. (1) research students (2) undergraduate students, (3) college of technology students, (4) specialized training college students, (5) Japanese studies students, and (6) teacher training students.

**Table 10 Overview of Research Student and YLP in MEXT Scholarship Program**

| Program                              | Research Student  | Young Leaders Program (YLP)   |
|--------------------------------------|---|---|
| Purpose                              | To Promote the international cultural exchange between Japan and other countries, promote friendship and goodwill, while contributing to the development of human resources in other countries.<br>Students start as research students for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough. | To invite young government officers, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human intellectual network 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 improvement of policy formulations functions. 1 year Master's degree course. |
| Year started                         | 1954  | 2001  |
| Fields of study                      | All fields which Japanese graduate schools offer  | Public Administration/ Local Governance (GRIPS), Medical Administration (Nagoya University), Business Administration (Hitotsubashi University), Law (Kyushu University)   |
| Language                             | Japanese or English   | English   |
| fixed number of places               | Not fixed   | Not fixed   |
| Main qualifications and requirements | Age: under 35<br>Work Experience: no special experience is required. (Undergraduate students can apply.)  | Age: under 40 (except for business administration course), or under 35 (only for business administration course)<br>Work experience: has 3~5 years of actual work experience in the related field   |
| Selection of Candidates              | Recommendation by Japanese embassies and missions abroad, recommendation by universities  | Based on recommendations from the recommending institutions of the target country, document screening at Japanese accepting university, and final selection by MEXT YLP Committee   |
| Career examples of returned fellows  | Minister of Mining, Minister of Education Culture and Science, congressist, Director of the Strategic Policy Planning Department, the City Government of Ulaanbaatar  | Former Director of Ministry of Energy, Former Mongolia's Ambassador to the UN   |

**Table 11 Number of MEXT Scholarship students from Mongolia (by each program)**

| FY               | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------------|------|------|------|------|------|------|------|------|------|------|
| Research Student | 20   | 22   | 22   | 23   | 27   | 21   | 15   | 26   | 24   | 38   |
| YLP              | 2    | 6    | 2    | 5    | 3    | 2    | 1    | 2    | 2    | 4    |

Source: Embassy of Japan in Mongolia Website



## (2) JICA's Studying-abroad Projects in Mongolia

As shown in Table 12, three JICA projects are conducted including studying in Japan. There are two projects which target administrative officers like JDS in the mining sector, one of the major Industries and include masters programs: "Training Program for Human Resources Development in the Mining Sector" and "Kizuna Program." The former is a technical cooperation project with emphasis on short-term training in Japan and workshop in Mongolia, and its study in master's program is a complementary component. The latter targets not only Mongolia but also strategically important resource-endowed countries with personnel training needs in mining. The acceptance target from Mongolia is 14 persons over ten years from 2013 to 2023. Five persons (2 from Ministry of Mining, 2 from state-owned companies, and 1 from Mongolian University of Science and Technology) have already arrived, and two others (1 from Mongolian University of Science and Technology, 1 from National University of Mongolia) are scheduled to enroll in doctoral program in fall 2016.

The purpose of Higher Engineering Education Development Project is to train engineers needed by Mongolia's industries through enrichment in the quality and quantity of engineering education and research at two major universities in Mongolia (Mongolian University of Science and Technology and National University of Mongolia). During nine years from 2014 to 2023, a total of 1,000 students are scheduled to study at Japanese universities and colleges of technology to receive graduate-, undergraduate- and college of technology-level education. In Mongolia, it is widely known as "1,000 Engineer Project."

**Table 12 Studying-abroad Projects in Mongolia**

| Project         | Training Program for Human Resources Development in the Mining Sector   | Kizuna Program   | Higher Engineering Education Development Project   |
|-----------------|---|--|--|
| Scheme          | Technical cooperation project   | Technical cooperation project  | ODA loan   |
| Purpose         | To train personnel for mining development which gives consideration to mineral deposit environment                | To strengthen a network of personal contacts through training personnel of a developing country who will bear continuous mining development                            | To train engineers for industries through functional enhancement of higher engineering education |
| Target          | Ministry of Mining, Ministry of Finance, Ministry of Nature and Environment, National Development Committee, etc. | Ministry of Mining, Central Geological Laboratory of Mongolia, Mongolian University of Science and Technology  | Mongolian University of Science and Technology, National University of Mongolia                  |
| Training format | Short-term training in Japan, master's program, local workshop  | Internship at a government organization, a company, etc., in addition to research in master's or doctoral program. Conducting overseas survey with an academic advisor | College of technology, bachelor, master's program, doctoral program                              |

|                        |  |   |  |
|------------------------|--|---|--|
| Number of participants | Short-term: 10 persons/time x 3 times<br>Long-term: 4 persons  | Target: 14 persons (5 active)   | Target: 1,000 persons (100 master's program, 60 doctoral program, 200 college of technology, 320 twinning program, 320 non-degree)   |
| Accepted by            | Ministry of Economy, Trade and Industry, Agency of Natural Resources and Energy, Japan Oil, Gas and Metals National Corporation, International Institute for Mining Technology, Akita University | Akita University, Tohoku University, University of Tokyo, Waseda University, Kyoto University, Kyushu University, Hokkaido University | Nagaoka University of Technology, Kitami Institute of Technology, Nagoya Institute of Technology, Toyohashi University of Technology, Kyoto Institute of Technology, Kyushu University, and others |

### 1-4-3. Situation of private cooperation and exchange

The amount of trade between Japan and Mongolia in 2014 was approximately 36,379,000,000 yen, with imports to Japan from Mongolia accounting for approximately 1,809,000,000 yen and exports from Japan to Mongolia for approximately 34,570,000,000 yen, meaning that Japan has a significant export surplus. The major items imported from Mongolia to Japan are mineral resources (coal, fluorite), textile products, and general machinery, while the major exports from Japan to Mongolia are automobiles, general machinery, and construction and mining machinery. Direct investment from Japan is a cumulative total of 206.93 million dollars.<sup>35</sup> It exceeded 2 million dollars in 2011 and 2012, but after 2013 there has been a notable decline in direct investment from Japan. EPA negotiations between Japan and Mongolia were held seven times starting in June 2012, reaching broad agreement in July 2014, and the agreement was signed in February 2015. The number of branch offices of Japanese businesses opened in was 0, although there were 37 representative agencies and 356 companies that incorporated locally.<sup>36</sup>

#### (1) Examples of Private Sector Cooperation and Exchange

##### JUGAMO: Japanese University Graduates Association of Mongolia

JUGAMO was founded in 1995 by volunteers who had previously studied in Japan, with the goal of creating a network among returned fellows, strengthening ties between the two countries, and contributing to the growth of the Mongolian economy. The network now encompasses more than 1,400 people, and its chairman is MP D. Gankhuyag, while the chief secretary is Sojitz Ulaanbaatar Project Office head, Nasanbileg Batbayar. Its main activities are holding seminars, study sessions, sports events, supporting study abroad in Japan fairs, introducing and visiting its members businesses, and exchanges with the Japanese Society of Mongolia.

##### Kaizen Association

<sup>35</sup> As of September 2013, Foreign Investment and Foreign Trade Agency Mongolia (FIFTA)

<sup>36</sup> Ministry of Foreign Affairs Census of Japanese Living Abroad, FY2015 digest version

Founded in 2003 by a student from the second batch of the MOJC business course supported by JICA, it spreads Japanese-style business methods such as production and quality management learned in business courses, supports putting this knowledge into practice, and constructs networks. Its main activity is guidance to improve management by holding seminars or visiting companies. At present, business course students are automatically made members of the Kaizen Association, and some 800 people from 460 companies are registered. It does not receive any supporting funds from JICA or MOJC. The chairman is Mr. Ochirhuyag, president of Chinggis Beer, major beer company in Mongolia.

#### New Mongol Academy

The New Mongol Academy is a private educational institute that includes a primary and secondary school (Shine Mongol School) as well as New Mongol Technique Engineering College, and New Mongol Institute of Technology. It was founded in 2000 in the Mongolian capital of Ulaanbaatar with the support of numerous interested Japanese. Its curriculum, school meals, and club activities reflect many aspects of Japanese education, and it also has a focus on Japanese language teaching. Many of its graduates go on to study at famous universities in Japan, as well as the United States or China. It has 1,157 students (as of 2013). Its founder and president, Janchiv Galbadrakh, once a Mombusho scholarship student who obtained a Master's degree at Yamagata University, then completed his doctorate at Tohoku University. During this period, he developed an interest in the superior education offered by Japanese public high schools, and on his return to Mongolia, founded a school which incorporated Japanese educational methods. Shine Mongol High School also places a strong emphasis on students' academic and career paths post graduation, with its Career Center providing help for university entrance exam techniques and scholarship application methods. It has a strong alumna association, and every March holds a seminar in Tokyo for graduates who are scheduled to start or are already studying at Japanese universities.

## **(2) Success stories of private sector companies<sup>37</sup>**

#### Sankou Tech Mongolia Co., Ltd. (parts processing)

This is a fully-owned subsidiary of Sankou Tech Co., Ltd., headquartered in Honjo, Saitama. It was started up in February 2005 with capital of US\$15,000 and five employees, and at present it has seven machine centers (MC units) and 22 employees. The MC units are used to cut aluminium materials for pneumatic equipment parts and semiconductor manufacturing equipment parts with high precision.

The president and all the employees are Mongolians, while a Japanese advisor is posted as required. A number of staff, including the president, are graduates of the School of Mechanical Engineering of the Mongolian University of Science and Technology, and were also educated in practical education for three to four years at the Japanese head office factory, utilizing the

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<sup>37</sup> Extracted from JICA, "Mongolia Investment Guide 2013"

trainee dispatch program, where they learned processing technology, including advanced software creation, as well as Japanese.

Mongolia has few manufacturers using metal-working machinery, and there are even fewer machines that can process metal with high precision, so engineers with the ability to properly use advanced machinery are not being trained. The arrival of Sankou Tech had a major impact on companies with maintenance departments that carry out machine processing, and has also had a positive effect on university education fields. The Mongolian government also welcomes the arrival from Japan of more of this sort of metal-working machinery manufacturer, which is the core field of "manufacturing" (monozukuri).

#### **1-5. Trend of Other Donor's Aid**

Prior to 1990, students were limited to the Soviet Union or other socialist countries if they wanted to study abroad. However, these days, there are more and more scholarship programs for newly emerging nations like China and Turkey in addition to Western countries and competition between donors to snag top scholars is intensifying. Like the JDS, the Australia Awards Mongolia (AAM) and the Korea International Cooperation Agency (KOICA) scholarship programs are mainly designed to train government administrators for Mongolia. The AAM in particular is the biggest rival to the JDS, and is actively recruiting government officials to become students. Including the private sector, the Fulbright and Chevening scholarships are able to recruit top-class students from wide range. Germany has built the German-Mongolian Institute for Resources and Technology (GMIT) in the suburbs of Ulaanbaatar to support engineering fields, in addition to the DAAD scholarship program. Reforms to the Mongolian government official system include past examples of support from Canada.

**Table 13 Other Donor's Scholarship Programs in Mongolia**

| Program                        | Target                               | Degree  | Field of study   | Slot   |
|--------------------------------|--------------------------------------|---|--|--|
| Australia Awards Mongolia(AAM) | Government officers/Open recruitment | Master, Doctor                                      | Governance and Economic development, Natural resource and Environment, Health, Education and Social Services, Infrastructure, Science and Information Technology | 45 (Government officers 55%, Open recruitment 45%)   |
| KOICA Scholarship              | Government officers                  | Master (Most of programs are 1 year)                | Field related to development (Teaching language is English)  | Approximately 10 people (depending on year)  |
| Chevening Scholarship          | Open recruitment                     | Master (1year)                                      | Climate change, Democracy, environment protection, Governance  | Approximately 10 people (depending on year)  |
| Fulbright Scholarship          | Open recruitment                     | Master  | Science, Technology, Mining, Public health, Environment  | 10~15 people   |
| DAAD <sup>38</sup>             | Open recruitment                     | None specified                                      | None specified   | Unclear  |
| Russian government scholarship | Open recruitment                     | Bachelor, Master, Doctor, Induction course, academy | None specified (Teaching language is Russian)  | 383 people (Actual number of FY2015)<br>Bachelor:122, Master:22, Doctor:20, Induction course, academy 78 |
| Chinese government scholarship | Open recruitment                     | Bachelor, Master, Doctor                            | None specified (Teaching language is Chinese)  | 128 people (Actual number of FY2015)<br>Bachelor:78, Master and Doctor:50                                |
| Turkey government scholarship  | Open recruitment                     | Bachelor, Master, Doctor                            | None specified (Teaching language is Turkey and English)   | Approximately 60 people  |

#### Australia Awards Mongolia : AAM

The AAM program was launched in 2013, but the Australian government had been providing scholarships through a range of methods from 1993. The AAM's predecessor, the Development Awards and Australia Awards, were started in 2003, and so far more than 200 students have been awarded degrees (master's or doctorates) at Australian graduate schools.

The AAM narrows its candidates down to three specific priority fields. These targets are the public sector, private sector, and doctoral courses. The public sector includes central and

<sup>38</sup> Der Deutsche Akademische Austauschdienst, established in cooperation with German universities

regional government bodies, public universities, hospitals and schools, and state-owned enterprises. The private sector includes private corporations, organizations, NGOs, private health and educational institutions, and local offices for international organizations. The doctoral course is targeted at both sectors. Practitioners in the middle of their careers are targeted for master's courses, and researchers in the middle of their careers are targeted for doctoral courses.

When the program started, it was aimed at the public sector alone, like the JDS project, but in 2008 it expanded to include the private sector as well. By setting specific priority fields (Employment Sectors, Fields of Study, Specializations), it employs a sector approach that contributes to the development of these priority sectors. As a result, there has been an increase in the number of applicants and links have been strengthened with the mining sector through incorporating state-owned enterprises.

In the AAM, in the master's course an English score of 5.0 in IELTS (PBT 500 points for TOEFL) is required to apply. Candidates must obtain their English scores themselves and submit them with the application. The normal acceptance conditions for Australian universities requires 6.5 in IELTS (at least 6.0 in the sub-band), so candidates must get at least this score or they will not be allowed to enroll. Some universities or courses may have even higher English requirements. Candidates who meet the requirements are provided with up to nine months of English training in Mongolia. Candidates with scores higher than 6.5 in IELTS are allowed to study in Australia. Other qualification requirements include an undergraduate GPA of at least 3.0 and at least two years of practical work experience in a priority field.

Even though the English requirements are very strict, this program is very popular in Mongolia as English training is provided as part of the scholarship. According to interviews with the AAM representative agency, some 700 people register online and some 500 actually submit the application documents.

In the AAM, there is an abundance of budget for recruiting activities, and so newspaper ads, social networking services (SNS), web videos, or displaying ads on the Mongolian Ministry of Education, Culture and Science website. They also actively recruit regionally. Interviews are conducted by officers from the Australian Department of Foreign Affairs and Trade (DFAT) as well as the agency (consultants) who help select candidates.

As it is for all target countries, the AAM uses an inclusive strategy based around the three pillars of (1) sexual equality, (2) support for the disabled, and (3) regional support. These pillars are stipulated in the selection criteria column in the application guidelines.

AAM launched its alumni network strategy in 2013, and is promoting the formation of personal networks and exchanges among returned fellows. The benefits of these activities are not just the alumni, but the Mongolian government, the Australian government, organizations the alumni belong to, the industrial world, universities, and so on. The AAM provides funds to support the Mongolia-Australia Friendship Society (the Mozzies). As part of this, it launched the Women's Leadership Program (WLP). The WLP is designed to improve leadership skills of returned fellows and enhance the development of specialist abilities. From 2014, three-day practical

training sessions have been held in Mongolia, attended by 20 people each time. Instructors included the Australian consul-general, the chief of the AAM, professors from Queensland University of Technology, and the chief secretary of the Mongolian National Committee on Gender Equality. First-batch fellows also participated in the second training, sharing their experiences with second-batch fellows, and providing a way to expand personal networks. In this way, the AAM is carrying out advanced initiatives in Mongolia, and is welcomed by the central government ministries and agencies we visited during this local survey. However, the Australian government announced in May 2015 that it is cutting assistance budgets for a number of countries, including Mongolia. Therefore there will be no recruitment for the AAM in 2016.<sup>39</sup>

#### Chevening Scholarship

The Chevening Scholarship is a nationally-funded overseas study scheme from the British government that started in 1983. Designed to foster young global elite, including from Japan, it provides a one-year master's course. In 2016, it is scheduled to be awarded to more than 1,500 people from around the world. It makes effective use of social media such as Facebook and Twitter, and of graduates and current fellows, who share their experiences. Applicants in each country can apply using an online system, making it easy to apply. The application period is from early August to early November, which is similar to the JDS. The deadline for applications is the same for all target countries. The British government bears only 50% of the costs, sharing the costs with the Mongolian government. In Mongolia, the Ministry of Education, Culture and Science is in charge. There were about 180 applicants in 2014. Three of the seven successful applicants were selected from the ministries and agencies. The candidates themselves can select the universities they wish to attend, but the partner universities are selected by the program. If a candidate chooses a university with fees that are more than the set scholarship, they can still attend if they make up the difference themselves. Priority target fields are set, but they are broadly separated themes, and there is no need to carry out research that precisely matches the field.

#### Fulbright Scholarship

The Fulbright Scholarship is noted for selecting only the very best candidates from among a general recruitment. There are no age restrictions or priority bodies, and they attempt to ensure high quality students from a wide demographic range, including regional areas. The Fulbright Commission runs the program as an operating committee made up of members from the Mongolian government and the United States embassy, and selects the students. The program uses a cost-sharing scheme with the Mongolian government. Fulbright graduates are also involved with the selection process by serving as interviewers. Some 300 to 400 apply for this scholarship. English requirements are 85 iBT points in TOEFL (550 PBT points) or 6.5 in IELTS.

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<sup>39</sup> From an interview with the Australian ambassador to Mongolia

## **1-6. Situation and Needs for Human Resource Development in Target Organizations**

Survey of the Target Organizations was conducted with the questionnaires shown below, in order to validate the situation of Target Organizations such as the 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, and the number of potential JDS candidates in the Target Organization (e.g., number of employees who meet qualifications and requirements, such as English proficiency), among others.

### **(1) Questionnaire overview**

A questionnaire was carried out with target agencies for Phase 2 using the new system in December 2015. The questionnaire form was prepared in Mongolian, and answers were translated into Japanese.

- Questionnaire forms sent out: December 14, 2015
- Deadline: January 29, 2016
- Targets: 36 organizations (target agencies under Phase 2 of the new system)
- Response rate: 44.4% (16 out of 36 agencies responded)

### **(2) Interviews overview**

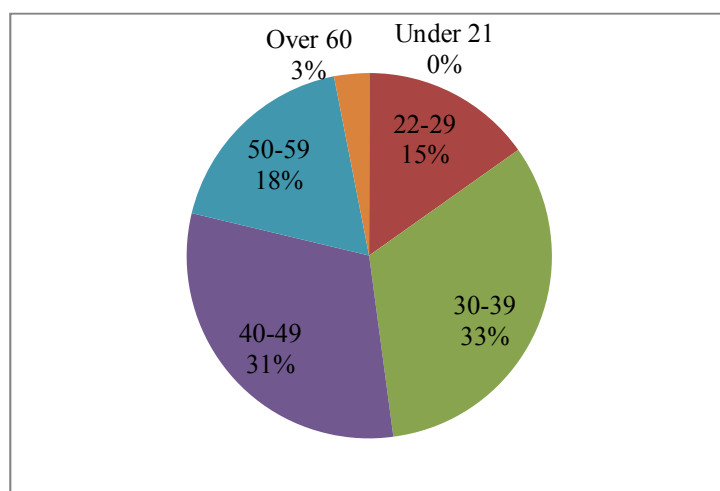
Building on the results of the questionnaire and the analysis of existing materials in Japan, local surveys were conducted in Mongolia in January and March 2016, visiting 29 major agencies to interview people regarding the needs of personnel training and development issues. In addition, requests feedback for the results of the Phase 2 recruitment selection under the new system and for cooperation with the next phase were also made. At the target agencies, in addition to the persons in charge of the JDS project in Human Resources, the persons in charge of other JICA projects currently under way were also invited to allow us to ask about the possibilities of links with JDS, requests for JDS based on other JICA projects, and so on.

### **(3) Findings of both surveys**

#### Potential candidate population

According to the questionnaires, the average number of staff in the 16 agencies that responded was 260. Leaving aside universities, etc. and just looking at central government ministries and agencies, the average number of staff was 120. In terms of age, staff between 22 and 39, the age range during which they are eligible for the JDS project, accounted for 48% of the total. In the Financial Regulatory Commission, staff under 40 accounted for 78%, while in the Ministry of Education, Culture and Science they were no more than 32%. We found that, while there are differences in the make-up of younger people depending on organization, staff in the target age range for JDS, the 20s and 30s, made up about half of all staff total.





**Figure 6 Age composition of target organizations**

From the interviews, we learned that there are increasing numbers of staff in the Ministry of Finance, the Bank of Mongolia, and the Authority for Fair Competition and Consumer Protection. At the Ministry of Finance in particular there has been an increase in hires of younger staff. At the Bank of Mongolia, we were told that more than a hundred new staff have been taken on in the past two years. The Authority for Fair Competition and Consumer Protection is scheduled to hire staff from the regional areas.

The male-female ratio was four to six. Women account for 59% of the applicants for the JDS project in Mongolia (for the 2015 academic year), and we learned that there are a lot of women in the potential candidate population.

In terms of employment type, more than 90% are full-time staff, and there is very few contract-based staff. However, 40% of the 16 agencies who responded noted that they hired between 10 and 19 each year, suggesting a high level of employment mobility.

In terms of degrees held by staff, 69% have bachelor's degrees and 28% have master's degrees. Only 3% have doctorates, and most of these are staff in the Ministry of Education, Culture and Science, universities, and research institutions (however, questionnaire responses do not include the Bank of Mongolia or the Ministry of Finance).

English abilities were not able to be measured accurately due to most agencies not being aware of their employees' English test scores, but if the staff aged between 22 and 39 in the 16 responding agencies, 11% had scores of at least iBT 32 in TOEFL (PBT 400 points) or 4.5 in IELTS. There are also five employees in the Ministry of Road, Transportation, Construction and Urban Development and five in the Ministry of Education, Culture and Science with N1 level in the Japanese Language Proficiency Test.

#### Development issues and personnel training needs

The priority fields and development issues for the 11 agencies that we confirmed through interviews have been summarized in Table 14.

**Table 14 Priority area and development issues in main target organizations**

| Organization   | Priority areas and development issues   |
|--|---|
| Ministry of Finance                                      | Fiscal stability, macro-economic analysis, credit management, Policy planning and implementation  |
| Mongolian Customs and Taxation                           | Business environmental arrangement, international taxation, international custom criteria, export promotion of agriculture product, information supplement to Japanese market about Mongolian products  |
| Ministry of Food and Agriculture                         | Farming biotechnology, contagious disease scholar, human development in producing from innovation, specialists of breeding related to genetic assessment, agricultural economist specialized in agricultural insurance or agricultural trade, irrigation engineer, agronomist, food proceeding engineer and food biotechnology. |
| Ministry of Mining                                       | Negotiation and management of international agreement with international companies, uranium development, micro mining development   |
| Ministry of Energy                                       | Renewable energy, energy saving and energy regulation   |
| Ministry of Population Development and Social Protection | Social welfare field: Social health insurance system<br>Population and development field: women and youth support   |
| Ministry of Road and Transportation                      | Urban planning, gauge of construction, safety management, earthquake resistant, construction planning (engineer, specialist), quality management  |
| Ministry of Environment, Green Development and Tourism   | Environment assessment (plants, animals, air etc), sustainable development, environment management, social science  |
| Authority for Fair Competition and Consumer Protection   | Execution and operation of implementation and unfair competition prevention law, evaluation of unfair competition and educational activity  |
| Mongolian University of Science and Technology           | Biotechnology, material science, energy resource, mining resource, Urban planning, environmental science, business-academia collaboration   |
| Ulaanbaatar City Government                              | Urban planning, land planning, mid-long term Policy planning, financing, project management, international finance, international environment policy  |

The Ministry of Food, Agriculture and Light Industry noted that while it has personnel training needs in the agricultural field, this is not covered by the JDS project. The Ministry stated strongly that diversification of the industrial structure includes development potential for agriculture and livestock farming, one of the core industries, and in order to link innovation through research and development to production, it is necessary to train specialists in the various priority fields.

In light of the situation where numerous foreign-based companies are moving into Mongolia, the Ministry of Mining hopes for the training of staff with specializations that allow them to take charge of work related to international contracts. When a contract was signed with a Chinese company called Xinhua, an international lawyer was hired to carry out contract negotiations, but even if there are no language issues, there is a lack of people who have legal knowledge and experience. In future, it will be necessary to have discussions on 13 mineral deposits, including the Oyu Tolgoi mine and the Tavan Tolgoi mine, and so training people in the fields of international contract negotiation and law is an urgent issue. In addition, the

Ministry of Mining is hoping for people educated in uranium. Previously, the Uranium Management Committee was responsible for this, but at present the Policymaking Bureau of the Ministry of Mining has jurisdiction. There are seven uranium-related mines in Mongolia. In addition, the Ministry of Mining wishes to have people educated in the "micro-mining" development field, and requires specialists with more specific specializations. Development of micro-mining requires training personnel as there are few with experience in this area, not just in the Policy Implementation Management Bureau of the Ministry of Mining but also in other ministries and agencies.

The Ministry of Energy has formulated a national energy development plan that will take it to the year 2030. This plan involves the construction of thermal, hydro, and wind-power plants, so people who can undertake the construction design, as well as the operation, of these power plants are needed. Globally, the trend is shifting from coal-fired thermal plants to the use of sustainable renewable energy, and Mongolia is no exception, so it needs to train specialists and engineers for the field.

The Ministry of Road, Transportation, Construction and Urban Development needs specialists and engineers who can handle the construction of new airports and railways. The resources taken from mines will need to be transported in ways that are considerate of the environment, and laws related to this also need to be developed. In addition, there are not enough people in Mongolia with the knowledge and technical expertise needed for infrastructure development such as new airports, railways, and roads, so some 300 to 400 foreign engineers are currently working in the country, and 5,000 foreign workers are accepted each year. The Ministry of Road, Transportation, Construction and Urban Development is preparing a list of the personnel training it requires to deal with these infrastructure needs.

At the Ministry of Population Development and Social Welfare, the pension calculation specialists are scheduled to retire, so two or three staff members need to be trained as their replacements. In addition, training office workers, rather than just training staff in the social insurance field or those in charge of sectors is also an issue.

The City of Ulaanbaatar is constantly in need of personnel training, and always includes capacity strengthening even for other donors' projects. The city's HR Bureau is cooperative, and people with experience studying in Japan occupy important posts, so there are more and more applicants for the JDS project. In addition, agriculture and livestock farming is one of the core industries, and at present there is a plan to supply 80% of the city's milk from the city periphery, so dairy farming is a key theme. In addition, in the agricultural field links are expected with small and medium enterprises as well, and the city considers this an area second only in importance to the development of urban functions, so there is a strong desire for an agricultural component, and agricultural finance is also seen as a key theme.

The Court Council needs not only lawyers and judges to be trained, but also the office workers who support their work. They also stated that they wished people to be recruited from the regional areas.

In the field survey conducted in January 2016, we talked with principals of Mongolian colleges

of technology which have incorporated curriculums from Japanese colleges of technology. At present, in order to wean Mongolia from its economic dependence on its resources as well as China and Russia, the country needs industries that can form a new foundation. Therefore, training engineers is an urgent issue, and Japanese-style colleges of technology are expected to play a major role in the development of Mongolia. To industrialize the country, they need more and better engineers on site who can take responsibility for industry. Mongolia has a high level of student admission to higher education, so there are a lot of top management staff with university degrees who are responsible for running companies, but there is a lack of engineers from industrial high schools or vocational training schools.

#### Existence of personnel training systems

In the questionnaire, when the existence of internal training systems was asked, 14 of the 16 agencies who responded replied that such internal training systems were present. Of these, at 11 agencies English training by external instructors or financial assistance for commuting to external language schools is provided. Moreover, in 9 organizations, skill-enhancement training is carried out in specialist fields.

The Financial Regulatory Commission carries out English training for its staff with the support of the Luxembourg government.<sup>40</sup> The Ministry of Population Development and Social Welfare carries out training for the people in charge of human resources using specialists from Australia, and has prepared a human resources development plan. The Ministry of Labor has also prepared a human resources development plan, and is waiting for approval from the government. The Ministry has solid HR, and is cooperative in recruiting for the JDS project. As an organization, it encourages its staff to obtain master's and doctoral degrees. The Ministry of Energy is requesting technical support from external donors for preparing a human resources development plan.

All of these organizations face shrinking budgets for staff training due to the government's financial worries. At the Ministry of Population Development and Social Welfare, there was a budget in 2013 for staff to obtain master's and doctoral degrees in Mongolia, as well as financial support for English training to accomplish this, but budget cuts have meant that the human resources development budget itself has been abolished in 2016.

#### Pros and cons of target agency system

When their wishes regarding target agency systems and open recruitment were checked in the questionnaire, of the 15 agencies that responded (1 agency did not respond to this section), 11, or about 70%, expressed a preference for open recruitment.

In the interviews, most ministries and agencies expressed wishes for an expansion of target fields where the target agencies could apply. There was agreement to abolishing the target agency system and allowing all government officials to apply openly.

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<sup>40</sup> LUXDEV website: <http://www.lux-development.lu/en/activities/project/MON/004>

The Ministry of Mining and the Ministry of Energy expressed a wish for state-owned enterprises to be included. At present, of the target agencies under the jurisdiction of the Ministry of Mining, the Central Geological Laboratory of Mongolia is actively participating in JDS, but the ministry would like to train personnel in its state-owned enterprises rather than the laboratory. Specifically, Erdenes Mongol, Erdenes Tavan Tolgoi, Erdenes Oyu Tolgoi, Erdenet, Baganuur and other SOEs. The work is different to that of administrators, but they are both organizations that work for the country, so the ministry is very keen to have SEOs included as target agencies in the future.

The Ministry of Energy has 22 SOEs (100%-owned by the state), and 20% of its more than 10,000 employees are engineers. Engineer training is an urgent issue for Mongolia, so the ministry is keen to have them included as target agencies.

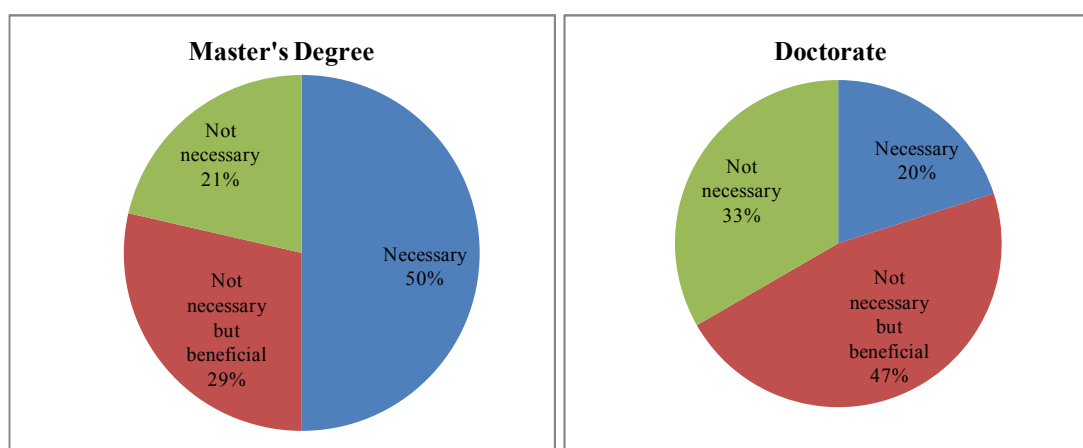
At the Ministry of the Environment, Green Development and Tourism there is a lack of people with knowledge of the humanities and social sciences, and as it wishes to train people who can take charge of management as well as be professionals in environmental fields in the future, the ministry is keen to be added as a priority ministry and agency in both the economic and management fields, stating that they need interdisciplinary knowledge to formulate national policies.

The Civil Service Council requested that they also be added as a target agency. The Council proposed that the Constitutional Court and the Secretariat of the State Great Assembly should also be added, as they are key organizations for the country yet are not currently included as target agencies.

The Bank of Mongolia requested that it be included in the legal field in addition to the economics and management fields. At present, only the AAM provides a framework for accepting students in the legal field.

#### Needs for doctorate programs

When the necessity of master's degrees and doctorates in order to advance to director general level was asked in the questionnaire, half of the agencies responded that a master's degree was necessary. Those that responded that a doctorate was either "necessary" or "not necessary but beneficial" was 67%. The agencies responding that doctorates were "necessary" were universities and research institutions.



**Figure 7 Necessity of Post-Graduate Degrees for Advancing to Director General Level in Ministries, etc.**

Concerning accepting JDS participants to doctoral courses, in the interviews we found that the opinions of target agencies were split into three. Those demonstrating a strong need for doctoral programs were those where many of the staff already had master's degrees, and a doctorate was needed for their career paths. In particular, at the Bank of Mongolia, the central bank of Mongolia, having a master's degree is expected, and doctoral level specialist knowledge is required for formulating macro-economic policies. At the National University of Mongolia and the Mongolian University of Science and Technology, which we visited locally, improving the quality of education was an issue, and as part of that, their goal was increasing the ratio of faculty members with doctorates. Ministry of Education, Culture and Science mentioned that in addition to the needs of these universities, doctoral degrees are necessary for the central ministries in Mongolia from a long term perspective, and capacity building of government officials who are able to make policies from a macroscopic perspective is integral.

At agencies which requested both doctoral and master's degree quotas, more than half responded that the doctoral quota was seen as more academic, and not connected with promotion. Promotion is more concerned with actual work experience and performance.

Agencies which requested an increase in the number of participants in the master's degree rather than accepting JDS participants to doctoral programs said that a master's degree was more necessary for careers. At the Ministry of Finance, a master's degree is required to become management level. The Ministry of the Environment, Green Development and Tourism noted that even if someone had a doctorate, they will not be able to make full use of their research results as an administrator.

**Table 15 Result of survey regarding need for doctoral programs**

| Needs  | Responded Organizations  |
|--|--|
| Strong need for doctoral courses   | Bank of Mongolia, Ministry of Labour, Ministry of Population Development and Social Protection, Mongolian University of Science and Technology, National University of Mongolia, Mongolian Stock Exchange            |
| Need for both doctoral and master's program                                  | Ministry of Energy, Mongolian Customs and Taxation, Judicial Council, Authority for Fair Competition and Consumer Protection   |
| Stronger need for additional slots for master program than doctoral program. | Ministry of Finance, Ministry of Construction and Urban Development, Ministry of Road and Transportation, Ministry of Environment and Green Development, Financial Regulatory Committee, Ulaanbaatar City Government |

Many agencies, such as the Bank of Mongolia, the Financial Regulatory Commission, the National University of Mongolia and the Mongolian University of Science and Technology, said that those eligible for the doctoral program should not be restricted to former JDS fellows, but include staff who obtained their master's degrees in other countries, such as Australia, and opened up widely to all staff who needed doctorates. In addition, the Ministry of Labor noted that if restricted to just JDS fellows, it would take time to arrange candidates who could meet the selection criteria. The JDS project brought in the new system in 2009, and before then about half of the fellows were from private sector companies, so one cause for this is that there are fewer former JDS fellows in administration than other countries. The colleges of technology noted that it was important that fellows be sent home without fail after obtaining their degree and place back in their old organizations. The principal of the Shine Mongol High School, who himself has a master's degree from Japan and a doctoral degree from Mongolia also noted that while he had work experience in the then Ministry of the Environment, doctoral courses are very specialized worlds, limited to very specific academic fields, and so probably not really necessary for Mongolian administrators.

Most of the agencies felt that restricting the age range to 40 or under could limit the number of applicants, so it might be better to expand this to 45 or under at the recruitment stage.

#### Selection of accepting university

Regarding the accepting universities for "1-1 Environmentally Considerate Mining and Resource Development" that was an issue in the survey on universities' requests, the Ministry of Mining and the Ministry of the Environment, Green Development and Tourism expressed wishes for policymaking-related fields rather than resource engineering. The Ministry of Education, Culture and Science, which serves as the chair of the operating committee, stated that environmental management was broader and more important than resource engineering, and while resource development is well advanced, environmental management and preservation will be more important in future, and have a higher priority.

The Ministry of Food, Agriculture and Light Industry noted that universities specialized in agriculture, such as Hokkaido University and Obihiro University of Agriculture and Veterinary

Medicine, which have relationships with Mongolia, would be preferable.

### Requests for the JDS

#### **(1) Setting Target Fields of Study**

From a number of the ministries and agencies we visited locally, we were told that the JDS program quota does not fit their needs or the work that they do. In addition, the ministries and agencies noted how hard it could be to understand the target agency system or quota tables that summarize the priority development fields and key fields of the JDS project. For example, at the Ministry of Road, Transportation, Construction and Urban Development, JDS Priority Area 3 was focused on the urban development and environmental policies for the city of Ulaanbaatar, so it was felt that this did not match the development issues and personnel training needs of the ministry, which is responsible for roads and transport throughout Mongolia. In addition, the Ministry of Energy also noted that Component "3-1 Development Engineering" was vague, as it was unclear as to whether it had to be a field related to urban development, or could be something else.

#### **(2) Revisions to Pledge**

The Mongolian Stock Exchange has noted that the two-party contract between the JDS fellow and their organization that is signed before the JDS fellow leaves to study to ensure that the JDS fellow returns to the same post they occupied previously, is a document that does not comply with the Mongolian Public Offices Act, and cannot be binding. The Public Offices Act requires "returning to a similar post." In addition, one of the signatories to the two-party contract is set as the head of the organization, but as there is a high chance that they will be replaced by the time the JDS fellow returns, the opinion was offered that it should be the administrative director in charge of human resources instead. In addition, there was a request that a copy of the two-party contract be shared with the human resources department as well.

The Ministry of Energy proposed the introduction of three-party contracts, like the AAM. In the AAM, a three-party contract is signed between the JDS fellow, their organization, and the operating committee, which is useful in terms of human resources management for the organization as well.

Similarly, the Civil Service Council also proposed the introduction of a three-party contract to provide a measure for returning to work. Previously, the JDS has only used two-party contracts signed between the JDS fellow and their organization, and the Civil Service Council has not been able to be involved as it is not a party to the contract. If it was included in a three-party contract, it would be able to request the issue of a letter, etc. from ministries and agencies that did not let the JDS fellow return to their previous post. The AAM uses three-party contracts, and has a higher rate of returning to workplaces than the JDS. Thus they would like the JDS to include the Civil Service Council in three-party contracts.



### (3) Request for Feedback on Recruitment Selection

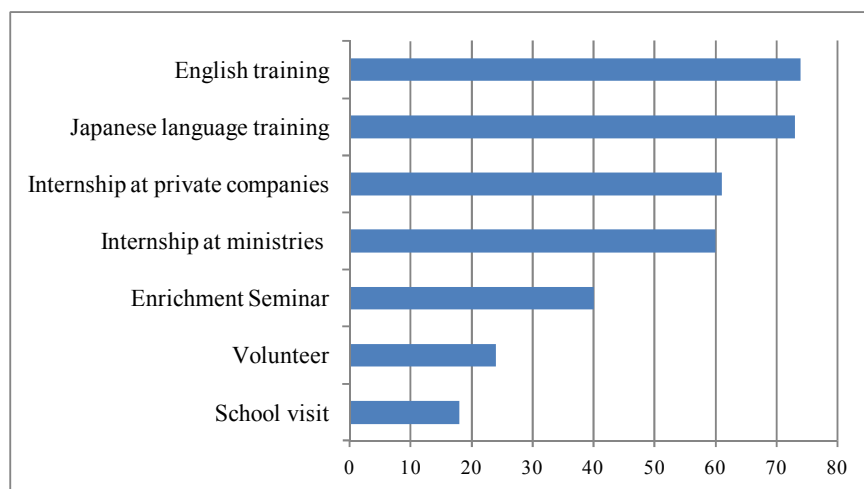
In Mongolia, to encourage applications, the submission of a shortlist with the names of recommended people is requested from target agencies before the application deadline. Those on the shortlist are not guaranteed to apply, but candidates are recommended (largely) by the HR departments of each organization, thus encouraging them to apply for the JDS. However, as there is no feedback on the actual numbers of applicants and selection results once the applicants have been recommended, the opinion was offered that it was not possible to provide appropriate advice to candidates the following year. By providing feedback on why candidates failed or on points to note, it would be useful for recommendations for subsequent applications. According to the Bank of Mongolia, the AAM provides feedback on recruitment selection. In addition, according to the Ministry of Energy, the ministry and agency has greater involvement in selection in the AAM than with the JDS.

### (4) Request for Monitoring Mission

The Ministry of Labor requested that a monitoring mission be taken. The ministry has been involved with the JDS project for many years in its role as responsible for human resources, but has never seen what the situation is like in Japan, and so it suggested that it would like to check to see what sort of environment its staff were studying in. If it knew what the environment was like in Japan, then it would be able to provide more appropriate advice for staff recommendations and application preparation.

#### Requests for additional programs

When the preferred priority for the seven additional programs in Figure 8 was confirmed with the target agencies in the questionnaire, the highest score was English training before leaving for Japan, followed very closely by Japanese training, showing how high the needs are for language training. In addition, there were a number of organizations requesting internships at companies, ministries, or local authorities.



**Figure 8 Requests for Additional Programs**

### **(1) Requests for English Training**

In the interviews, the ministries of Energy, Mining, Labor, Road, Transportation, Construction and Urban Development, and Population Development and Social Welfare expressed wishes for English training prior to leaving for Japan. Staff at these ministries suffer from a lack of English ability, and it is difficult to pass the screening for study abroad even for top-level staff.

### **(2) Request for Japanese Training**

The Ministry of Food and Agriculture requested Japanese training. The following opinion was received from the Director of the Strategic Policy Planning Department, Mr. Anunaran, who was interviewed in the field survey.

"When I was on the JDS, Japanese training was given to successful applicants for two months before we left, but I am unhappy to hear that this has stopped as of recent years. This training really helped deepen the bonds between others in the same batch and build networks. At the alumna reception in December 2015, it seemed to me that former JDS fellows have fewer chances to get together after returning home than they once did, and the networking is weak. In particular, I got the impression that former fellows who don't know Japanese seem to have really only gone on a visit to Japan. You need to learn Japanese to understand the mentality and culture of the Japanese. I really would like to see Japanese training reinstated."

In addition, Mr. Bayarbaatar, Director of the Strategic Policy Planning Department for the City Government of Ulaanbaatar, who obtained his master's degree and doctorate studying in Japan on a government scholarship, noted the importance of Japanese.

"I really urge you to include Japanese language training. It is hard for former JDS fellows who cannot understand Japanese to act as bridges between the two nations. I myself studied at Asia University under the Japanese government's scholarship system, obtained a master's and a doctorate. In total, I was in Japan for 12 years (and now I'm a JUGAMO officer as well). I met other JDS fellows while I was there, but their community in Japan was limited to their professors and other international students, and they were not able to build networks. The JDS does not allow fellows to work part-time jobs or drive cars, nor is there a homestay program, so there are few chances—or need—to use Japanese. These days, station announcements and signs are in English as well, so there really is almost no chance to use Japanese just going to and from your home and university. I do think that the JDS should create an environment in which fellows need to learn Japanese so that they can continue to study it, rather than simply bringing in Japanese training."

### **(3) Request for Practical Training such as Internships at Government Agencies**

There were opinions offered wanting more practical combinations of training, such as internships with government agencies or local authorities, rather than just academic programs at graduate schools. Staff at the Financial Regulatory Commission (FRC) are able to participate in internships at the Asian Financial Partnership Center (AFPAC) in Japan as part of the "Capital market regulation and audit capacity-building project" technical cooperation project. Mr. Avil, Manager of the General policy coordination Section of the FRC, whom we interviewed, stated his view that it would be ideal to have a program which included internships or short-term practical training in the master's course, based on his own experiences with JICA training. Mr. Avil expressed his expectations that fellows could learn more specialized fields closer to their actual work such as macroeconomics, financial management, or market economies through local site visits or internships.

### **(4) Making Cooperative Relationships with Japanese Government Agencies**

The Court Council told us about how their attempt to construct a cooperative relationship with the Supreme Court in Japan ended in failure. The target agencies on the Mongolian side hope to build cooperative relationships with Japanese government agencies responsible for the same type of work as them, in addition to accepting universities. For Mongolia, however, it is hard to build relationships from scratch even if they have direct contacts in the Japanese government agencies. The JDS project is expected to form a platform for constructing relationships.

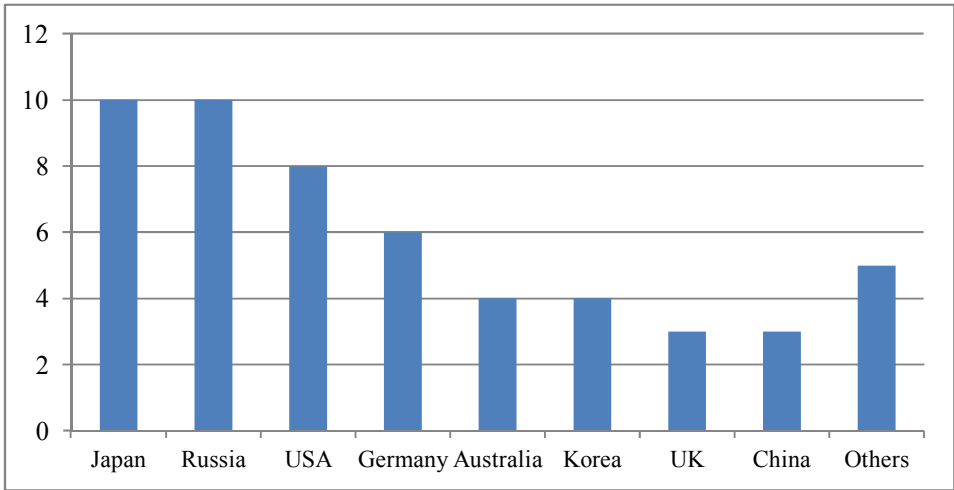
#### Other requests regarding personnel training

Many of the organizations we visited during the local surveys expressed a wish for short-term training. Specifically, these organizations were the ministries of Finance, Mining, Labor, and Construction and Urban Development. It was noted that the costs related to studying overseas in a master's course would allow even more people to take part in training, and it would be easier to get staff to participate in training as it would be short-term. In Mongolia, where staff numbers in ministries are low, successors would need to be hired if a staff member were to study abroad for two years, which also takes work to arrange.

#### Popular study abroad destinations

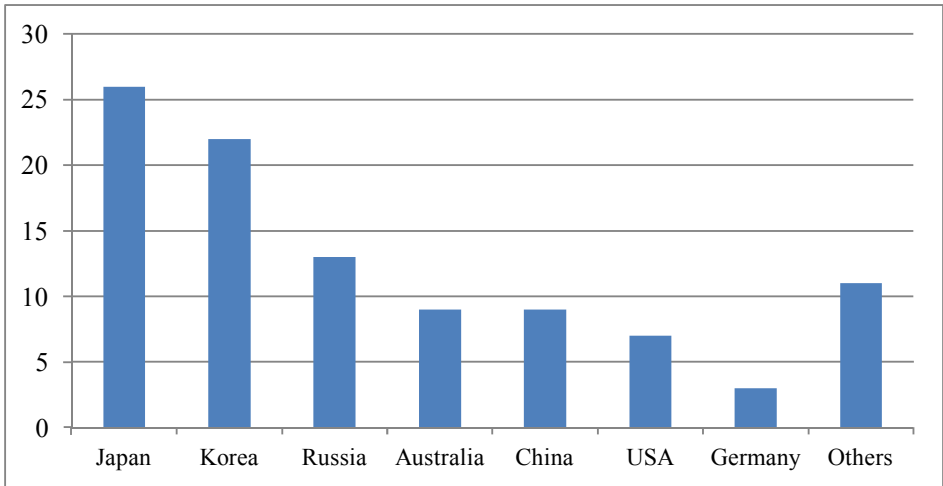
When popular study abroad destinations for director general level staff in the target agencies were surveyed in the questionnaire, Japan and Russia were listed at the top in the responses from the 16 responding agencies, followed by the United States and Germany. Regarding Australia and South Korea, which show their presences in recent years, numbers of staff who have studied there were less than half of that of Japan. Director general-level staff who have studied in Japan include the Director of the Economic Affairs Bureau (Ministry of Foreign Affairs), the Director of the Investment Bureau (Ministry of Foreign Affairs), the Director of the Supervision Bureau (FRC) of the Financial Regulatory Commission, the Director of the

Insurance Regulations Bureau (FRC), the Director of the Strategic Policy Planning Bureau (City of Ulaanbaatar), the Vice-President of the National University of Mongolia, and the Vice-President of the Mongolian National University of Medical Sciences. None of them are former JDS fellows, however.



**Figure 9 Popular study abroad destinations  
for director general level in main target organizations**

Japan was top-ranked among study abroad destinations among the staff in general as well, with South Korea second.



**Figure10 Popular study abroad destinations  
for the staff in general in main target organizations**

**Private sector needs**

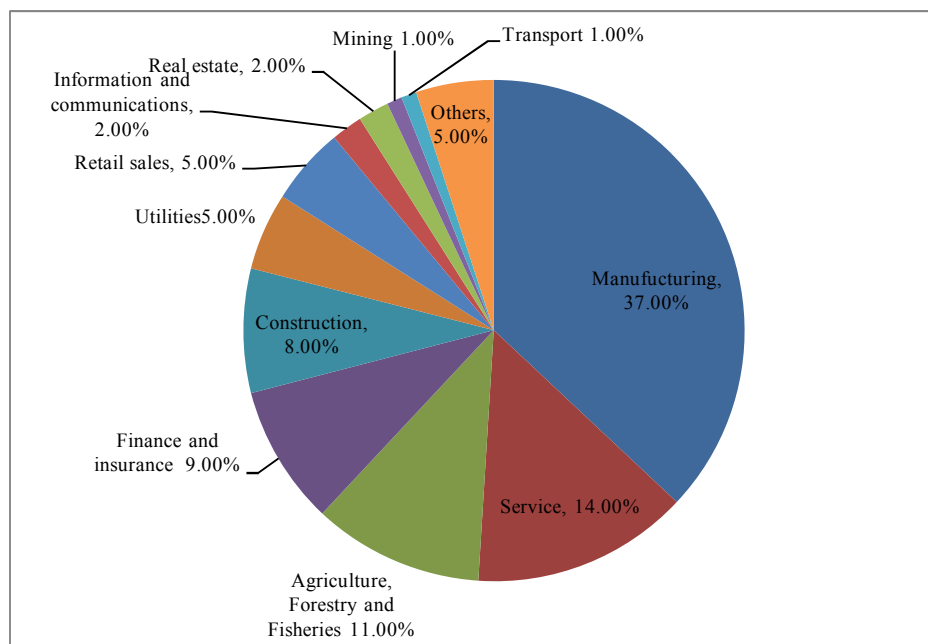
**(1) Results of the questionnaire**

In considering the establishment of a private sector quota, we distributed a questionnaire to a hundred companies where we feel there are potential candidates, asking about their personnel

training needs and the demographics of their employees. We learned that 70% were in favor of applying, and 62 people already had N1 level in the Japanese Language Proficiency Test. The online questionnaire was distributed to 1,557 typical companies related to JICA projects in the Private Sector Assistance Program, and 100 responses were received.

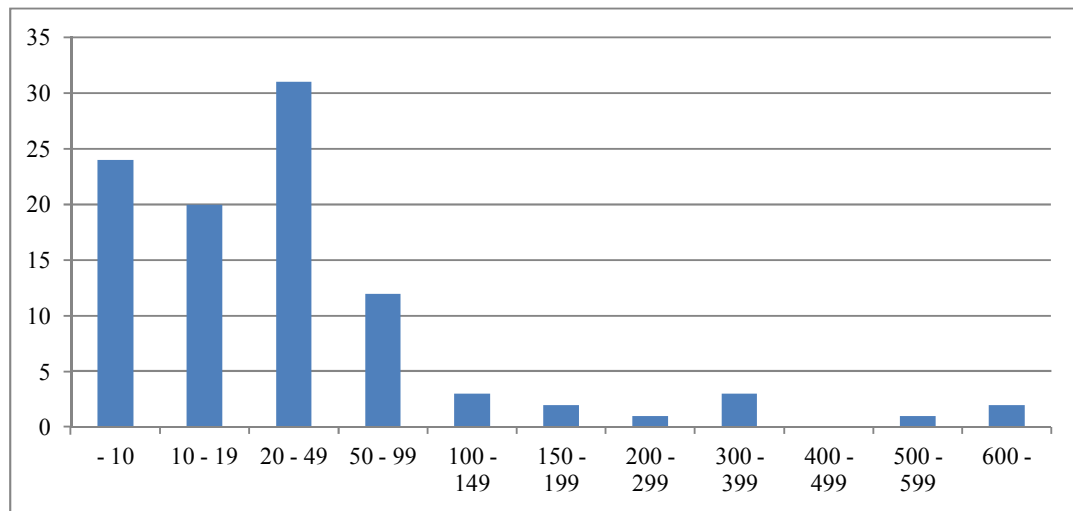
- Questionnaire distribution date: February 18, 2016
- Response deadline: March 31, 2016
- Targeted companies: Total of 1,557 companies:  
1,477 companies taking the Mongolia-Japan Center for Human Resources Development (MOJC) business course  
72 companies eligible for loans from the Small and Medium Enterprises Development and Environmental Protection Two-Step Loan (TSL) Project and eight commercial banks involved in loans work
- No. of responses: 100 (44 companies from the business course, 56 companies from the TSL Project)
- Response rate: 6.4% (100 out of 1,557 companies)

The breakdown by industry of the candidate companies for a private sector quota to which the questionnaire was distributed was dominated by manufacturing (37%) and agricultural and fisheries (11%). They also included a diverse range of other industries, such as service industries, finance and insurance, construction, electricity and gas, wholesales, and so on.



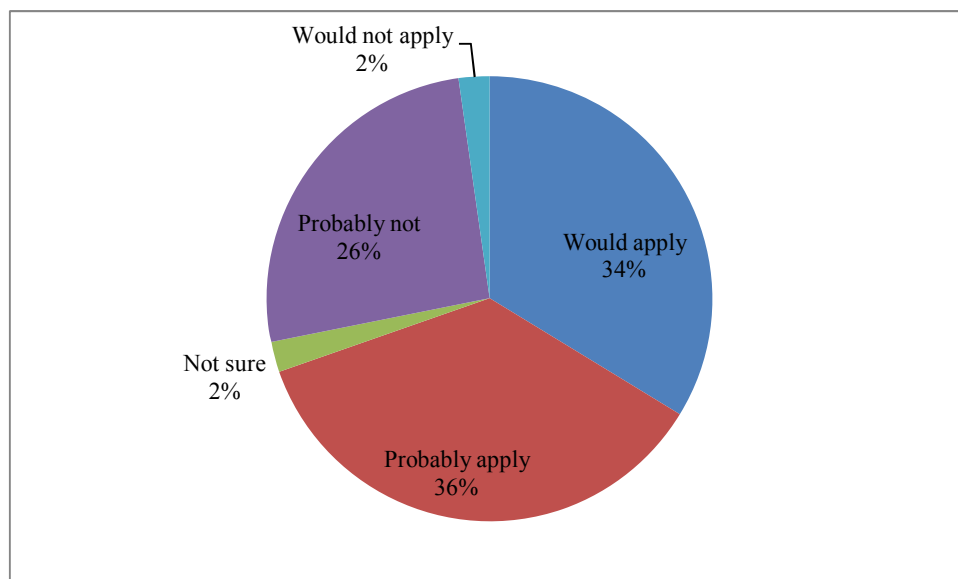
**Figure 11 Industry sector of candidate companies**

The number of employees was also diverse, including small companies with fewer than 10 as well as large companies with more than 250. The TSL Project is aimed, as a rule, at small to medium enterprises as specified by the 2007 Small and Medium Enterprise Law. Most of the participants in the MOJC business course are SMEs, but there are some large enterprises with more than 200 employees. Note that Figure 12 includes major commercial banks connected with TSL loans.



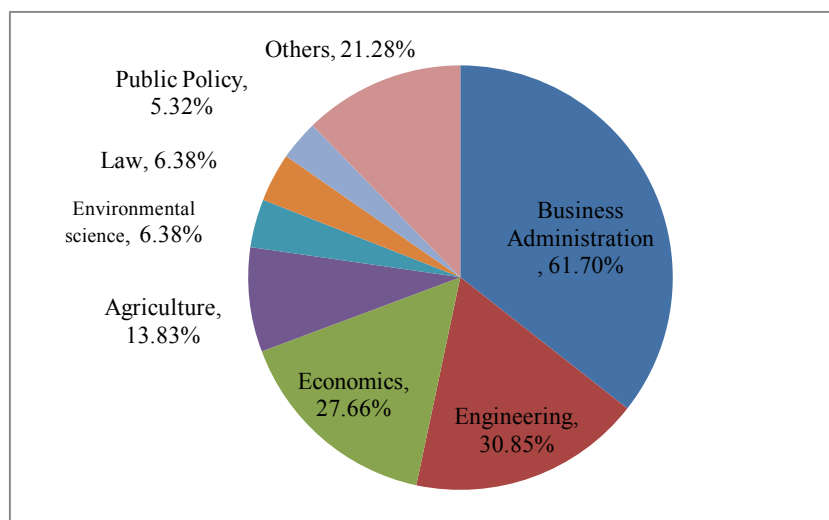
**Figure12 Number of Employees of Candidate Companies**

We asked if staff would be asked to apply if a private sector quota was set up in the JDS project. 70% of companies responded that they would, or would likely.



**Figure13 Possibility for applying for JDS**

When asked about desired research fields, more than 60% responded "Business administration."



**Figure14 Desired research field**

English was the desired language of instruction for 80% of the respondents. Of the 100 companies who responded to the questionnaire, there are a total of 233 employees with scores of at least 61 iBT in TOEFL (500 points in ITP) or 5.5 in IELTS. There are also 62 employees with Japanese language skills at the JLPT N1 level.

When asked about maintaining employment for the two years of study in Japan, 80% of the companies said it would be possible.

## **(2) Interview Results**

The Mongolian National Chamber of Commerce and Industry in Japan responded that while the human resources development needs for local staff in its member companies were different, trading companies were already dealing with the issue through, for example dispatching Mongolian staff to branches in third countries based on on-the-job-training (OJT), and there was no need to have local staff participate in the JDS. In addition, even if they did dispatch staff, they would not be able to guarantee that they would be able to return to their workplaces after two years.

What Mongolian enterprises want is, according to some opinions, not so much a master's degree but rather an understanding of the Japanese mentality and business culture. It would also be ideal if they could understand Japanese. As short-term internships would only allow a surface understanding of Japanese business culture, long-term OJT was needed.

In addition, the training for administrators currently provided by the JDS was assessed as being extremely beneficial for Japanese companies as well. The opinion was given that there are a lot of administrators in Mongolia who lack basic legal knowledge, and the overall level is low. The private sector is able to train human resources in-house if need be, but training public officials is not within the scope of what can be done in the private sector, so there was a strong desire that the JDS continue to provide training to administrators.

From the interviews with the Kaizen Association, there were high levels of need among private sector companies in Mongolia, and we obtained agreement on making the accepting course an MBA. The vice-president of the Association, Mr. Jandabar, noted that "there are many young people in our member companies, so many who are eligible. However, we only have a limited number of people who know Japanese, and so it's likely that applications for the first year will be limited. On the other hand, there are many who have high English abilities. However, if they are going to study in Japan, it would be better for them to learn Japanese rather than English. Specialist knowledge at Japanese universities should be learned in Japanese, and it is very hard to form networks with Japanese people without knowing the Japanese language. I would like people to have grown as human beings by the time they return through studying in Japan."

In terms of recommendations for candidates, the Kaizen Association is able to recommend people that could lead the industry. Many of the Association members are management executives, so instead of only targeting the participants of the business course of MOJC, it would be better to target the companies the participants belong to. Those who have completed the business course include people who have borrowed from TSL, and it is possible for the Association to recommend applications through direct mail to members or Facebook. The Association is extremely eager to work with the JDS project, and we can expect further links in the future.

Dr. Naranbayar, principal of Shine Mongol School, who has a deep knowledge of the administrative systems of Japan and Mongolia, offered the following opinion: "With an EPA signed between Japan and Mongolia, it is now particularly important how we attract funds from Japan. Business administration studies are a very vague field, and the business environments between Japan and Mongolia are not the same, so there is not much room to work. It is more important, and more practical, to study financial and legal fields, where expertise is lacking in Mongolia." In addition, there was also the opinion that the expertise and flexible ideas of Keidanren and the Japan Chambers of Commerce and Industry could be put to use when establishing a private sector quota for the JDS.



## **Chapter 2    Contents of the JDS Project**

### **2-1.    Overview of JDS Project**

As mentioned above, JDS project 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 project, the project focused mainly on capacity development of individual fellows. 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) determined by the target country based on discussion with related organizations of Japanese side, differing from other scholarship programs that support individuals for overseas study.

On the basis of the above mentioned aim and features of the JDS project 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 project set as four-batch package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

#### **2-1-1.    Project Design**

Table 16 shows the JDS priority areas and key development issues and research topics identified on the basis of the field survey conducted in January 2016.

**Table 16 Framework of JDS Mongolia (FY2016-2019)**

| Sub Program  | Component  |  | Expected Research Theme   |
|--|--|--|---|
| 1 Sustainable Development of the Mining Sector and Enhancement of Governance | 1-1 Environment-friendly Mineral Resource Management                               |  | Antipollution policy for mining, Environmental policy (including monitoring for mining), Environmental impact assessment, Human resource development, Mineral processing engineering, Environmental remediation, Management/negotiation of international contracts, Uranium Development, Micro Mining Development |
|  | 1-2 Enhancement of Governance including Appropriate Management of Resource Revenue | 1-2-1 Fiscal Control and Monetary Policy | Fiscal policy, Public finance Management, Tax policy, Investment policy (including PPP), Public management (internal audit, etc.), Macro financial policy, Superintendent of financial regulation, Development finance, Debt management   |
|  |  | 1-2-2 Improvement of Regal System        | Regal system guaranteeing the profit of citizens and companies (including competition law, tax law, etc.)   |
| 2 Assisting Inclusive Growth   | 2-1 Enterprise Management / Policy Planning  |  | Public-Private-Partnership (PPP), Support to small and medium-sized enterprises, Industrial vitalization, Development of investment environment, Business Administration, Business Innovation   |
|  | 2-2 Public Policy  |  | Public policy, Social welfare governance, Social security governance, Education policy, Health policy, Rural development, Regional development, etc.  |
| 3 Enhancement of the Capacity and Function of Ulaanbaatar as Urban Center    | 3-1 Improving Infrastructure and Urban Planning                                    |  | Traffic engineering, Urban planning, Standards for construction industry, Earthquake resistance standards, Safety management, Construction planning and equipment, Quality management, Public health engineering, etc.  |
|  | 3-2 Urban Environment Improvement  |  | Urban environmental policy, Environmental assessment, International environment laws, Environmental engineering, etc.   |

### (1) Component and Research Theme

During the field survey in January 2016, the Japanese delegation presented a framework proposal. In response, the Government of Mongolia then proposed a number of additions and modifications.

During our interviews, we were asked by officials from the Ministry of Food and Agriculture to provide a component specifically for the agricultural sector. While agriculture is undoubtedly a field of considerable importance, we consider it unlikely that a dedicated component would be able to attract two candidates from the Ministry over four years (a total of eight). In the end it was decided that crop and livestock farm management would be covered under "2-1 Business Management and Government Policy," while rural and regional development would be covered under "2-2 Public Policy."

The Ministry of Education, Culture and Science wanted a stronger focus on business innovation. This has been accommodated under "2-1 Business Management and Government Policy."

"3-1 Development Engineering" was renamed "Improving Infrastructure and Urban Planning" to provide greater clarity about content. During discussions with the Ministry of Road, Transportation, Construction and Urban Development in March 2016, we discovered that Ministry officials were under the impression that the "Ulaanbaatar Urban Enhancement and Development Engineering" sub-program (component) did not extend to road and transport policy development and implementation at the national level. (The Ministry is responsible for road and transport throughout Mongolia, not just in Ulaanbaatar.) We pointed out that the next phase, now renamed to include "Improving Infrastructure," will extend to development of the new airport, railway and road infrastructure planned by the Ministry. The Ministry officials then decided that they wanted to send some personnel along.

## **(2) Target organization**

Previously, components were assigned specifically to participating government bodies or agencies. But in light of the frequent restructuring of ministries and departments in Mongolia and the high level of churn among government officials, it was agreed that the program in FY2016 would essentially be open to all government officials. Within this framework, we identified a number of key government bodies where the program should be actively promoted, based on the relevance of the sub-programs and components and the anticipated direct benefits in terms of addressing current issues.

The Ministry of Mining and the Ministry of Energy requested the inclusion of state-run enterprises operating under their respective jurisdictions. In light of the government's privatization plans, however, it has been decided that state-run enterprises should be excluded—with the exception of the Mongolian Stock Exchange, which has close links with JICA projects.

## **(3) Accepting Universities**

Prior to the Preparatory Survey, JICA presented assumed Target Areas and Development Issues of JDS project in Mongolia to universities that have accepted JDS fellows in the past and those who wish to newly accept, and invited the universities to submit proposals on the countries/issues from which they wish to accept fellows. As a result, 50 proposals in total were submitted from 25 universities or 33 graduate schools.

Based on evaluation procedure, JICA Headquarters and JICA Mongolia Office evaluated the contents of proposals which had been submitted by universities and items such as the past records of accepting international students including JDS fellows and systems for accepting fellows from Mongolia. In the course of selecting Accepting Universities, it was considered to involving new universities in order to offer the opportunity of participating in JDS project to more universities and graduate schools.

During the preliminary survey phase, we met with the Government of Mongolia and presented a shortlist of Japanese universities that we believe have put forward the best offers with respect to the proposed components, along with background information about the universities. Table 17 lists the universities (selected by the Japanese delegation) and final candidate numbers agreed upon at this meeting.

**Table 17 Accepting Universities of the JDS Project in Mongolia**

| Sub Program  | Component  |  | University                        | Graduate School (GS)  | Slot |
|--|--|--|-----------------------------------|---|------|
| 1 Sustainable Development of the Mining Sector and Enhancement of Governance | 1-1 Environment-friendly Mineral Resource Management                               |  | University of Tsukuba             | Graduate School of Life and Environmental Sciences            | 2    |
|  | 1-2 Enhancement of Governance including Appropriate Management of Resource Revenue | 1-2-1 Fiscal Control and Monetary Policy | Saitama University                | Graduate School of Humanities and Social Sciences             | 3    |
|  |  | 1-2-2 Improvement of Regal System        | Kyushu University                 | Graduate School of Law  | 2    |
| 2 Assisting Inclusive Growth   | 2-1 Enterprise Management / Policy Planning  |  | Hiroshima University              | Graduate School for International Development and Cooperation | 2    |
|  |  |  | International University of Japan | Graduate School of International Management                   | 2    |
|  |  |  | Hokkaido University               | Graduate School of Economics and Business Administration      | 2    |
|  | 2-2 Public Policy  |  | International University of Japan | Graduate School of International Relations                    | 3    |
| 3 Enhancement of the Capacity and Function of Ulaanbaatar as Urban Center    | 3-1 Improving Infrastructure and Urban Planning                                    |  | Nagoya University                 | Graduate School of Environmental Studies                      | 2    |
|  | 3-2 Urban Environment Improvement  |  | University of Tsukuba             | Graduate School of Life and Environmental Sciences            | 2    |

In relation to "1-1 Environmentally Considerate Mining and Resource Development," the Mongolian government is keen to develop environmental policies based on the principles of resource engineering. At the same time, there is a pressing need for staff training and development in a range of areas. For this reason, we chose Tsukuba University, which boasts teaching capacity in a range of fields. Given that Tsukuba University is also allocated in 3-2, consideration will be given at the time of recruitment to allow differentiation. It is important to ensure that Tsukuba University is aware of the differences between the components in terms of

background and objectives.

Saitama University and Kobe University received the same score on "1-2-1 Financial Management and Strengthening of Finance Policy," so we asked the Government of Mongolia for their opinion. Their choice of Saitama University reflects a desire to make the selection process more competitive and to increase the diversity of the universities involved in the project. Since Saitama University is within the greater Tokyo region, there is the potential for JDS fellows of the Capital Market Regulation and Monitoring project (a technology project) to undertake internships at the Asian Financial Partnership Center (AFPAC), part of the Financial Services Agency (FSA).

With respect to "2-1 Business Management and Government Policy," the Ministry of Education, Culture and Science, which chairs the Operating Committee, has requested that its government officials be permitted to apply for the Master of Business Administration (MBA) course. To accommodate this request, the International University of Japan Graduate School of International Management has been added to Hiroshima University.

During the field survey held in January 2016, it was decided that the quota for the private sector in the component "2-1 Business Management" targets candidates who are fluent in Japanese language (the details will be described later on), therefore JICA conducted an additional survey on universities who wish to accept JDS participants from Mongolia in March 2016. As a result of consideration, Graduate School of Economics and Business Administration, Hokkaido University was selected and it will be officially approved by the JDS Operating Committee with consent of the Mongolian side on the first meeting in 2016.

#### **(4) Setting a quota for the private sector**

There is an urgent need to boost competitiveness in the private sector, with a particular focus on assistance for small business, in order to promote industry diversification and job creation in Mongolia. To this end, we proposed a private sector allocation within the JDS project during our discussions in the field survey. The Government of Mongolia agreed that an additional two private-sector places should be provided from FY2016 onwards.

The aim of the private-sector allocation is to encourage the emergence of pro-Japanese companies with the potential to grow into genuine trading partners for Japanese industry, while at the same time promoting diversification of the industry structure and stimulating employment in Mongolia. It was agreed that the scope would be limited to companies and groups operating in areas with direct relevance to ODA, and that participants would be expected to use the Japanese language in order to enhance their capacity to make a genuine contribution to both Japan and Mongolia in future. To this end, a separate statement of requirements in relation to graduate schools where lessons are provided in Japanese has been formulated, and the final list of accepting universities will be chosen at the first meeting of the Operating Committee next year. It was also resolved that further discussions should be held regarding the possibility of providing Japanese language classes prior to departure.

Interviews and questionnaires conducted with the Mongolia Kaizen Association, which was set up by participants from the MOJC business course and comprises some 800 representatives from 460 companies, identified potential interest in MBA courses delivered in Japanese (two positions  $\times$  four batches = 8 positions). It was decided that candidates should be selected through a recommendation process conducted in conjunction with the Kaizen Association.

The Secretariat of the TSL Project suggested that eligibility for loans be extended from the target companies to include eight commercial banks involved in the financing business.

The Mongolian National Chamber of Commerce and Industry in Japan suggested that Japanese firms be excluded from the JDS private-sector allocation since they already provide OJT and other in-house training.

The Mongolia-Japan Center for Human Resources Development argued that their employees should be eligible for the program, on the grounds that any assistance for an organization dedicated to promoting the private sector in Mongolia would generate flow-on benefits as well as synergies with the JDS project.

#### **(5) Consideration of accepting JDS participants to doctoral programs**

The JDS preliminary study in FY2014 involved field surveys in Mongolia and four other countries. The survey revealed strong demand for the scope of JDS to be extended to doctoral courses. There were stories of returned fellows who, having completed a master's degree in Japan through JDS, were the potential pro-Japanese leaders of the future, but were then obliged to go elsewhere to pursue doctoral studies because they could not do this under the JDS scheme. Many of those in Japan, including the universities themselves, were concerned about the potential loss of goodwill. Many countries require doctorate level educational attainment in order to apply for a role at the bureau director or senior vice-minister level. We have been considering the possibility of including doctoral studies since the pre-departure arrangements for the preliminary survey.

During the interview phase in January 2016, some ministries and agencies felt that doctoral degrees were not necessarily relevant for government officers at this point in time, and argued for more master's degrees in the short term. There was broad agreement, however, that doctorates would indeed be beneficial in the longer term. Organizations such as the Bank of Mongolia and the Ministry of Labor, where a master's degree is widely expected from those intending to pursue a career path, were strongly in favor of including doctoral courses.

In discussions with the Mongolian Operating Committee it was agreed to admit only a limited number (maximum of two) and that eligibility would essentially be restricted to JDS returned fellows. Details of the selection process will be discussed at the first meeting of the Operating Committee next year. Some of the ministries and agencies we visited argued the importance of providing equality of opportunity to all those with a genuine need to obtain a doctorate (and become a potential future leader of Mongolia). To this end, they wanted eligibility to be

extended to anyone who had benefited from a scholarship to complete a master's degree, even if that were in Australia or America. Nevertheless, it was agreed for the time being that eligibility would be restricted to JDS returned fellows.

It was also agreed that the doctorate degree should not be offered immediately after completing a master's degree. Applicants would be expected to return home after finishing their master's degree and work for a period of time to gain experience, and then embark on a doctorate that investigates some of the actual challenges they have encountered during this period of work. For this reason, one of the prerequisites is to have worked for a period of time after completing the master's degree.

## **2-1-2. Implementation System of the JDS Project**

### **(1) Replacement of the Operation Committee members**

In the past, we have had an ongoing issue around lack of commitment and consistency in the Operating Committee due to the frequent changes of government in Mongolia. So we suggested that the Committee should include delegates from the Ministry of Finance, the Ministry of Industry and the Ministry of Education, Culture and Science, since these ministries have a more substantive role in development and are better equipped to engage in meaningful discussion. The three ministries agreed to this proposal.

Another issue has been the lower re-employment rate among those returning to Mongolia (78% under the new format) compared to other countries with JDS schemes. The Civil Service Council, which helps to promote employment standards for those returning to Mongolia, has been asked to join the Operating Committee. The survey team sent letters to the members of the Operating Committee asking them to serve. As a result, the Director of the Secretariat (currently Mr. Tsedendamba, who was interviewed during the field survey) will in future also serve on the Operating Committee.

It was agreed that JDS would be administered by the new Operating Committee from March 2016, when the FY2015 selection process winds up. We visited both the Cabinet Secretariat and the Ministry of Foreign Affairs (neither of which is represented on the Operating Committee) to present them personally with letters accompanied by the minutes of the relevant meetings. They agreed to our request for change.

**Figure18 Replacement of the Operation Committee Members**

|          | Role       | Previous Member  | New Member   |
|----------|------------|--|--|
| Mongolia | Chair      | State Secretary<br>Ministry of Education, Culture and Science  | Director<br>Department of Strategic Policy and Planning,<br>Ministry of Education, Culture and Science |
|          | Member     | Director<br>Higher Education Division<br>Ministry of Education, Culture and Science                          | Director General<br>Development Financing and Debt Management Department,<br>Ministry of Finance       |
|          | Member     | Director General<br>Public Administration and Management Department<br>Ministry of Finance                   | Director<br>Department of Strategic Policy and Planning,<br>Ministry of Industry                       |
|          | Member     | Second Secretary<br>Department of Public Administration<br>Ministry of Foreign Affairs                       | Director of the Office<br>Civil Service Council  |
|          | Member     | Government Principal Officer<br>Organization Department<br>Cabinet Secretariat of the Government of Mongolia | —  |
| Japan    | Vice-Chair | Counsellor<br>Embassy of Japan in Mongolia   | No change  |
|          | Member     | Chief Representative<br>JICA Mongolia Office   |  |
|          | Member     | Chief Adviser<br>Mongolia - Japan Center for Human Resources Development                                     |  |

## (2) Role of Operation Committee

We explained the roles and functions of the Operating Committee as outlined in the JDS Guidelines (see Table 19) to the new members of the Operating Committee. The JDS project is more than a scholarship scheme; it is an input for the purpose of development. As such, the JICA Mongolia office has put forward a suggestion about identifying the highest priority areas for development and the participating institutions to be given preference in a given year, a task performed by the Operating Committee at the first meeting for the year. It is hoped that this will improve coordination between the various JICA aid programs in Mongolia. The Operating Committee should adopt a strategic approach predicated on coordination with other JICA projects, in addition to its work in formulating the operating principles and overseeing the final selection of candidates. Regarding the issue of low re-employment rates among JDS fellows returning to Mongolia, the authority of the Civil Service Council of the new representatives on the Operating Committee and the strategies with respect to other scholarship programs can be used to apply more pressure on ministries and agencies.



**Table19 Role of Operation Committee**

| Role  | Details   |
|---|---|
| Formulate the recruitment and selection plan                        | <ul style="list-style-type: none"> <li>• Determined in accordance with the basic principles of recruiting activities for each year (taking into account priority development areas, the main target organizations and promotional methodology), based on the Mongolian National Development Program and general aid principles in Japan</li> <li>• Selection principles for JDS project in Mongolia determined in accordance with the JDS Operating Guidelines</li> </ul>             |
| Interview the candidates  | <ul style="list-style-type: none"> <li>• At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates</li> </ul>  |
| Select JDS fellows from the candidates                              | The final candidates chosen through the selection process are approved by the Operating Committee   |
| Promote effective utilization of JDS returned fellows and follow-up | <ul style="list-style-type: none"> <li>• JDS returned fellows are assisted to find employment with their former employers</li> <li>• Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project</li> </ul>  |
| Others  | <ul style="list-style-type: none"> <li>• Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken</li> <li>• Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS</li> <li>• In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate</li> </ul> |

### 2-1-3. Basic Plan for Sub-Programs

Based on the general framework agreed upon during the field survey in January 2016, we formulated basic proposals in each of the JDS priority areas (known as sub-programs; see Appendix 6) and engaged a team of consultants to present the proposals to the Operating Committee. Previously, the basic proposals were presented to a government delegation and the JICA study group as part of the JDS preparatory survey for cooperation in order to reach an agreement; in the future, however, it has been decided that the basic proposals will be determined at the commencement of the JDS.

Each basic proposal outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Mongolia in each of the JDS priority areas. In addition, it sets out the principles of aid provided by Japan, provides a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting Japanese universities. The JDS fellows for four terms will be formulated as a single package or phase. The JDS fellows are sent under the same sub-program/component, nominated government body and accepting university for six years, in accordance with the basic proposal. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of the nominated government body.

Table 20 lists the application criteria. In order to maximize the re-employment prospects of government officials upon returning to Mongolia, applicants are required to have a certain level of experience in the civil service and should be well established in their role or department. To

this end, the minimum age should ideally be raised from 22 to 25 years, and the minimum period of workplace experience from two years to three years. In the private sector, meanwhile, younger employees who have been in the job for only two or three years are considered a potential risk of leaving for another job; for this reason, the target demographic would ideally be executive candidates ranked one level below middle management. They should have at least five years in the workforce, including at least two years at their current employer.

It is most important that the private sector candidates study in Japanese, since it is expected that these people will be conducting business with Japanese firms in the future. Applicants for a master's degree course at a Japanese graduate school are required to have an N1 pass mark in the Japanese Language Proficiency Test (JLPT), demonstrating a high level of competency in the Japanese language. Applicants to the JDS project, meanwhile, are not required to have N1 (although it will certainly be considered favorably). This is to encourage the widest possible range of applicants.

There is no minimum English language score for government officials; in general, though, JDS fellows from Mongolia tend to have poorer English than JDS fellows from other countries. While some of the selected candidates have TOEFL scores of ITP 550 or above, there are still many with scores below 400. Japanese universities generally require TOEFL scores of 550, which means that some candidates from Mongolia are well below the expected level. This issue will be discussed in greater depth at the first Operating Committee meeting for 2016.

**Table 20 Applicant Eligibility of the JDS Project in Mongolia**

| Points              | Public Sector (English course)   | Private Sector (Japanese course)   |
|---------------------|--|--|
| Nationality         | Citizens of Mongolia   |  |
| Age                 | Between 25 and 40 as of April 1, in the year of dispatch   |  |
| Academic Background | Possess a bachelor degree from universities authorized by the Government of Mongolia or other countries.   |  |
| Job Category        | Currently employed by Government of Mongolia with permanent status.  | 1. Must be a full time employee at a company where, Mongolia-Japan Human Resource Development Center's business course graduates are enrolled in full time.<br>2. Full time employee at a company which have received loans from JICA's Small and Medium-sized Enterprises Development and Environment Protection Two Step Loan Project or a commercial bank involved in the loan work |
| Work Experience     | Have at least three-year full-time work experience as government employee as of application deadline.  | Have at least five years of full-time work experience and at least 2 years work experience in the current company  |
| English Proficiency | Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or higher is preferable.   | Must have sufficient proficiency in Japanese skill for obtaining master's degree in Japan (Japanese Language Proficiency Test N1 / Practical Japanese test (J-Test) level B-class or more is desirable.)   |
| Others              | Those who are currently receiving or planning to receive any scholarships, and those who have previously acquired a master's degree in a foreign country with a scholarship awarded by other foreign assistances are ineligible. |  |
|                     | Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.  |  |
|                     | Must not be serving in the military  |  |
|                     | Must be in good health, both mentally and physically.  |  |

Eligibility for application to a doctorate course will be discussed at the first meeting of the Operating Committee in 2016. There are six points to consider as shown in Table 21.

**Table21 Considerations regarding accepting into the PhD program**

| Points              | Details  |
|---------------------|--|
| Age                 | Under 45 years old (as of 1 <sup>st</sup> of April on arrival)   |
| Academic Background | Applicants must be returned JDS fellows who have obtained a Master's degree  |
| Occupation          | Public servants  |
| Work Experience     | Applicants must have returned to Mongolia after finishing the Master's program and have worked for more than 2 years in public sector. |
| English Proficiency | TOEFL iBT 61 (ITP 500) / IELTS 5.5 or higher (Must submit validated score upon application.)   |
| Others              | Applicants must obtain approval (reference letter from a supervising professor) from a university in Japan                             |
|                     | Applicants must obtain a permission letter from his/her belonging organization   |

It was initially thought that the age limit should be set at 40 years. However the majority opinion during the interviews was that this should be raised to 45. When we analyzed the age

distribution of those returning to Mongolia after completing their studies, we found that around 30% of them would be ineligible if the age limit were 40. So we decided that an age limit of 45 was a reasonable solution.

With respect to academic background, many felt that eligibility for the doctorate program should not be restricted to JDS returned fellows, and that it should be more flexible to cater for a wide range of different situations. In light of the core objectives of the doctorate program, however, it was decided that eligibility should be restricted to JDS returned fellows.

Given that the private sector tends to have less demand for doctorates, apart from private universities and research organizations, it was decided that applicants should only be accepted from the public sector. A key issue will be selecting the organizations where recruitment should be targeted: central and regional government bodies, public universities and research institutes, and/or state-run enterprises.

In light of the core objectives of the doctorate program, applicants will be expected to have acquired a certain level of work experience after completing their master's degree. Provisionally this has been defined as two years of workplace experience. AAM stipulates a period of work that is at least double the period of time spent on the master's degree. Thus, if the applicant spent two years studying for a master's degree, they would need to spend a further four years minimum working outside Australia in order to apply for the doctorate program.

It is imperative to ensure that candidates have the requisite English language skills to sustain three years of study at the doctoral level. For this reason a minimum English score needs to be attained. Candidates should ideally have a TOEFL ITP score of 500 or IELTS score of 5.5, but doctorate students are expected to be more advanced than this. AAM requires an IELTS score of 6.5 (sub-band 6.0 or higher) or TOEFL PBT score of 580.

Other suggestions for prerequisites include an informal offer from the university and a letter of recommendation from an academic advisor. A statement of results from the master's course would also help to facilitate the screening process. For example, a prerequisite of GPA score of 3.0 or higher on a five-point scale could help to weed out applications from JDS returned fellows where the university is unable to issue an informal offer.

## **2-2. Four-Year Project Scale Design**

The maximum number of JDS participants in each sub-program/component was decided in the field survey as shown in Appendix 5. From FY 2017 onwards, the JDS Project will provide 20 participants per year for the next four batches from Mongolia with an opportunity to study at a Master's program in a partner Japanese graduate school.

The maximum number of JDS participants per Sub-Program/Component is set for each fiscal year. However, it was confirmed that, if the prescribed number is not achieved and there is a vacant slot for certain Component or a host university through recruitment and selection, another university or Component would accept an alternative candidate for the vacant slot to fulfill the maximum number of 20 per year.

As for the doctoral program, the maximum number for each batch is two. However, there is a possibility for us not to fill the full slots if we cannot select qualified candidates.

### **2-3. Obligations of Recipient Country**

During the period of recruitment and selection of JDS fellows, Ministry of Education, Culture and Science takes a main role in planning, implementation, management and supervision of the JDS project as chair of the Operating Committee. They ask each target organization for cooperation to disseminate the information about JDS and promote application.

While the JDS fellows study in Japan, the government of Mongolia monitors the fellows via the Agent on a regular basis to report to JICA. They also find the updates on the progress or concerns of the JDS project on the regular report submitted by the Agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, the government of Mongolia supports the JDS fellows to collect data or other materials necessary for completing their master's theses.

After the JDS fellows return to Mongolia, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the government of Mongolia shall hold a Report Session 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. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential from them to make efforts to let JDS fellows return to their previous office or have a position in a key government organization where they can utilize their experience in Japan.

### **2-4. JDS Project Implementation Schedule**

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2016 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 7 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 JDS project on behalf of the government.

|                    | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | 2020 | 2021 | 2022 |
|--------------------|--------|--------|--------|--------|--------|------|------|------|
| Preparatory Survey |        |        |        |        |        |      |      |      |
| 1st Batch (Master) |        | R/S    | A      |        | R      |      |      |      |
| 2nd Batch (Master) |        |        | R/S    | A      |        | R    |      |      |
| 3rd Batch (Master) |        |        |        | R/S    | A      |      | R    |      |
| 4th Batch (Master) |        |        |        |        | R/S    | A    |      | R    |
| 1st Batch (Ph.D.)  |        | R/S    | A      |        | R      |      |      |      |
| 2nd Batch (Ph.D.)  |        |        | R/S    | A      |        | R    |      |      |
| 3rd Batch (Ph.D.)  |        |        |        | R/S    | A      |      | R    |      |
| 4th Batch (Ph.D.)  |        |        |        |        | R/S    | A    |      | R    |

R/S: Recruitment & Selection A:Arrival in Japan R: Returning home

**Figure 15 Implementation Process**

Spring admission is required in order to fit the PhD program into the four-year project scale. Therefore, in order to shorten the recruitment/selection period, the schedule should be as follows: The announcement of recruitment starts in the summer; the successful applicants are determined before the end of the year; and they arrive in Japan in March of the following year.

## 2-5. Follow-up

In order to achieve the higher-order goals of the JDS project, it is important to monitor the extent to which JDS returned fellows are able to contribute to the development of the nation, and to provide them with follow-up advice and assistance where necessary. Particularly in Mongolia, where there is a high level of worker mobility in both public and private sectors, the ability of JDS returned fellows to pursue a fulfilling career path is central to understanding the efficacy of the JDS project, the extent to which the goals have been achieved, and the ongoing viability of the project. The Government of Mongolia needs to be closely involved in this, rather than leaving it to Japan. The Mongolian representatives on the Operating Committee can provide useful data on the outcomes of previous JDS projects in their country as well as progress reports on JDS returned fellows, so that we can maximize the beneficial outcomes of JDS with respect to the development of Mongolia.

The follow-up phase serves the purpose of promoting and consolidating the positive outcomes of the JDS study, while also ensuring effective utilization of the JDS returned fellows after two years in Japan, who represent a precious resource. Already more than 200 Mongolian fellows have successfully obtained degrees in Japan through the JDS project, and are now back in Mongolia working for government agencies, universities, private industry and international organizations. While the JDS fellows have certainly made connections at their universities in Japan both within and outside their year levels, there is little evidence of wider networks of JDS fellows spanning different year levels and universities. This situation has been addressed to

some extent with the reformation in December 2015 of the JDS Alumni Association Mongolia (JDSM), an occasion that was marked with a formal reception.<sup>41</sup>

The reformation of the JDSM involved support from agents, and the reception was funded from the JICA follow-up budget. During the field survey, we held round-table talks with several members of JDSM to discuss the principles of organizational operation and plan future activities. The election of directors and operating programs for 2016 and 2017 were also discussed. In the future, JDSM will play a central role in encouraging networking between JDS fellows and promoting business relationships and tie-ups with Japanese firms.

Many JDS returned fellows have been promoted to the director-general level in government or senior management level in private industry. Some have gone on to found new political parties. One was even named Mongolian Woman of the Year by *Forbes* magazine. In 2019, when the first group of JDS fellows is due back after the next phase, Mongolia will have over 300 JDS returned fellows in total, and by the end of the next phase in 2021 that number will reach 360. In a country of just three million with a relatively small public sector workforce, the positive impact of the JDS fellows will be immense. Boosting promotion and forming networks through the JDSM will help to maximize the benefits and in turn create stronger business links between Japan and Mongolia.

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<sup>41</sup> For details refer to the website at <<http://sv2.jice.org/news/2016/04/post-218.htm>>.

## **Chapter 3 Evaluation of the JDS Project and Recommendation**

### **3-1. Relevance between JDS Project and Development Issues / Country Assistance Policy**

We analyzed relevance between JDS and development programs in Mongolia, based on national development plan and strategy of the government of Mongolia and the general circumstances of the relevant sectors. Our findings are summarized below.

#### **3-1-1. Conformity with Priority Development Issues in Mongolia**

Policy continuity has long been an issue in Mongolia due to frequent changes of government. To counter this problem, a medium to long-term vision for national development is currently being formulated, and it is hoped that this will serve as a fundamental statement of values that can outlast changes of government. The vision is predicated on the four pillars of (1) sustainable economic development, (2) sustainable social development, (3) green development and (4) governance and business environment. The vision identifies high-priority areas for targeted assistance in the next phase of JDS. These are listed below.

##### **(1) Strengthening sustainable development of mineral resources and governance**

The Government of Mongolia has released a Millennium Development Goals-based Comprehensive National Development Strategy that sets out a long-term development strategy for the period 2008 through to 2021. The Strategy nominates effective utilization of mineral resources as one of the priority areas, and calls for a better legal framework to support development of mineral resources along with improved governance procedures. The long-term development vision likewise emphasizes the need for improving capacity in the area of government finance policy. The JDS project will help to address these areas.

##### **(2) Support the realization of the growth that will benefit all people**

Both regional disparities and the divide between rich and poor in Mongolia have widened in recent years as a result of rapid economic growth fueled by mineral resource development. The long-term development vision aims to address poverty and income differentials while at the same time shifting the priority to health care and education. The focus of economic development has been agriculture and tourism, but is shifting to processing industries. The JDS project will augment these initiatives.

##### **(3) Enhancement capability of Ulaanbaatar city**

With the increasing polarization of the population towards the capital Ulaanbaatar, there is a need for more urban development in the city, particularly with respect to infrastructure and transportation. The long-term development vision calls for infrastructure development tailored to economic growth and population trends. Environmental conservation is also addressed through green development and measures to incorporate consideration for the impact of global



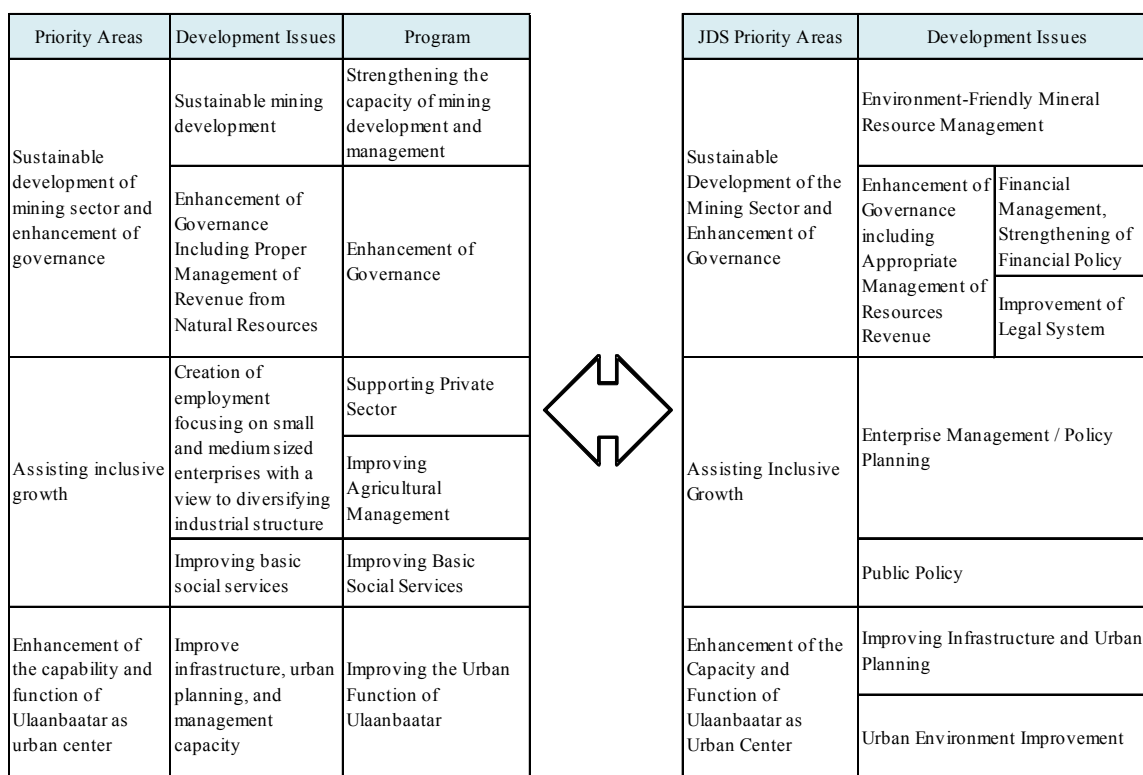
warming. The JDS project will promote this strategic orientation.

In this way, capacity building among senior officials throughout all areas of government is a key issue in Mongolia. The JDS project is consistent with the development program in Mongolia. By targeting government officers in particular, it allows JDS returned fellows to apply their newfound knowledge from Japan to their public service duties and be directly involved in policy formulation in their country. Meanwhile, "2-1 Business Management" also targets private industry, the driving force that underpins economic growth in Mongolia. This allows JDS returned fellows to directly apply the benefits of their studies to promote diversification of the industry structure and stimulate employment.

### **3-1-2. Conformity with Japanese Economic Cooperation Policy to Mongolia**

The Country Assistance Policy for Mongolia formulated by the Government of Japan in May 2012 pledges support for capacity building in Mongolia to enable the country to reduce poverty through sustainable economic growth, and identified three priority areas for targeted assistance: sustainable development of the mining sector and enhancement of governance; assisting inclusive growth; and enhancement of the capacity and function of Ulaanbaatar as an urban center. The JICA Country Analysis Paper on Mongolia sets out a broad framework for assistance from Japan in accordance with these policies. In order to effectively address the development issues listed below, the JDS project seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs.

Priority areas and development issues in the JDS project are designed in accordance with the overseas aid principles set out by the Government of Japan and are highly consistent with these principles. As Figure 16 shows, the component of the new phase, "2-1 Business Management and Government Policy," emphasizes the importance of support for farm management and includes a Farm Management Support aid program related to the development issue of job creation in very small through to medium-sized businesses as a means of promoting diversification of the industry structure, which is consistent with the aid principles.



**Figure 16 Relevance between Japan's aid policy to Mongolia and JDS framework**

### 3-1-3. Feasibility of providing grant assistance through JDS

Recipients of grant assistance are chosen in accordance with the criteria for interest-free loan recipients as defined by the global Independent Development Association (IDA), namely, Gross National Income (GNI) of \$1,965 per capita. Grant assistance is generally used to assist developing countries with major nation-building projects and initiatives designed to alleviate poverty, often in areas where the local government does not have enough funds or is unable to obtain the necessary loans. Grant assistance is designed to help recipient countries to be more autonomous and independent, and is carefully coordinated with other technical aid projects and interest-bearing loans provided by Japan and other donor countries.

Mongolia has a GNI of over \$4,280 per capita, and as such is considered a medium to high income country in the World Bank classifications. In FY2016, Mongolia moved up the JICA income scale for yen loan recipients, from the "middle income" classification to the "more developed" classification. But with a population of just three million, Mongolia is relatively small in economic terms. Moreover, the economy is highly dependent on mineral resources and therefore vulnerable to fluctuations in global resource prices. There are many issues to be addressed, including infrastructure, basic services such as health and welfare, and the environmental impact of development. The World Bank currently provides both IDA

interest-free loans and low-interest loans through the International Bank for Reconstruction and Development (IBRD).

In light of all of the above, we investigated the feasibility of providing grant assistance through the JDS project, with reference to the relevant notification from the Ministry of Foreign Affairs,<sup>42</sup> with a particular focus on the following three aspects.

#### (1) Foreign relations

The JDS project is designed primarily for the benefit of younger government officers engaged in the formulation and/or implementation of government policy in the area of socioeconomic development. It is expected that beneficiaries of the JDS project will return to Mongolia after their studies in Japan and one day become leading figures in Mongolia with a sympathetic pro-Japanese outlook. The JDS returned fellows are seen as "valuable assets" as they will have a deep understanding and appreciation of Japan that will help to create stronger ties between our two nations. Meanwhile, the EPA agreement between Japan and Mongolia signed in February 2015 (the first such agreement entered into by Mongolia) will give a significant boost to bilateral economic relations. So the JDS project is considered highly appropriate and relevant in terms of beneficial outcomes for foreign relations.

#### (2) Strategic objectives

Sandwiched between China and Russia, Mongolia occupies an important position in geopolitical terms. Ensuring that Mongolia enjoys economic growth while retaining its democratic system of government benefits Japan by contributing to peace and stability in the general northeast Asia region, which has a direct bearing on our national security as well as economic prosperity. Mongolia boasts extensive mineral reserves including coal, copper, uranium, rare metals and rare earth. Japan is therefore keen to keep Mongolia onside as a reliable provider of resources and energy supplies.<sup>43</sup> In this way, the JDS project is consistent with many of the core strategic objectives of the Japanese government in areas such as national security, domestic reconstruction and infrastructure exports.

#### (3) Economic benefits

Mongolia currently boasts a GNI figure of over \$4,000 per capita, but it is important to remember that the bulk of the recent economic growth has been driven by mineral resources, at the expense of development in other industries. Given that the mining sector is highly vulnerable to global market price fluctuations, it is not prudent for the Mongolian economy to have such a high level of dependence on a single industry. The Government of Mongolia looks to Japan to provide aid, investment and technology transfer to assist with industry diversification and the transformation to a more competitive private sector. By providing quality training for government officers to boost the capacity of government, the JDS project will help

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<sup>42</sup> "On the Effective Utilization of Grant Assistance by Recipient Countries with Relatively High Income Levels," Ministry of Foreign Affairs, April 2014

<sup>43</sup> "Bilateral Aid and Assistance Principles—Mongolia, Ministry of Foreign Affairs," 2012

to promote diversification and create a more robust industry structure as the foundation for sustained economic growth and development. As such, the JDS project can be considered highly relevant. Furthermore, the new phase of the project extends eligibility to private-sector applicants, and this will generate direct benefits in promoting tie-ups between industry and government and encouraging private industry to become more competitive.

The aforementioned JDS basic research stresses the importance of maintaining continuity in the JDS project, so that it becomes a respected and valued program in the recipient country that ultimately encourages stronger bilateral ties. Cutting off funds for JDS would potentially impact on diplomatic relationships, because JDS not only contributes to development in the immediate sense, it also fosters pro-Japanese sentiment in the recipient country, which is an important diplomatic asset. Aid should not be limited to grant assistance; rather, repayable loans tailored to growth patterns should also be extended, along with diplomatic schemes and other Foreign Ministry initiatives, as part of a broader ongoing long-term support program of initiatives for returned fellows collected together under the JDS brand.

Thus, the JDS project can be seen as a project that will help the country of Mongolia to achieve the goals of its medium to long-term development plan, by providing high-level education to key personnel in government and private industry. It is highly consistent with aid policy and the philosophy of overseas aid in Japan. By augmenting other aid programs in areas such as technical cooperation and ODA loans, the JDS project provides additional synergies for the benefit of Mongolia.

### **3-2. Expected Effect of JDS Project**

The JDS project aims to develop human resources, especially young government officers who will have technical knowledge to offer practical solutions to the issues of socio-economic development and will actively contribute to resolving the issues. The Project Design (consisting of Overall Goal and Project Purpose) has been established for each Sub-Program and Component (see Appendix 6) in line with the Project's overall objective. 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. It is expected that JDS fellows will ultimately "contribute to solving development issues in their countries" by applying the acquired knowledge effectively, given their roles and responsibilities in the Target Organizations.

The following indicators are used to measure the achievement of the Project Purpose:

- Ratio of JDS fellows who obtain Master's degree
- Enhancement of the capacity of JDS returned fellows on research, analysis, policy

- making and project operation/ management after their return
- Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

With respect to the indicator, “Ratio of JDS fellows who obtain Master’s degree” and “Enhancement of the capacity of JDS returned fellows on research, analysis, policy making and project operation/ management after their return,” a high completion rate is expected to be achieved as a result of the steady implementation of the following: 1) Encouraging applications by appealing to Human Resource Office 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 fellows on the basis of academic knowledge, relevant work experience, basic training, and potential for contribution after returning to the country; and 3) Offering various types of support and regular monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS fellows in Japan.

In order to encourage JDS returned fellows to make use of their newfound knowledge in policy formation and implementation, and in light of high worker mobility rates and relatively low rates of re-employment in Mongolia, it is suggested that the traditional two-party contract between the JDS returned fellow and the employer be replaced with a tripartite contract where the Operating Committee is also represented. This would help to ensure that JDS fellows can either resume their previous roles after returning to Mongolia, or take on new roles that properly utilize their new skills and competencies.

It is integral to monitor how the JDS fellows’ experience in Japan will be utilized in their professional careers after returning to home country over the mid and long term, in order to evaluate the effectiveness of the JDS project. Through the monitoring, it is required to conduct follow-up cooperations necessary for facilitating project outcomes and support JDS fellows to further develop their professional skills and expand the networking. Appropriate follow-up cooperation will not only clarify the project outcomes, but also maintain relations between JDS fellows and Japan and benefit Japan into future collaboration with JDS fellows who are familiar with Japan and will be leaders of the country.

#### Comparision with other scholarship programs provided by other donors

The “JICA basic Research” analyzed the factors that contribute and hinder the effective progress and achievement of the JDS Project, in comparison with other donor’s scholarship program, as shown in the table below:

**Figure 22 Examples of factors which influences outcome of JDS  
(Findings from JICA Basic Research)**

| Goals   | Contributing Factors  | Inhibiting Factors   |
|---|---|--|
| Pre-condition:<br>Personnel, who fulfill the purposes of the JDS Program, is to be nominated. | <ul style="list-style-type: none"> <li>• The target countries are able to maintain a strong ownership because of the JDS Coordinating Committee.</li> <li>• The selection process is transparent.</li> </ul>  | <ul style="list-style-type: none"> <li>• Target organizations and fields are limited</li> <li>• PhD course is not covered.</li> </ul> <p>There are no courses provided about Japanese culture and/or language.</p>   |
| Overall Goal 1:<br>Contribution to solving development issues                                 | <ul style="list-style-type: none"> <li>• Quality education provided in Japan</li> <li>• Fixed number of government officers is continuously accepted every year.</li> <li>• Target areas (study fields) meet the development needs of the target countries</li> </ul> | <ul style="list-style-type: none"> <li>• PhD course is not covered</li> <li>• There is limited official networking with Japan after returning to their home countries</li> </ul>   |
| Overall Goal 2:<br>Contribution to strengthening bilateral relations                          | <ul style="list-style-type: none"> <li>• Safe study and research environment in Japan</li> <li>• Strengthened networking with JDS returned Fellows and accepting universities</li> </ul>  | <ul style="list-style-type: none"> <li>• JDS returned Fellows are given limited opportunities to get further information from Japan and to exchange information with the JDS returned Fellows in other target countries.</li> <li>• Official Systems to utilize JDS Graduates by the government of Japan or Japanese private companies are limited.</li> </ul> |

Furthermore, project partnership with accepting universities enables each university to be widely involved in the selection of candidates, and the Special Program, which is offered in addition to existing university programs, provides curriculums that meet needs of each JDS fellow and country. The throughout involvement of accepting universities in the selection, guidance, acceptance and follow-up works as an advantage to JDS Project.

In addition, proactive involvement of the Agent in the establishment of project policy each year and its versatile support for JDS fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give JDS Project a comparative advantage over other donors.

Many respondents in the field surveys felt that, compared to sponsorship of international students by the Ministry of Education, Culture, Sports, Science and Technology, the JDS project is a more cost-effective way to build skills and competencies, since a degree can be obtained more quickly. And because the sponsorship scheme requires students to learn Japanese, it is not possible to obtain a degree in two years. Thus, although sponsorship may be a more effective way to stimulate bilateral relations, JDS is considered more effective at capacity building.<sup>44</sup>

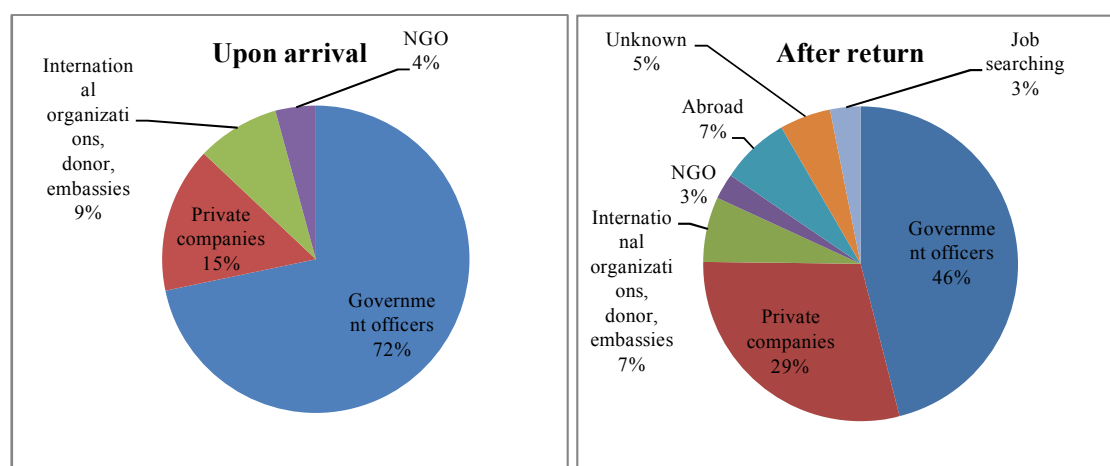
<sup>44</sup> Comment from the Director of the Strategic Policy and Planning Department, City Government of Ulaanbaatar who obtained his master's degree and doctorate in Japan with the MEXT Scholarship.

### 3-3. Project Evaluation Indicator Data

Table 23 lists the indicators used to assess the outcomes and impacts of the JDS project in Mongolia. An impressive 97.8% of JDS fellows from Mongolia have been successful in obtaining a degree through JDS. Government officials account for 46% of JDS returned fellows, and this figure rises to 78% if limited to the new format. Around 30% of JDS returned fellows are working at section manager level or above (21% under the new format).

**Table 23 Project evaluation indicator data on JDS Mongolia(as of April, 2016)**

|   |                         |                         |  |
|---|-------------------------|-------------------------|--|
| Inaugural year  |                         |                         | 2001   |
| Number of Slots per year                              |                         | 2002-2008 (old system)  | 20   |
|   |                         | 2009-2015 (new system)  | 18   |
| Fellows accepted                                      |                         | Total                   | 262 (old system 139, new system 123)   |
|   |                         | Sex                     | Male 100, Female162 (ratio of female: 61.8%)   |
|   |                         | Average age             | 28.7 (Upon arrival)  |
|   |                         | Teaching Language       | English 234, Japanese 28   |
| Returned Fellows                                      |                         | Total                   | 226  |
|   |                         | Fellows obtained degree | 221 (English 193, Japanese 28)   |
|   |                         | Failed fellows          | 5  |
|   |                         | Completion rate         | 97.8%  |
| By category of work place                             | Upon arrival            | Total                   | Government officers 188(72%), Private companies 40 (15%), international organizations, donor, embassies 23 (9%), NGO11 (4%)  |
|   |                         | Old system              | Government officers 65(47%),Private companies 40 (29%), international organizations, donor, embassies 23(16%),NGO11(8%)  |
|   |                         | New system              | Government officers 123(100%)  |
|   | After return to country | Total                   | Government officers 104 (46%), Private companies 66 (29%), International organizations, Donors, Embassies 15 (7%), NGO 6(3%), Abroad 16 (7%), Unknown12 (5%), job searching 7 (3%) |
|   |                         | Old system              | Government officers 36(26%), Private companies 56(40%), International organizations, Donor, Embassies 12 (9%), NGO 5 (3%), abroad 15 (11%), Unknown 12 (9%), Job searching 3 (2%)  |
|   |                         | New system              | Government officers 68 (78%), Private companies 10 (12%), International organizations, Donor, Embassies 3 (3%), NGO 1 (1%), Abroad 1 (1%), Job searching 4 (5%)                    |
| Ration of management level (upper than section chief) |                         | Total                   | Upon arriva: : 16 (7%), Current: 68 (30%)  |
|   |                         | Old system              | Upon arrival: 14 (10%), Current: 50 (36%)  |
|   |                         | New system              | Upon arrival: 2 (2%), Current: 18 (21%)  |



**Figure17 JDS Fellows by category of work place**

### Degree of capacity building of JDS fellows

The effectiveness of the project after the introduction of the JDS new system can be measured on the basis of various criteria, including the independence of relevant organizations and the activities of JDS fellows after returning to the country, in addition to the management and progress of the project. Indicators are created to evaluate the “Degree of capacity building of JDS fellows (especially capacities necessary for policy making and implementation)” and the “Level of appropriateness of university curricula” and also conduct a questionnaire survey. The survey respondents were principally JDS fellows.

### **(1) Contents of Survey**

As for the “Degree of capacity building of JDS fellows,” given that the “Development of young government officers and others” is the objective of the JDS project, it was aimed to examine changes in the abilities required for policy making and implementation in the developing country as a result of the JDS project. 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 the solution of development issues, on the other hand, was already confirmed when the curricula were presented for screening before the beginning of the survey. Survey items are, therefore, created in order to check whether the proposed curricula were actually implemented and, in addition, whether the offered curricula truly produced an outcome that contributes to resolving the development issues.

Also, another questionnaire survey was conducted targeting returned JDS fellows to see how the graduates utilize their outcome of their study in policy making / implementation.



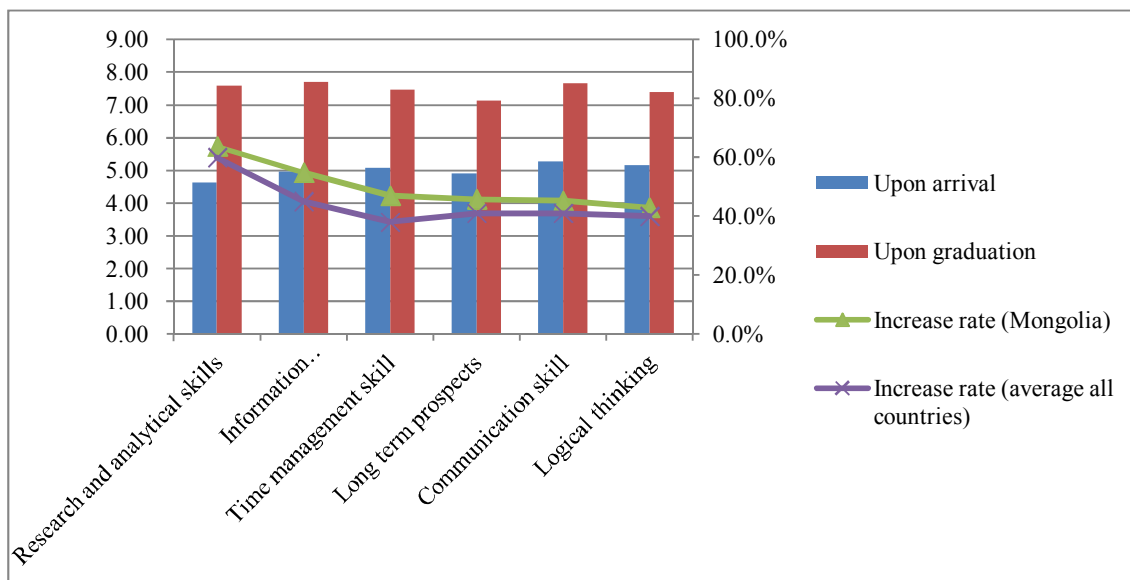
## (2) Method of Survey

The questionnaire survey to measure “Degree of capacity building of JDS fellows” targeting JDS fellows was undertaken in the following three stages: Upon their arrival in Japan, during their study, and upon their completion of study. At the time of their arrival in Japan and during their study, preliminary reports on the periodic monitoring of the JDS fellows were received. At the time of the completion of their study and shortly before their return to their home country, questionnaires are to be distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS fellows at each Accepting University and in each graduate school.

For returned JDS fellows, another questionnaire was distributed, asking about their promotion and utilization of their study outcome in their ministries after return. 30% of JDS returned fellows answered. See 3-4-1 “Evaluation by the returned fellows” for the survey result.

## (3) Result of the Survey

Figure 18 presents an analysis of the results of the questionnaires filled out by the JDS returned fellows (JDS fellows who had come to Japan in 2009 to 2012). All of the fellows' abilities had improved on completion of study from their arrival in Japan. One characteristic of the JDS fellows from Mongolia is significant improvement in their "Scientific research and analytical skills," "Information collection/processing abilities" and "Time Management skill".



**Figure 18 Increased skills and Abilities of the JDS Fellows from Myanmar during their Study in Japan (between their arrival in Japan and Graduation)**

### **3-4. Evaluation of the past JDS Project**

#### **3-4-1. Evaluation by JDS Returned Fellows**

We conducted an online-based questionnaire survey of all JDS Returned Fellows, targeting the 1st term in which new Fellows came to Japan in 2002 through the 12th term in which Fellows left Japan in 2015. This survey was intended to ascertain how these professionals have subsequently been promoted, in what ways research results they achieved through the JDS study program have been (are planned to be) utilized after returning to home country and whether they wish to enroll in a doctorate course, among other wishes. Of 226 JDS Returned Fellows, 61 professionals gave answers to the questions, which represented a questionnaire return rate of 30%.

Moreover, as part of our local survey in January and March 2016, we interviewed 24 JDS Returned Fellows to discover in what ways their experience in JDS activities proved to be useful for their professional duties. The interviewee list is as shown in Material 3.

##### **(1) State of post-JDS study achievements and promotion**

72% of JDS Returned Fellows who gave answers to the questionnaire survey said they obtained a grade or position promotion following their participation in the JDS study program. Answers by such promoted JDS Returned Fellows included the following: "The JDS project is regarded as one of the most effective foreign study programs for improving the skills of Mongolian government employees, so top government officers eagerly promote JDS Returned Fellows after returning to home country (Financial Regulatory Commission)," "My master's degree in business administration earned through the JDS program helped me obtain a promotion to the position of senior economist (the Bank of Mongolia)."

##### **(2) Utilization of research results achieved through the JDS study program and case example**

Case where a JDS Returned Fellow was promoted after returning to home country and making significant contribution to efforts to resolve the country's development challenges

- A former JDS Fellow, who previously studied macro finance as his/her research theme in the Asian Public Policy Program at Hitotsubashi University School of International and Public Policy, returned to home country before engaging in duties to plan training for financial institutions and establish regulations on credit unions as a member of the policy and planning department in the Financial Regulatory Commission's micro finance unit.
- A former JDS Fellow, who previously studied low cost housing for yurt area residents in Mongolia as his/her research theme at the Toyo University Graduate School of Regional Development Studies, returned to the country before promoting its yurt area development initiative as head of monitoring department in the yurt area development institution in Ulaanbaatar.

- A former JDS Fellow back in Mongolia, utilizing global warming knowledge acquired at University of Tsukuba (National) Graduate School of Life and Environmental Sciences, led the country's efforts to reach agreement with Japan on a joint crediting mechanism (JCM) for both countries concerning greenhouse gas, at the Mongolian Agency for Standardization and Metrology.
- A former JDS Fellow back in Mongolia, utilizing knowledge in quantitative weather forecasting-related statistics acquired at University of Tsukuba (National) Graduate School of Life and Environmental Sciences, developed a highly accurate weather forecasting system as manager of quantitative weather forecasting department at the Information and Research Institute of Meteorology, Hydrology and Environment of the Mongolia National Agency for Meteorology and Environmental Monitoring (NEMHEM). The professional in question used this system to provide mass media sources with five-day weather forecasting service for 28 locations in the country.

Case where contribution was made to promoting friendly relationship with Japan

- While being employed by the Ministry of Justice, a former JDS Fellow studied at Yokohama National University, School of International and Business Law before returning to home country to assume positions at several different organizations. This professional is currently involved in JICA technical cooperation programs in his/her capacity as Director of the Strategy Policy Planning Department, Ministry of Food, Agriculture and Light Industry.
- A former JDS Fellow, who previously studied in the Asian Public Policy Program at Hitotsubashi University School of International and Public Policy, returned to home country before being involved in the JICA "Capital Market Regulation and Supervision Ability Enhancement Project" as a Financial Regulatory Commission officer responsible for the project.
- A former JDS Fellow studied at the Tokyo University of Agriculture and Technology to earn a master's degree before enrolling in a doctorate course at its graduate school at his/her own cost. After returning to Mongol in 2013, at the Nature Conservation Fund of the Ministry of Environment, Green Development and Tourism, this professional served as a staff member of the country's secretariat for a joint credit mechanism (JCM) between Japan and the Mongolian government. Starting from September 2014, the professional in question was put in charge of handling greenhouse gas (GHG) inventories, and was involved in the preparations for the Workshop on Greenhouse Gas Inventories in Asia (WGIA), a major international workshop scheduled to be held in late July 2016 with the assistance of the National Institute for Environment Studies (NIES) of Japan. Moreover, this professional was put in charge of preparing proposal letters and conducting prior assessment as a Mongolian counterpart of JICA in relation to the JICA "GHG Inventory System Establishment and Capability Enhancement Project," a project currently being formed.
- A former JDS Fellow, who previously studied macroeconomics at Sophia University,

returned to Mongolia before engaging in natural resource business between the country and Japan as business manager of the Representative Office of Mitsui & Co., Ltd. in Ulaanbaatar.

- A former JDS Fellow, who previously studied at Tohoku University Graduate School of International Cultural Studies, returned to Mongol before joining New Television (NTV) of Mongolia. This professional provided an in-depth coverage of Japanese society by producing and broadcasting programs on friendly relationship between Japan and Mongolia and a program featuring Hokkaido, and ii) organizing seminars on issues faced by Japan with the attendance of relevant experts invited, a set of efforts made by actively looking for subjects relating to Japan. After serving as CEO of NTV, the professional in question was appointed director of private-sector broadcaster association.

Case where a former JDS Fellow launched a political party, seeking to make change to Mongolia's social and economic development

- A former JDS Fellow, who previously studied at Kobe University Graduate School of International Cooperation Studies, returned to Mongolia before serving as Representative of the Mongolian Bankers Association, the country's first-ever private-sector business organization until October 2015. This was followed by the professional aspiring to pursue endeavors as a politician before launching the National Labor Party near the end of 2015. About 70% of its members have the experience of studying in Japan, Europe or the US, and around 40% of them are doctorate holders. Former JDS Fellows totaling 4 to 5 persons are among the members.

Case where a former JDS Fellow attained promotion in the private sector, accomplishing notable achievements

- A former JDS Fellow, who previously studied at Nagoya University Graduate School of Law, currently serves as COO of the Newcom Group, a Mongolian investment company, having a significant influence on the country's development. This professional was chosen as one of those on the Mongolia's "Top 30 in 30s" list issued by Forbes, one of the world's leading business magazines. After completing the JDS program, the professional in question earned a doctorate through the state-funded foreign student scholarship scheme.
- A former JDS Fellow, who previously studied at Waseda University Graduate School of Business and earned a master's degree, was promoted to Deputy Chief Executive Officer of Khan Bank, his/her current employer. This was the fourth highest position in the bank. Serving a Japanese Chief Executive Officer, this former JDS Fellow was responsible for risk management. Having branches of over 530 in Mongolia, Khan Bank is the largest commercial bank in the country, and its headquarters staff total about 600 with its overall headcount, including its branch staff, standing at some 5,000.
- A former JDS Fellow, who previously studied at Nagoya University Graduate School of Law, returned to Mongolia before being appointed COO of TenGer Finance Group, and

currently serves as CEO of Ard Daatgal Insurance Company LLC, a top five player in the country's insurance sector. Its holding company, Ard Financial Group LLC (AFG) has an equity interest in the Institute of Engineering and Technology (IET), an organization having a Japanese-format junior college. When the IET was privatized in 2008, AFG took a 50% equity participation in the former, helping it rebuild its business operations.

### **(3) Advantages and merits of JDS study experience**

Many of JDS Returned Fellows cited as the JDS project's advantages support provided by each project execution agency institution as well as Japanese language training, an important feature of the project.

- "Support for the fellows was excellent. The JICE provided support not available from other scholarship programs. This support, representing a significant advantage, was practically beneficial to such fellows"
- "One advantage of the JDS project run by the JICE was the availability of programs to enable fellows to learn about the Japanese people and culture. The Japanese language training course and the home stay program were good. Now, back in my home country, I can use basic Japanese to communicate with a Japanese person when meeting one for business purposes. The Japanese language training course has proved to be quite useful. My Japanese language teacher was good."
- "Japanese language training course I took before visiting Japan was quite useful. Knowing even just basic words and conversation phrases is very helpful. Although university lectures and programs are conducted in English, you still need Japanese for daily living."

### **(4) Needs for doctorate programs**

Regarding the establishment of doctorate courses, many of JDS Returned Fellows who pursue a career in the private sector seemingly did not see much need for moving on to a doctorate course.

- "I am aged 40, so a better option for me would be to keep working to accumulate experience, rather than moving on a doctorate course."
- "A doctorate program being established is good news for young applicants, in particular, but a doctorate is not required in business. Although a doctorate is needed by university academic staff and researchers and other science professionals, a professional having the degree is thought to be academically overqualified for business. Having overspent time on doctorate research, such a professional stands aloof from business with his/her human connections being limited in extent."
- "At a private-sector bank, a master's degree is sufficient. For an officer responsible for practical duties of a technological nature, financial field qualifications such as in market risk management is more useful than a doctorate. For a business administration

professional, a master's degree is sufficient."

On the other hand, the need for a doctorate course was found to be strong among central banks, research institutions and universities.

- "The Bank of Mongolia probably has a need for doctorate-holding professionals. A doctorate is a valuable asset for those who formulate monetary and other policies. A general manager at Ministry of Finance acquaintance of mine obtained a master's degree through Japan's state-funded foreign student scholarship program. Such a government official would need a doctorate."
- "The plan to establish a doctorate program is a quite good one. For a researcher in particular, having a doctorate is a positive asset. It is preferable to allow a person to take a foreign study course seamlessly from a master to doctorate programs on condition that he/she enter into an agreement with each employer on post-foreign study reinstatement. It is not certain whether a government agency may keep an officer employed over the course of five years required for the study programs, yet a research institute would probably be able to do so."
- "The plan to establish a doctorate program deserves strong recognition. A doctorate is needed by scientific technology professionals, in particular."

#### **(5) Recommendationss for improvement**

The following paragraphs outline proposals made by JDS Returned Fellows who were interviewed for the survey.

##### Project continuation

Many of JDS Returned Fellows, liking the fact that the JDS project still continues to be in operation, hope it will remain so in coming years. A former JDS Fellow who studied at Hitotsubashi University before returning to his/her home country to currently serve as a member of the National Labor Party said "It is important for the JDS project to be continued. While some of JDS Returned Fellows work in the private sector, government officers' skills need to be improved. I hope the project will continue to be in operation."

##### Establishment of private-sector programs

All of interviewed JDS Returned Fellows who worked in the private sector answered "The JDS project should apply to private-sector professionals as well."

- "Given that in a past questionnaire survey I proposed that private-sector professionals be given an opportunity to become a JDS Fellow, I am happy to see private-sector programs established starting from the next project term. A driving force for the Mongolian economy, private sector entities employ significant number of workers while paying sizable taxes, yet private-sector professionals are given scholarship opportunities that are far smaller

compared those available to public servants."

- "I think it is a very good plan to widen the scope of JDS applicants to include private-sector professionals, going forward. In Mongolia 10 years ago, the availability of scholarship program was nearly non-existent, meaning that Japanese scholarship's value-added was high. Nowadays, however, there are an increased number of scholarship options to choose from, so reduced priority is given to Japanese scholarship. With the nation's income having risen, some citizens study abroad at their own cost. Given that many opportunities are made available to government employees in a concentrated manner while overseas study opportunities available to private-sector professionals are limited in extent. In this respect, widening the scope of JDS applicants to include private-sector professionals is a move that meets their needs.
- "Several years ago, I heard that the scope of JDS applicants became limited to public servants. Considering direct benefit from the JDS project, the scope should desirably include private-sector professionals as well. I myself can contribute to developing Mongolia as an employee of Mitsui & Co., Ltd."

On the other hand, a JDS Returned Fellow who is now a Bank of Mongolia employee expressed an opinion that: 1) when selecting applicable institutions, consistency needs to be maintained; 2) the scope of applicable institutions must continue to be limited to key government agencies and other government bodies such as the Bank of Mongolia, the Ministry of Finance and the Financial Regulatory Commission. Relatively new government agencies experience realignment frequently, potentially causing officer reinstatement issues whereas key government agencies are free of realignment, enabling officer reinstatement effortlessly.

#### Importance of Japanese-language training

Many of JDS Returned Fellows who participated in the study program in the previous format pointed out the importance of the Japanese language as a means of understanding the nation, requesting more opportunities to experience Japan to be provided.

- "It is a pity if a foreign student studying in Japan has no Japanese language skill, which makes it difficult to understand the nation's culture. I hear recent JDS Fellows are unable to speak Japanese."
- "Students of the graduate school I enrolled in were all students from abroad. Teaching staff there were Japanese, but it is difficult for foreign students to frankly talk with professors. Currently, this course seemingly has one Japanese student, yet it is desirable to have more Japanese students in the class. After a study period of two years in Japan, I have become knowledgeable about Vietnam and the Philippines, home countries of my classmates, but my knowledge about Japan is limited in extent. After returning to my home country, my friends asked me about Japan, yet I answered I didn't know it well."

### **3-4-2. Evaluation by the Accepting Universities**

A questionnaire survey was conducted with the 6 universities (9 graduate schools) which have accepted JDS fellows from Mongolia since FY 2013; the questionnaire covered the merits and impact of accepting the JDS fellows, issues with regard to their acceptance, and proposals for future, etc. The interview survey was conducted by visiting 6 universities (8 graduate schools). In addition, the interview survey to Asian Public Policy Program in Hitotsubashi University which used to accept JDS fellows.

#### **(1) Outcomes by accepting JDS Fellows from Mongolia**

##### Impact on accepting universities' internationalization

According to the Graduate School of Life and Environmental Sciences at the University of Tsukuba, "By joining the JDS program, the content of domestic and international internships has become more practical, and the educational content focuses on resolving problems. Furthermore, the awareness of students has also expanded from environmental leadership to global leadership, and they have come to think about the importance of not only the performance of policy but also taking leadership in making proposals."

The opinion from the Graduate School of Governance Studies at Meiji University was "at the time we joined the JDS program in 2007, there was a lot of work to do such as establishing the curriculum, increasing the number of classes in English, and increasing the number of teaching staff, however from around 2013 we were able to accept participants more consistently. It was a significant improvement when the new JDS system was introduced and the universities accepting participants for four years were fixed. Currently the impact on the school of one JDS target country has not been so significant however, it was significant at the initial setting up stage." Currently this school has 45 students from overseas and about 80% of these are JDS participants.

The Faculty of Law at Kyushu University had this to say: "The JDS program has provided Kyushu University with the resources to develop the 'knowhow' in teaching law in English and even more broadly, it has furthered the growth of the international Master's Program in Law (LL.M). In addition, as practitioners, the JDS participants have significantly contributed to debate in the classroom and campus life, due to their mature practical experience and legal knowledge. Also, in so doing, they have in a countless number of ways contributed to the globalization of Japanese students which is currently one of the important policy issues of the Ministry of Education, Culture, Sports, Science and Technology (MEXT). In this way it can be said that JDS has contributed significantly to the internationalization of law education at Kyushu University."

##### Strengthen the network with Government of Mongolia

The Graduate School of Life and Environmental Sciences at the University of Tsukuba, through JDS, has come to be involved in urban environmental improvement in Mongolia, and in the



second year they concluded a Memorandum of Cooperation with the city of Ulaanbaatar. Under this Memorandum, it was agreed that Tsukuba University's Programs in Environmental Sciences and Sustainable Environment Studies provide short term training for employees of Ulaanbaatar city as well as conduct joint research into urban environmental improvements in the future. This was inspired by an opinion exchange meeting in a JDS technical interview, and the cooperative relationship between Kyushu University and Ulaanbaatar city was subsequently further strengthened by the holding of local seminars utilizing the special program, and lateral support by JDS returned fellows who graduated from the same university.

Keio University is also gradually building relationships with the organizations to which participants belong, through the acceptance of JDS participants. In addition, every summer the university holds workshops in Mongolia, and they are gradually forming networks with local related institutions.

The Graduate School of Integrated Sciences for Global Society at Kyushu University is conducting joint research and discussion with the Central Geological Laboratory of Mongolia to which their participants belong, and are strengthening international cooperation. Furthermore, they have strengthened their ties with universities and research institutions in Mongolia, and have participated in the ODA Loan financed program "Project for Supporting Engineering Related High School Education in Mongolia." Their opinion is that participation has led to the building of research and education networks from a different perspective.

On the other hand, there were also views that for universities such as Meiji University which accept students from target organizations in a wide variety of fields (public policy), the participants come from different organizations each year and therefore cooperation is difficult. Cooperation with local related institutions is difficult unless there are advantages in terms of cost sharing, improvement in reputation and other specific advantages.

## **(2) Problems in acceptance**

### Ensuring the quality of participants

It has been indicated that the participants from Mongolia are lacking in basic scholastic achievement. For example, candidates with a TOEFL score of 390 points, when converted to the standard of the accepting university will have a level of 25 or 26 points out of a maximum score of 100 points, and it is difficult to pass them, and even after actually coming to Japan their basic academic achievement may be insufficient and they will have difficulty. Therefore, the opinion was expressed that it would be preferable if candidates' TOEFL scores were at least 400 points or over.

Keio University uses a budget in addition to JDS to enable JDS participants to graduate in 2 years, by providing them with a combination of additional instruction. There was also the opinion that there is variation in the academic achievements of individuals and cohorts.

The Graduate School of Engineering at Kyushu University expressed the opinion that "recently, JDS applicants have only been coming from the same research laboratories and

universities, and it seems the quality of applicants is falling, therefore in order to attract excellent students who are sympathetic to Japan, we hope that the local office will engage in recruitment activities."

#### JDS Brand falling

Hitotsubashi University, which has accepted JDS participants consistently since 2001, indicated that the brand strength of the JDS project has fallen. In the past, at Hitotsubashi University, the JDS participants have been excellent and have taken the lead in classes, and the IMF scholarship students required extra instruction and had the lowest academic level. However, currently the situation has reversed, and there are many excellent participants from IMF, and the level of JDS has fallen. It cannot be denied that the overall brand strength of Japan has fallen and that many participants are being lured to Australia, New Zealand and elsewhere, however it is clear that the quality of JDS participants is falling.

#### Measures to take in the opinion exchange meeting in the technical interview

The Graduate School of Life and Environmental Sciences at the University of Tsukuba pointed out the importance of visits by ministries and agencies and opinion exchange meetings in the technical interviews and requested that further improvement be made to the content of these. "We would like to know more details about the needs of the other country. We would like more time to be allocated to presentations by the target organization, rather than only to the presentations by Japanese universities. It would be desirable to have mutual discussion rather than a one-sided explanation from Japan. It would be desirable if the materials could be gathered together in some form, not necessarily PowerPoint. For example, the universities could be given a questionnaire in advance asking about what they would like to hear from the target organization on the day. In the past, we received an inquiry in advance from the agent about the content of questions we would ask at the opinion exchange meeting. We were able to tell them the matters we were interested in and the members from the target organization were able to prepare their answers in advance. In the end this led to the building of a relationship with the city of Ulaanbaatar. By having a number of opportunities to communicate, both parties were able to study and reach a mutual understanding. In terms of building relationships, it would be preferable if there was more than one institution in attendance, and we could get to know a number of institutions."

#### Securing employment after studying overseas

It was noted that in the case of Mongolia, the graduates' posts are not necessarily guaranteed after they return home. Keio University proposed that the pledge concluded before departure should be made not between the participant and the operating committee, but between the participant and the Mongolian government, in order to secure the post of the participant after they have completed the study overseas. The purpose of JDS is not just the improvement of individuals' achievements, but the strengthening of the organizations to which they belong, and therefore the utmost effort should be

made to secure their return to their posts.

### **(3) Comparison with other scholarship programs**

#### The Importance of Special Programs

The Graduate School of Life and Environmental Sciences at the University of Tsukuba responded as follows regarding the merits of special programs. "The majority of graduate education in Japan is essentially education focused on thesis, and in the main, students who come from overseas under MEXT's scholarships system must a complete master's thesis or doctoral thesis. By comparison, in the JDS project, by using the special programs budget effectively, it becomes a means of improving the quality of educational programs at universities. This is a very important point considering the future improvement of the international competitiveness and reputation of Japanese universities."

Meiji University expressed the importance of the special programs, stating "the special programs are extremely important. Without this budget, we would not be able to provide a lot of the services we currently provide (field trips, translation of educational materials, follow-up seminars and the purchase of reference materials, etc.)."

The Graduate School of Law at Kyushu University indicated that "it has become much easier to use compared to the past. It has really helped that the system of budget planning by country has been abolished. Research results usually improve when students from many countries engage in activities together, rather than with those from the same country, so it is better not to differentiate by country. The similar program in YLP is harder to use compared with the JDS special programs."

#### Support by the Agent

Meiji University had the following to say about the effectiveness of support by agents. "The high degree of care by JICE is a significant merit. There probably isn't any other scholarship program in the world which provides such a degree of support. If a participant has an inquiry, first they consult with the person in charge of participants at the agent. Subsequently, they can consult with the overseas students' lounge at Meiji University, or consult with the office about systems in the school, and if they still cannot resolve their problem, they can consult with teaching staff. The students have access to a large number of channels for consultation."

The Graduate School of Integrated Sciences for Global Society at Kyushu University noted that "there is a thorough system in place for providing support for travel to Japan and procedures related to acceptance, as well as support during their stay, providing participants with an environment in which they can concentrate on their studies."

There was also the opinion that as participants can be selected after interviews held overseas from a wide range of applicants attracted by the recruiting activities of the agent, the quality of applicants is assured and universities can feel confident accepting them.

#### The value of visits by ministries and agencies and the opinion exchange meetings in technical interviews

The Graduate School of Life and Environmental Sciences at the University of Tsukuba indicated the importance of visits by ministries and agencies and the opinion exchange meetings in technical interviews held locally. "These opportunities are important for gaining a greater knowledge of the background and needs of government administrators that we will accept. We believe that this is not a 'burden' but an advantage for the other country, the Japanese university and the teachers and government administrators. It is necessary for people at the forefront of education to well understand the needs of society and student and continually make improvements to educational content. In addition, from a global perspective, there is probably no other such project for re-training government administrators from developing countries at universities. This is one point that is pointed out by most researchers and government administrators invited from overseas."

On the other hand, there was also the opinion from the Graduate School of Law at Kyushu University that "the timing for the local interviews is a significant burden. We would like to see more flexibility such as the use of television conferencing." The Graduate School of International Management at the International University of Japan also noted "the technical interviews are held in January or February however this is right in the middle of the semester and participation by teaching staff is very difficult. If possible, it would be preferable if the interviews were held in the semester break at the end of December."

#### **(4) Needs for doctoral programs**

The results of the questionnaire survey to which the accepting universities and courses responded confirmed that the need for a PhD program is generally high. Fourteen out of the 16 universities responded that there is a need for the PhD program. 60% to 75% of the respondents said that the current and returned JDS fellows wish to go on to the PhD program, and some of them have the ability to study at the PhD level. Both the universities and JDS fellows wish to have the PhD program as a JDS project. Some accepting universities have recommended their students to return to Japan to study on the PhD program using the government scholarship program. So, many of them welcomed the launch of the PhD program as a JDS project. At Tsukuba University and Meiji University which had already done interview surveys, the universities already had JDS returned fellows at the school enrolled in doctoral programs. At the Graduate School of Law at Kyushu University, they have had a JDS returned fellow receive a doctorate in the past.

**Table 24 Needs for Ph.D Program (Valid: 8 answers)**

| Questions   | Yes | No / No answer |
|---|-----|----------------|
| (1) Needs for Ph.D. Program by JDS  | 7   | 1              |
| (2) Are there any <u>Current</u> JDS Fellows who desire and are qualified to enroll a Ph.D. Program?      | 6   | 2              |
| (3) Are/Were there any <u>Returned</u> JDS Fellows who desire and are qualified to enroll a Ph.D. Program | 7   | 2              |

With regard to the period of study necessary for the PhD degree, most of the responses commented that "at least three years is necessary." While some commented that, out of the three years, the period required to stay in Japan to do research is "one year if the student is extremely excellent academically" or "one to three years;" many of the comments say that usually three years are necessary.

While there was some agreement that the candidates for doctoral programs should be restricted to JDS returned fellows, some universities indicated that they would like to accept outstanding participants selected from a wider range of candidates. They indicated that there are potential candidates who have completed their Master's in Australia, the U.K. or elsewhere and who would like to complete their doctorate in Japan. Before giving their informal agreement, the universities assess whether the student can properly access data for their doctoral thesis, the feasibility of their research plan and whether they have the basic academic achievements. In the case of JDS returned fellows, this assessment of basic academic ability is easier as the university already has knowledge of the master's thesis of the student.

Regarding the age restriction, the majority opinion was that they could accept an applicant even at 45 years of age. Regarding their practical experience after acquiring a master's degree, there was the opinion that there should be a certain degree of flexibility rather than detailed rules. For example, there was a proposal that the conditions be "an applicant who has acquired a master's degree under JDS" and "who has permission from their organization to study overseas (obtain a written letter of consent)."

Comments from the universities regarding the introduction of a doctoral program are as follows:

- What all the teaching staff in this major agrees unanimously in connection with the JDS project is that a JDS project for doctoral programs is necessary. In the case of Mongolia, we know from the result of monitoring of JDS graduates from this major that a doctorate is important as a person's salary rises if they have a doctorate and they are promoted more easily. Furthermore, the teaching staff feel that if excellent personnel who receive an education in Japan end up subsequently being lured to universities in third countries, that this result is not in line with the purpose of the JDS project. The final achievement in one's academic career also has an influence in the workplace. If JDS graduates receive a doctorate from a university in the U.S., their connection with Japan may be forgotten. This is how important a doctorate is in an individual's life.

- The point is their path after receiving a doctorate. What is important is how they can contribute to Mongolia or Japan. No matter how outstanding a person is, they cannot solve problems on their own. The ability to have influence in an organization is also necessary.
- The need for a doctoral program is high. Don't most participants wish to carry on to a doctoral program? Instead of immediately after a master's, wouldn't it be desirable to take up the challenge of a doctorate after returning home and gaining a certain degree of experience. It seems there is some demand from participants who participated under the old system.
- The doctoral program requires coursework in two subjects, therefore it is necessary to reside in Japan for at least one year. The thesis can be prepared in the participant's own country. In addition, doctoral candidates must take a qualifying exam in Japan.
- If the doctorate cannot be completed in three years, the participant is considered to have dropped out. Subsequently, the degree will be conferred when the thesis is published. In order to become a doctoral candidate, it is necessary to study a certain degree of coursework in Japan. A certain English achievement score (TOEFL 550 points, TOEIC 730 points or greater) is necessary to acquire a doctorate.
- There are high requirements for the doctoral program. In the case of JDS graduates, they have the capacity to achieve a certain level of research and can acquire a degree after three years of study. Advance analysis is required and it is necessary to reside in Japan for three years. If possible, it would be preferable if participants did not return home but stayed on after their master's and progressed straight on to the doctoral program.
- The burden of instruction required for a doctoral program is too great and we cannot assume the responsibility. We have no restriction on the number to accept. We could accept students if the needs of the university (teaching staff) and participants matched.
- Overall about 70% of participants complete a doctorate in three years.
- Many JDS returned fellows wish to progress on to a doctoral program. The golden (popular) pattern is to complete a doctorate in Australia after JDS. We have been asked to prepare recommendation letters many times. In the case of the Philippines, Indonesia and some other countries, a doctorate is necessary for promotion. The teaching staffs also inevitably have to recommend the U.S. and Australia where education and research is extensive. (The teaching staff also has doctorates from the U.S.). Australia has long accepted students into their doctoral programs. In Japan this is mostly in engineering courses and few students are accepted in the social sciences.
- In contrast to master's programs, the responsibility borne by teaching staff accepting doctoral students is great. The teaching staffs are cautious about accepting students as their reputations are at stake. The examination of the doctoral thesis is done by an examination committee which also is attended by an external examiner. If the quality of the student's thesis is poor, the academic advisor's capability may also be questioned. Even if the quality of the thesis is bad, the record will remain for the academic advisor instructing such student. Therefore, the burden on the teaching staff will rise as they intervene more than necessary

in thesis instruction. Substantial determination is needed to accept candidates. If the candidate is a JDS returned fellow, the institution knows their face, personality and achievements, and it makes the decision to accept easier. It is also significant that JDS participants have a job guaranteed after completing their doctorate. Usually, teaching staff have to worry about post-graduate employment as well.

- What is important is receiving admission by the university. Whether or not they have the academic advisor for instruction is important. Search for an accepting university after first receiving a scholarship grant under the MEXT scholarship system (recommendation by Embassies). The university would have difficulty if they suddenly received an inquiry directly. As per the current plan, under JDS, it would be desirable to have the condition of first getting the informal consent from the university.
- The conditions for granting a degree at our university are that the student must publish three theses, and one of these must be accepted by an international academic journal. To graduate in three years, this would mean writing one thesis per year. There is also the coursework in the first year and students who do not pass the end of term test must drop out. In order to graduate in three years, the student's master's thesis must be a certain level of quality, otherwise it will be difficult. It takes one year for the screening of the thesis before it is accepted by an international academic journal. It is preferable if candidates slightly amend their master's thesis such that it is of the level that can be submitted to an international academic journal in the first year.

## **(5) Recommendationss for the future**

### Review the Target Organizations System

The Graduate School of Integrated Sciences for Global Society at Kyushu University expressed the opinion that "currently the target organizations which are eligible to apply are pre-determined, however it would be preferable if this was widened to encourage applications from a variety of government ministries and agencies."

### Importance of Pre-Departure Orientation

There was the opinion that recent JDS participants have not only had lower academic achievement but also lower motivation, and are lacking in enthusiasm to study hard in a limited period of time and make sure that they get their degree, as representatives of their country. Therefore, it is important to increase their motivation in an orientation before coming to Japan. ADB scholarship participants and JICA long term researchers do not receive any special orientation such as that provided by JDS however they are highly motivated and independent.

Other opinions included the following. "JDS participants have work experience and time has elapsed since they graduated from academia, therefore they need to revise math and English before entering the school. However, they are usually busy at work and have extra jobs given to them before their departure, making them too busy to prepare. It is necessary to encourage the

other country to release the candidates from their work in time for them to prepare to study overseas." "It seems like JDS participants do not understand the reality of studying overseas. At our university, the coursework in the first year is particularly challenging. We want the participants to have more of a sense of crisis. Therefore it is important to provide thorough and accurate information to the students before they come to Japan." "A one to two weeks orientation is insufficient. The IMF provides a two month orientation."

#### Importance of Japanese Language Ability

At Hitotsubashi University, they use the World Bank's television conferencing system to hold seminars every year with graduates. It is the JDS participants from the former program who take the initiative in arranging the conferences. They had received several months of Japanese language training prior to entering the school and their feelings for Japan are different. As they can speak Japanese, they have a deeper understanding of Japanese people and society and even during their studies they were role models for other participants who had not received Japanese language training. The opinion was expressed that the universities would like all JDS participants to receive Japanese language training prior to entering the schools, even if it means returning a part of the special programs budget.

According to the Graduate School of Law at Kyushu University, "If participants do not have Japanese acquaintances, they will not have the opportunity to learn about Japanese culture. Since they have come all the way to Japan, it would be a shame if they didn't have the opportunity to learn about Japanese culture."

#### The necessity of the Enrichment Program

We explained the idea for an Enrichment Program to the universities we interviewed, and the idea was well received. Tsukuba University felt that "it is an excellent idea to arrange an Enrichment Program for participants to network with JDS participants at other universities. It would be good if accepting universities could take it in turns each year to hold the meeting in the form of a "JDS Society" in different locations. It could be separated into different fields such as agriculture and environment, however it would be preferable if all JDS participants could have the chance to gather together. They can gain something from hearing from students in other fields even if not directly related."

#### Expanding Publicity

Tsukuba University expressed the opinion that "The benefits to Japan of the JDS program could be widely promoted and simply explained to the Japanese people. The cooperation of the media is also necessary."

#### Review on the Selection Process of Accepting Universities

Some universities indicated that there was a lack of clarity in the criteria for selecting accepting universities. They questioned whether it really is the case that universities with high quality



educational programs are being selected. It is necessary to have an assessment system that universities can accept even if they fail to be selected, and it was indicated that the volume of documents required for the application procedure is great and this is one factor that lessens universities' motivation to participate. Some universities requested that feedback be given on the selection results.

The International University, which accepts a large number of scholarship students, indicated the need for external specialists. "Under the IMF scholarship program, specialists conduct detailed examinations of the specialist fields of teaching staff and structure of lessons when selecting universities and programs for participation, and as the focus is on the quality of the education, the quality of the students is also very high. If the JDS program had a more suitable selection process by utilizing specialists when selecting universities, we believe the credibility of the JDS program would increase even more. Under the IMF scholarship, one phase is comprised of seven batches. Teaching staff even have to submit their CVs. The IMF carefully survey what kind of specialists are at the universities. The IMF Tokyo Office operates as the secretariat for the committee selecting accepting universities, and they have an evaluation system which utilizes members from Japan's finance ministry, economists from Singapore and Indonesia, and teaching staff from the Australian National University. The proposals required must all be in English and the volume is significant. Presentations must also be made after proposals have been screened. IMF Screening Committee members visit our school, listen to our presentation, and ask detailed questions. It would be a good idea to utilize retired teaching staff with no conflict of interest as specialists in each field in the JDS program as well. If specialists are included in the university selection assessment, the universities that apply cannot write anything that is irresponsible."

### **3-5. Issues and Recommendations**

Issues and recommendations obtained in this survey are as follows.

#### **(1) Implementation Structure**

In this preparatory survey, we were able to reach an agreement with the Mongolia government about important matters concerning flexible responses to the implementation system and the needs of the project such as (1) total replacement of Mongolian Operating Committee members, (2) adding a quota for the private sector (taught by Japanese language), (3) introduction of doctoral programs, etc. In particular, with the Director of the Strategic Policy and Planning Department of the Ministry of Education, Culture and Science, who serves as the chairperson, we could discuss the necessity of lively discussions on the improvement of the project by the Operating Committee members and the expansion of development effects in collaboration with JICA projects which are currently being implemented. The Director has an accurate grasp of the economic and social situations Mongolia is placed in and she is a person who is seriously

thinking about how human resource development should proceed under these kind of circumstances. By making her the chairperson of Operating Committee, we think that a system for improving the quality of the project is going to be developed.

In addition, we reached an agreement to appoint the Director of the Office, Civil Service Council in addition to the Director of the Strategic Policy and Planning Department of the Ministry of Education, Culture and Science, the Director General of the Development Financing and Debt Management Department of the Ministry of Finance (the key person for ODA projects) and the Director of the Strategic Policy and Planning Department of the Ministry of Industry as new Operating Committee members. After the introduction of the new system, the return to service ratio of JDS returned fellows has been 78%, which is not necessarily low considering the unstable political situation of Mongolia, but achieving further improvement should be aimed at. The Civil Service Council is an organization that directly belongs to the Secretariat of the National Assembly and can be expected to have a certain influence on ministries and agencies with regard to the return to service and employment, etc. of staff. Also, proposals, etc. from viewpoints that consider persons with disabilities and gender seem to be possible and a contribution to the improvement of the quality of the project can be expected.

On the other hand, it is necessary to recognize that there is a risk that the persons belonging to the manager-class of ministries and agencies in Mongolia will frequently change, as might occur when the Operating Committee members retire official positions depending on the results of the general election which is scheduled to be held in June 2016. In order to maintain the consistency of the project, it is integral that the Japanese side of the Operating Committee continues to take a strong initiative in the management the project.

## **(2) Cooperation with other ODA Projects**

As long as we implement JDS as an ODA project, it is important to cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an "input for development" instead of just a fund for studying abroad. Dissemination of this project to the persons in charge at JICA offices abroad and experts, encouragement of competent human resources from partner countries to apply to JDS, utilization of alumni network for the project, etc. are required. In particular, in order to promote the cooperation with the technical cooperation projects under implementation, not only it is important to share information with involved experts, but also, to provide them with opportunities to directly meet with JDS returned fellows. With regard to components such as "2-2 Public Policy," it is necessary to study and confirm the sectors, issues, research themes and major target organization, etc. to be especially emphasized. In this point, it is expected that the agent also further deepen their understanding of the projects implemented by JICA and the relevant policies of the Mongolian government and make beneficial proposals.

Therefore, we propose to use the following matrix to study the projects to cooperate with and share this information among related parties in the JDS project. For example, the "Mongolia-Japan Teaching Hospital" which is planned to be constructed by grant aid and will

become the first university-affiliated hospital in Mongolia will not only become a center for training of medical doctors after their graduation but also is expected to function as a core hospital providing tertiary medical services with high priorities such as non-infectious diseases and secondary medical services for Ulaanbaatar City. It is effective to train hospital management personnel by providing an opportunity to obtain a degree at a Japanese graduate school in the JDS project towards the completion of the hospital construction in 2018, while collaborating with another technical cooperation project which is planned to be implemented at the same time.

**Table 25 Matrix to promoting collaborations with other JICA projects (example)**

| Sub-Program                   | Component         | Project   | Implementation organization   | Expected research theme  | Possible Professor/ University  | Possibility of collaboration   |
|-------------------------------|-------------------|---|---|--|---|--|
| 2. Assisting Inclusive Growth | 2-2 Public Policy | The Project for Construction of Mongolia and Japanese Teaching Hospital (Grant Aid) | Ministry of Education, Culture, and Science, Mongolian National University of Medical Science | Operational management of hospital, administration of training | Associate Professor Yusuke Jinnai/ GS of International Relations, International University of Japan | Assisting Human resource development for management of the hospital opening in 2018. |

In this way, in order to strengthen the capacities of young government officers who will contribute to the promotion of socio-economic development, instead of relying only on the JDS project, it is essential to cooperate with other programs or complement it with other programs. During the period of studying abroad, it is an idea to provide JDS fellows with an opportunity to participate in a JICA group training or country focused training program to obtain practical knowledge. Mr. Bayarbataar, Director of the Strategic Policy and Planning Department of Ulaanbaatar, who we talked to in a hearing during the field survey, had received a guidance from experts in a JICA technical cooperation project and considers the JDS as the next step for staff who have participated in training in Japan.

### **(3) Considerations concerning the Establishment of Private Sector Slot**

In view of the importance of the private sector in the diversification of the industrial structure, we examined the establishment of private sector slots in the JDS project, as the human resource development needs of private companies are strong and we were also able to confirm many potential candidates. On the operational side, in order to effectively utilize the limited slot of two persons, it is important to select the targets carefully. Narrowing the eligibility requirements down to the companies related to two representative projects is desirable from the point of view of selection and concentration of investment and also leads to cooperation between JICA projects.

At the time of the selection of applicants, the proposal has been make letters of recommendation from MOJC, the Kaizen Association or TSL project offices which are the implementing and related organizations of the projects an application condition as material for the selection of more appropriate candidates in order to judge whether the applicants belong to the companies related to the two projects and meet the eligibility requirements.

In addition, the private sector slot ended up targeting applicants with a command of Japanese. Due to this condition, expectations will rise in terms project success due to the establishment a private sector slot, as the possibility that JDS fellows returning from studying abroad will contribute to business in either Japan or Mongolia will also increase. A point to take note of at the time of recruitment is the necessity to take into account the acquisition of a certificate of Japanese language proficiency necessary for university application and consider measures for the study of Japanese language prior to the stay in Japan.

It is necessary to pay attention to point that the learning goals of JDS fellows from the private sector are different from those of the JDS fellows studying abroad as administrative officials after they have arrived in Japan. The JDS fellows from the private sector try not only to study the subjects contributing to the solution the development problem Mongolia faces, but wish to learn more practical subjects and during their stay in Japan also seek to build a wide network which is effective for conducting business. In order for them to build a network with Japanese companies, first of all it is necessary to provide such a mechanism during their stay in Japan. For example, for the JDS fellows from the private sector it is also effective to implement internships at private companies during their stay in Japan.

**Table 26 Points to note and approaches on the private sector slot**

| Points to note                                | Effective approaches   |
|---|--|
| Ensuring competitive and qualified candidates | Requiring a reference letter from MOJC, Kaizen Association or TSL project office.  |
| Proving Japanese language proficiency         | Cofnriming the schedule of the Japanese language proficiency test before setting the selection schedule of JDS   |
| Japanese language training before departure   | Pre- Japanese language learning courses by MOJC or special programs of each accepting universities are preferred before departure in order to catch up classes smoothly after arrival. |
| Providing practical training opportunity      | Internship, Opportunities for networking   |

#### **(4) Points to Note on Establishment of a Doctoral Program**

The results of the hearings from officials of each ministry in the field survey showed that for the promotion of government officials in Mongolia, work experience and performance are important and there are many cases were promotions were determined by political appointments. It also became clear that at the current stage a doctor's degree is not necessarily essential for a promotion. On the other hand, at the Bank of Mongolia, Ministry of Labour and Mongolian University of Science and Technology, etc. where it has become common to obtain a master's degree, there were big expectations for the introduction of a doctoral program. While 16 out of

19 current cabinet members have obtained master's degree and 4 out of them have obtained Ph.D.<sup>45</sup>, the possibility is high that the importance of a doctor's degree will increase in the future and this means that introducing a doctor's degree into JDS at this time is of great significance, as this will enable the JDS project to meet new needs and will also lead to a higher added value of the project.

Furthermore, establishment of the doctor's course will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the doctor's course is expected to have an impact on attracting excellent candidates. One important factor to consider in the establishment of the doctor's course is to have a common understanding among the Project's organizers, JDS fellows applying for the course, and Accepting Universities as to "why the doctor's course is established in the JDS" and "what the objective of the JDS doctor's course is." It should be made clear that the JDS doctor's course is solely designed to develop policy-making leaders, not for fostering researchers who are not involved in policy making or recommendation. If this point is not clear, it may be difficult to differentiate JDS from governmental and other scholarship schemes. The clear definition is essential when the doctor's course is implemented.

#### **(5) Measures to promote the Return to the Former Workplace**

We would like to propose two measures in order to increase the rate of fellows returning to their former workplaces. The first is a revision of the application eligibility requirements. In order to increase the rate of returns to the former workplace, it is effective to make five years of an experience as a public servant one of the eligibility requirements. If applicants have worked for more than five years they have experienced a change of government by general election, which is held once in four years, and this means they can work as a public servant without being influenced by politics. In the field survey, we also heard the opinion that in recent years there are some young people who become public servants because they want to study abroad, as public servants get many opportunities to study abroad. If we make a certain work experience as a public servant a requirement, the probability of returning to the organization he or she belonged to after studying abroad is likely to increase. However, because increasing the work experience requirement from the current two years to five years could rapidly narrow the group of potential candidates, it is desirable to consider this step carefully. In the basic plan that was created in this preparatory survey, considering personnel changes of public servants due to the general election in June 2016 and people joining from the private sector, etc., we proposed that a work experience of at least three years regardless of the public and private sector. In addition, we increased the age requirement, which had been 22 years or older, to 25 years or older.

The second measure is the introduction of three-party agreements before studying abroad. By

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<sup>45</sup> Current cabinet members as of May 2016, including Prime Minister, Deputy Prime Minister, Ministers, Head of the Cabinet Office

taking advantage of the role of the Civil Service Council which has become an Operating Committee member just recently, concluding a three-party agreement which pledge a return to the former workplace after studying abroad between the students who are to study abroad, the organizations they belong to and the Operating Committee, a certain contribution to the improvement of the return rate can be expected.

According to the Civil Service Council, under the current Mongolian Public Office Act, if public servants participate in training for more than three months this is considered as an absence from work, and therefore ministries and agencies need to fill such posts with other personnel. As long they do not have a contract as a temporary staff member, newly hired staff has the right to continue to work even after those who studied abroad have returned to Mongolia.

By stating clearly this guarantee of reinstatement to the former post after studying abroad in the three-party agreement, we provide JDS fellows with a way to feed back the results of studying abroad to the organization they belong to and if by any chance they are unable to return to their former positions for a long time, sending a letter from the Operating Committee to ask the organization they belong to reinstate them can also be considered. In Mongolia where there are many political appointments and employment fluidity is high, while making the biggest efforts to raise the rate of reinstatement, it is important to work with the major target organizations to convince them to actively utilize the human resources that have been trained by JDS. There are several incumbent Ministers in Mongolia who have experience of studying in Japan. We would like to appeal to the human resources bureau of each ministry the results of studying in Japan and promote the understanding of its effectiveness.

## **(6) Enhancement of Recruitment Activities**

In order to achieve the goals of JDS, obtaining talented foreign students is a prerequisite. Therefore, during recruitment activities, it is important to attract more talented applicants from the main target organizations. However, in the present day the mobility of higher education is high, the competition between donors to obtain foreign students is fierce. Therefore, strategies are required for recruitment activities.

First of all, by building a human relationship with the person in charge of JDS within each ministry and obtaining their cooperation, a certain information dissemination effect inside ministries can be expected. Many applicants get information from the bureaus in charge of JDS within each ministry. In order to spread the information to target candidates from the persons in charge of JDS, it is important to build a good relationship with the persons in charge and get their cooperation. Therefore is important to frequently visit the main target organizations and make steady efforts to achieve this goal.

In addition, it is necessary to appeal to the person in charge of each ministry about the advantages of JDS. Because JDS is intended for government officers and is a human development program that addresses the development issues of Mongolia, it should be a

program that contributes to the medium and long term development of Mongolia. We are going to appeal that the accepting universities are positioned as project partners, that the consistent guidance and acceptance system that has been created to provide a curriculum which is better tailored to the country concerned by adding a special program to the existing program and that during the period of their stay in Japan there will be also generous support for the fellows such as regular monitoring, etc.

On that basis, it is necessary to use various access channels to reach out more prominent prospective candidates. It is effective to use media such as Press-release and SNS, and collaborate with those who have strong networks in Mongolia such as JDS alumni, JICA experts, JICA Alumni Association of Mongolia, JUGAMO, the Kaizen Association, etc. to transmit attractiveness of JDS project. Particularly, for the recruitment of the quota for the private sector, it will be more and more important to work with MOJC which has information about participants of their business courses.

#### **(7) Need for Enrichment Programs**

From the ministries and agencies we visited during the field survey, the proposal that it will be useful if internships are realized in ministries and agencies and private companies, etc. during the two-year stay in Japan. If the counterpart organizations of projects under implementation send foreign students, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects (the Financial Services Agency and others have been implementing training programs for participants from Mongolian side as their own efforts, apart from JICA projects under implementation). Efforts for which this kind of added value can be expected should be promoted further. When doing so, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA. It is also effective to disseminate information that some of ministers in Mongolia have studied in Japan in order to enhance JDS brand.

#### **(8) Need for Japanese language**

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Mongolia in the future. In the course of this field survey, we had the opportunity to meet with Mongolians who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us that knowledge of the Japanese language should be made a requirement. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between

the two countries in the future, it is necessary that among the activities of the project there is a program that promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

#### **(9) Establishment of a Follow-up Scheme**

262 JDS fellows from Mongolia have already been accepted in Japanese universities, and a total of 221 JDS fellows, up to the 12th batch of fellows, have completed their study in Japan and returned to Mongolia. However, there has been no concrete follow-up system in place to monitor the progress of JDS alumni. The only regular follow-up is done by the Implementing Agent once a year to update their contact list and see how they are doing. To connect with Japan, there is an association called “JDS Mongolia Alumni” established in 2005 by mainly 1<sup>st</sup> batch fellows, which has not been active so far, so that alumni activities have been held only with accepting universities and professors individually.

For the sustainable management of the JDSM, which was re-formed during the period this preparatory survey, it is essential to absorb the know-how of JUGAMO and JICA Alumni Association of Mongolia, who have been carrying out activities in advance and to cooperate and give support from the Japan side. In particular, it takes several years for activities to get on track, which means it is necessary that the Japanese side fulfils a role that involves the facilitation of funding and activities. During this preparation study the core members have been selected and the officer and the activity plan of JDSM have been created. While we are expecting JDSM to be active and take initiative in the future, indirect support from the Japanese side would be desirable, if necessary.

During the field survey, we held talks with JUGAMO, which is the alumni organization of government-sponsored and privately financed foreign students, it was agreed to hold an opinion exchange meeting between JUGAMO officers and officers of the JDS alumni association as early as possible. Then, we were approached by JUGAMO to hold an opinion exchange meeting with three alumni associations including the alumni association of returned JICA trainees. In addition, when confirming a potential cooperation between the JDS and the Mongolian National Chamber of Commerce and Industry in Japan, it was suggested to hold a business card exchange meeting of the Japanese member companies and JDS alumni. Sharing lists of returned fellows is difficult as they constitute personal information, and therefore the right way is to start building a network of contacts at a slow and steady pace, which has the potential for further development.

It is integral to enhance follow-up content which will help JDS returned fellows to further develop their professional careers and realize the goals of the project.



### **3-6. Conclusion**

The driver of economic growth in Mongolia is the mining industry, but mining itself does not create enough employment and the diversification of the industrial structure has become the major challenge Mongolia is currently facing. In addition, the "Japan-Mongolia Economic Partnership Agreement (EPA)" was signed in February 2015, and expectations for an expansion of business and investment from Japan have increased significantly. Precisely because of this timing, the improvement of the business environment, including infrastructure and the legal system, is important. To solve these problems, first of all it is necessary to increase high-quality human resources within Mongolia, as their number still insufficient.

The JDS is a project that requires a considerable amount of time, as it starts with the recruitment of foreign students, and it takes considerable time to see results after participants get their degrees. Nevertheless, in Mongolia there are already 221 JDS fellows who have gotten a degree and returned home. They are active in different sectors and are making a reliable contribution to the development of Mongolia. As a donor of grant aid, Mongolia is a country with a relatively high income level. Nonetheless it is desirable to continue with the implementation of the JDS which has a track record of producing highly-skilled Mongolian human resources who are pro-Japanese, while also strengthening the approach of further utilizing JDS alumni.

In the Preparatory Survey, introduction of the PhD program and enrichment of follow-up systems were considered. The comprehensive evaluation made by JICA on the JDS basic research conducted in the previous year led to this movement to improve the JDS Project. In order for the JDS Project to continuously contribute to the human resource development in Mongolia, it is essential to meet priority requirements of Mongolia and maintain strong international competitiveness. The Preparatory Survey and its examination certainly served as a great first step towards this goal.

In Mongolia where the land area is approximately four times as large as that of Japan, but the population is only three million, it is integral to foster young leaders who can see the nation's path to move forward from the rapid economic growth backed by the mineral resources development to a new stage and lead a right nation-building. To that end, it is critical to further enhance the quality of the JDS project by effectively putting the recommendations in the last section into actions, while collaborating with host universities and a wide range of related organizations.

End

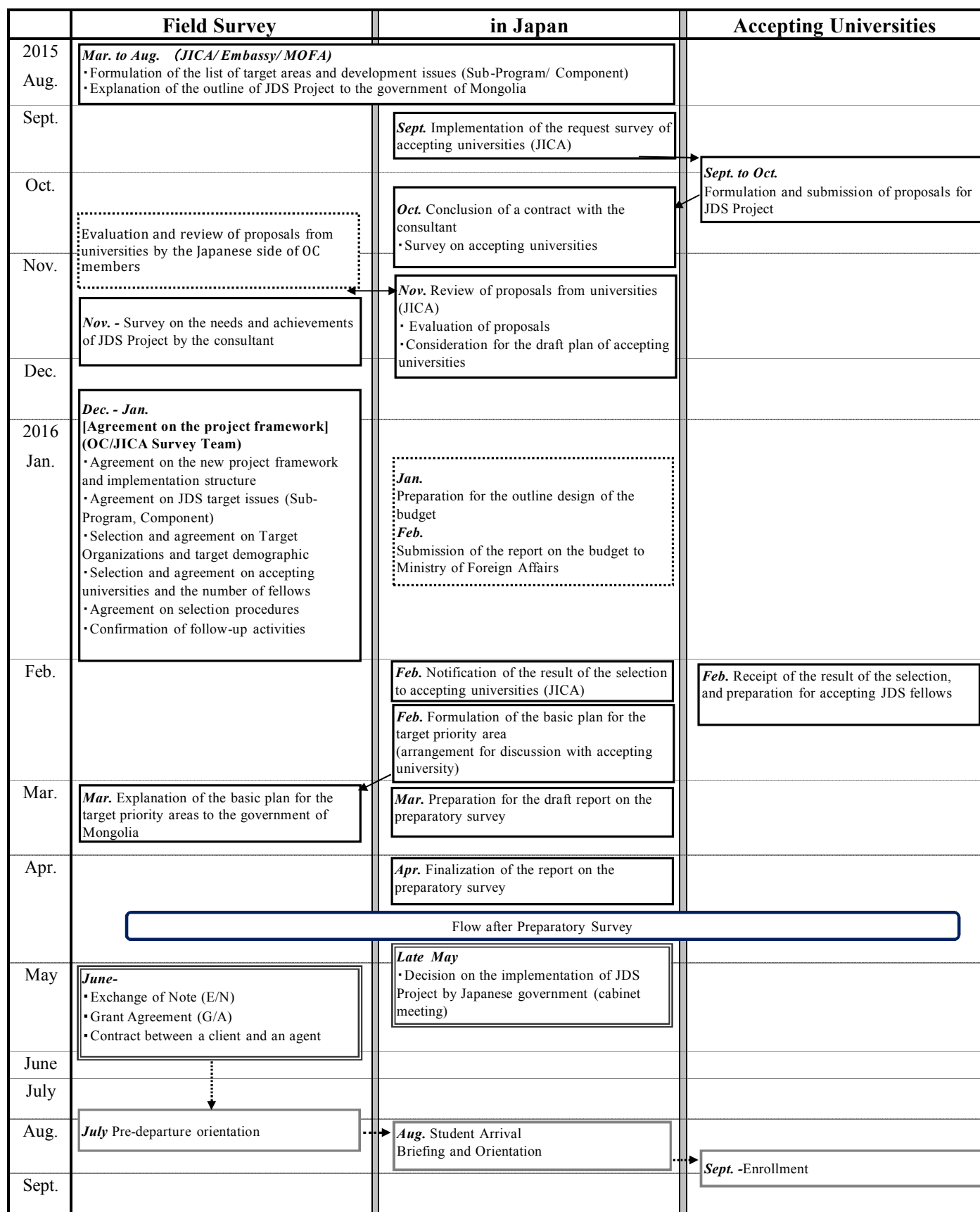
## **List of Appendixes**

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
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5. The Number of JDS Fellows to be Accepted for Next Four Years under the JDS Project in Mongolia
6. Basic Plan for the Target Priority Area (Draft)
7. Summary of the Result of Needs Survey on Main Target Organizations

### Member List of the Survey Team

|                          |                              |  |
|--------------------------|------------------------------|--|
| Mr. Mutsumi<br>SATO      | Leader                       | Chief Representative<br>JICA Mongolia Office   |
| Mr. Tomoaki<br>TANAKA    | Cooperation<br>Planning      | Representative<br>JICA Mongolia Office   |
| < Consultants >          |                              |  |
| Mr. Tsuyoshi<br>SHIONOYA | HRD Planning                 | Managing Director<br>International Students Affairs Department, JICE                                   |
| Mr. Kojiro<br>YOSHIOKA   | Overseas Study<br>Planning   | Program Manager<br>International Students Division,<br>International Students Affairs Department, JICE |
| Ms. Shiori<br>KANO       | Needs Study/<br>Coordination | Country Officer<br>International Students Division,<br>International Students Affairs Department, JICE |

Flowchart of the Preparatory Survey for JDS



Preparation Survey regarding Japanese Grant Aid for  
Human Resource Development Scholarship (Mongolia)

### List of Contact Persons

#### 1. Discussion on the Minutes

| Date and Time                            | Contact Persons   | Remarks  |
|--|---|--|
| 19 January, 2016<br>(Tue)<br>11:00～12:00 | <ul style="list-style-type: none"> <li>■ Mongolia - Japan Center for Human Resources Development</li> <li>– Mr. Naoto Okawa, Chief Advisor</li> </ul>   | Discussion on the overall schedule and approach of the field survey      |
| 19 January (Tue)<br>13:00～14:00          | <ul style="list-style-type: none"> <li>■ JICA Mongolia Office</li> <li>– Mr. Mutsumi Sato, Chief Representative</li> <li>– Mr. Tomoaki Tanaka, Representative</li> <li>– Ms. Ch. Oyuntsetseg Officer</li> </ul>   | Discussion on the overall schedule and approach of the field survey      |
| 19 January (Tue)<br>16:00～17:00          | <ul style="list-style-type: none"> <li>■ Ministry of Education, Culture and Science</li> <li>– Ms. B. Nasanbayar, Department of Strategic Policy and Planning, Ministry of Education</li> </ul>   | Discussion on the overall schedule and approach of the field survey      |
| 21 January (Thu)<br>9:00～9:30            | <ul style="list-style-type: none"> <li>■ Ministry of Industry</li> <li>– Mr. D. Battogtokh, Director General, Strategic policy and planning development</li> </ul>  | Requesting to a member of the Operating Committee, Needs survey on HRD   |
| 21 January (Thu)<br>11:45～12:30          | <ul style="list-style-type: none"> <li>■ Ministry of Finance</li> <li>– Ms. M. Ayasgalan, Officer, ODA Policy Division Development Financing and Debt Management Department</li> <li>– Ms. D. Tugs-Oyun, Officer, ODA Policy Division Development Financing and Debt Management Department</li> </ul> | Offer to become a member of the Operating Committee, Needs survey on HRD |
| 25 January (Mon)<br>9:00～10:00           | <ul style="list-style-type: none"> <li>■ Ministry of Education, Culture and Science</li> <li>– Ms. B. Nasanbayar, Director Department of Strategic Policy and Planning, Ministry of Education</li> </ul>  | Midterm report   |
| 26 January (Tue)<br>8:30～9:30            | <ul style="list-style-type: none"> <li>■ JICA Mongolia Office</li> <li>– Mr. Mutsumi Sato, Chief Representative</li> <li>– Mr. Tomoaki Tanaka, Representative</li> <li>– Ms. Ch. Oyuntsetseg Officer</li> </ul>   | Midterm report   |

|                                  |   |  |
|----------------------------------|---|--|
| 27 January (Wed)<br>9:00~10:00   | <ul style="list-style-type: none"> <li>■ Civil Service Council</li> <li>- Mr. S. Tsedendamba, Director of the Office</li> <li>- Mr. Amarmend Officer</li> </ul>   | Discussion about becoming a members of the Operating Committee |
| 28 January (Thu)<br>8:30~9:30    | <p>Discussion on the minutes at JICA Mongolia Office</p> <ul style="list-style-type: none"> <li>■ Ministry of Education, Culture and Science</li> <li>- Ms. B. Nasanbayar, Director<br/>Department of Strategic Policy and Planning,<br/>Ministry of Education</li> <li>■ Ministry of Finance</li> <li>- Ms. D. Tugs-Oyun Officer, ODA Policy Division<br/>Development Financing and Debt Management<br/>Department</li> </ul>            | Discussion on the minutes                                      |
| 28 January (Thu)<br>17:30 ~18:00 | <ul style="list-style-type: none"> <li>■ Ministry of Industry</li> <li>- Mr. D Battogtokh, Director General, Strategic<br/>policy and planning development</li> </ul>   | Reporting about the new members of the Operating Committee     |
| 29 January (Fri)<br>11:15~11:30  | <p>Signing ceremony at Ministry of Education, Culture and Science</p> <ul style="list-style-type: none"> <li>■ Ministry of Education, Culture and Science</li> <li>- Ms. B. Nasanbayar, Director<br/>Department of Strategic Policy and Planning,<br/>Ministry of Education</li> <li>■ Ministry of Finance</li> <li>- Mr. Gantulga Badamkhatan, Director General,<br/>Development Financing and Debt Management<br/>Department</li> </ul> | Signing on Minutes of Discussion                               |
| 29 January (Fri)<br>16:00~16:30  | <ul style="list-style-type: none"> <li>■ Embassy of Japan in Mongolia</li> <li>- Mr. Takenori Shimizu, Ambassador extraordinary<br/>plenipotentiary</li> </ul>  | Reporting about the result of preparatory survey               |

## 2. Visit to expected Target Organizations, and others

| Date and Time                            | Contact Persons   | Remarks                                |
|--|---|--|
| 20 January, 2016<br>(Wed)<br>10:00~11:00 | <ul style="list-style-type: none"> <li>■ Financial Regulatory Commission</li> <li>- Mr. A. Avir, Head of Consolidated Policy and<br/>Planning Division, Financial Regulatory<br/>Commission (FRC)</li> <li>- Ms. U. Altangerel, Head of Administration, Human<br/>Resource and Training Unit</li> </ul> | Feedback for JDS Project, Needs survey |

|                                 |  |  |
|---------------------------------|--|--|
|                                 | <ul style="list-style-type: none"> <li>- Ms. Gerelmaa, Officer of Administration, Human Resource and Training Unit</li> </ul>  |  |
| 20 January (Wed)<br>11:45~12:30 | <ul style="list-style-type: none"> <li>■ Ministry of Mining</li> <li>- T. Bayarsaikhan, Acting Director of State Administration and Management Department, Ministry of Mining,</li> </ul>  | Feedback for JDS Project, Needs survey   |
| 20 January (Wed)<br>14:00~15:00 | <ul style="list-style-type: none"> <li>■ Ministry of Environment, Green Development and Tourism</li> <li>- Mr. Gerelt-Od, Officer, External affairs Division</li> <li>- Mr. Munkhdul Officer, Human resource unit, specialized in JDS</li> </ul>   | Feedback for JDS Project, Needs survey   |
| 20 January (Wed)<br>16:00~17:00 | <ul style="list-style-type: none"> <li>■ Ministry of Construction and Urban Development</li> <li>- Ms. D Erdenechimeg, Senior Officer, Sector Training Labor force and Specialist</li> </ul>   | Needs survey   |
| 20 January (Wed)<br>18:00~19:00 | <ul style="list-style-type: none"> <li>■ <u>JUGAMO: Japanese University Graduates Association of Mongolia</u></li> <li>- Mr. B. Nasanbileg, General Manager, Sojitz Corporation Liaison Office</li> </ul>  | Briefing about JUGAMO, discussion about further cooperation between JDS and JUGAMO |
| 21 January (Thu)<br>14:30~15:00 | <ul style="list-style-type: none"> <li>■ Two-Step Loan (TSL) Project Office</li> <li>- Mr. Tuvshin, Chief of Operations</li> <li>- Ms. P. Enkhzaya, Operational Officer</li> </ul>   | Needs survey, Requesting for cooperation for questionnaire survey                  |
| 21 January (Thu)<br>16:00~18:00 | <ul style="list-style-type: none"> <li>■ Institute of Engineering and Technology(IET)</li> <li>- Mr. A. Ganbayar Director, Mongolian University of Science and Technology</li> <li>- Mr.M. Sergelen, Principal, Institute of Engineering and Technology</li> <li>- Mr. S. Buyanjargal Principal, New Mongol Technique and Engineering College</li> <li>- Mr.E. Amar Head. Technical Education Center, Institute of Engineering and Technology</li> </ul> | Needs survey   |
| 22 January (Fri)<br>10:00~11:00 | <ul style="list-style-type: none"> <li>■ Ministry of Labor</li> <li>- Ms. Enkhtuya, Officer, Human Resource unit</li> </ul>  | Feedback for JDS Project, Needs survey   |
| 22 January (Fri)<br>12:00~13:30 | <ul style="list-style-type: none"> <li>■ <u>New Mongol Academy</u></li> <li>- Mr. P. Naranbayar, Principal</li> </ul>  | Hearing about public servant system in Mongolia                                    |

|                                 |  |  |
|---------------------------------|--|--|
| 22 January (Fri)<br>14:00~15:00 | <ul style="list-style-type: none"> <li>■ Ministry of Food and Agriculture</li> <li>- Ms. Anunara, Director, Agricultural Development Department of strategic policy and planning (Yokohama National University/2004)</li> <li>- Ms. Davaatseren Officer, Agricultural Development Department of strategic policy and planning</li> <li>- Ms. Otgonbolor Officer, State Administration and Management Department</li> </ul> | Feedback for JDS Project, Needs survey                         |
| 22 January (Fri)<br>15:30~16:30 | <ul style="list-style-type: none"> <li>■ Mongolian University of Science and Technology,</li> <li>- Mr. T. Uuganbayar, Director of International Affairs and Cooperation</li> </ul>  | Needs survey   |
| 22 January (Fri)<br>17:00~17:40 | <ul style="list-style-type: none"> <li>■ National University of Mongolia</li> <li>- Ms. Sh. Mendbayar Senior manager, Department of International relations and cooperation (9 batch, JDS Returned Fellow, Osaka University)</li> </ul>  | Discussion about the result of JDS and establishing PhD course |
| 22 January (Fri)<br>18:00~18:30 | <ul style="list-style-type: none"> <li>■ Mitsubishi Corporation, Ulaanbaatar Liaison Office</li> <li>- Mr. Hidenori Yoshino, General Manager (head of commerce and industry association of Japan)</li> </ul>   | Discussion about private sector quota                          |
| 25 January (Mon)<br>14:00~15:15 | <ul style="list-style-type: none"> <li>■ Mongolian Stock Exchange</li> <li>- Ms. J. Narantuya, Director</li> <li>- Ms. Badam Officer, Human Resource and Training Unit</li> </ul>  | Feedback for JDS Project, Needs survey                         |
| 25 January (Mon)<br>15:30~16:20 | <ul style="list-style-type: none"> <li>■ City of Ulaanbaatar,</li> <li>- Mr. Bayarbaatar, Director, Strategic Policy and Planning Department</li> <li>- Ms. Unugerel Officer, Human Resource and Training Unit</li> </ul>  | Feedback for JDS Project, Needs survey                         |
| 25 January (Mon)<br>17:00~18:00 | <ul style="list-style-type: none"> <li>■ Ministry of Energy</li> <li>- Mr. Enkhtuvshin, Section chief, External affairs Division</li> </ul>  | Feedback for JDS Project, Needs survey                         |
| 26 January (Tue)<br>10:30~11:20 | <ul style="list-style-type: none"> <li>■ Customs General Administration</li> <li>- Mr. Badral, Director, Strategic Policy and Planning Department</li> <li>- Ms. G. Bulgan, State tax Inspector, tax Administration and Cooperation Department</li> </ul>  | Briefing, Needs survey   |
| 26 January (Tue)<br>12:00~13:15 | <ul style="list-style-type: none"> <li>■ The judicial General Council of Mongolia</li> <li>- Mr. T. Mendsaikhan, Executive Secretary</li> <li>- Ms. Biraa Odongerel Section Chief, Officer, Human Resource and Training Unit (Kyushu</li> </ul>  | Needs survey   |



|                                 |   |   |
|---------------------------------|---|---|
|                                 | <p>University /2007)</p> <ul style="list-style-type: none"> <li>- Mr. S. Sukhtumur Head of Judicial Administrative Department</li> <li>- Mr. Ch. Margad-Erdene, Senior Officer of Judicial Foreign Affairs and Cooperation</li> </ul>                         |   |
| 26 January (Tue)<br>17:00~18:00 | <p>■ Authority for Fair Competition and Consumer Protection</p> <ul style="list-style-type: none"> <li>- Ms. Byambadorj Director, Administrative management Division</li> <li>- Mr. T. Tsegmid, Senior officer of Consumer Protection Division</li> </ul>     | Briefing, Needs survey  |
| 27 January (Wed)<br>13:30~14:30 | <p>■ <u>Kaizen Association</u></p> <ul style="list-style-type: none"> <li>- Ms. J. Khishigjargal, Vice President</li> </ul>   | Briefing, Needs survey  |
| 11 March (Fri)<br>14:00~14:45   | <p>■ Ministry of Population Development and Social Protection</p> <ul style="list-style-type: none"> <li>- Mr. J.Bayasgalan Director of Administration, Human Resource and Training Unit</li> </ul>   | Suggestion for JDS, Needs survey                                  |
| 11 March (Fri)<br>17:30~18:30   | <p>■ JICA Mongolia Office</p> <ul style="list-style-type: none"> <li>- Mr. Mutsumi Sato, Chief Representative</li> <li>- Mr. Tomoaki Tanaka, Representative</li> </ul>  | Explanation about Basic Plan                                      |
| 14March (Mon)<br>16:00~16:45    | <p>■ Ministry of Road and Transportation</p> <ul style="list-style-type: none"> <li>- Ms. D.Ariuntuya, Senior Specialist, Administration Department</li> <li>- Ms. P.Nasanjargal Officer specialized in training abroad, Administration Department</li> </ul> | Suggestion for JDS, Needs survey                                  |
| 16 March (Wed)<br>15:30~16:00   | <p>■ Ministry of Industry</p> <ul style="list-style-type: none"> <li>- Mr. D Battogtokh, Director General, Strategic policy and planning development</li> </ul>   | Explanation about Basic Plan                                      |
| 16 March (Wed)<br>12:00~12:30   | <p>■ Ministry of Foreign Affairs</p> <ul style="list-style-type: none"> <li>- Ms. Adiya GERELMAA, Second Secretary Department of Public Administration</li> </ul>   | Reporting about replacement of members of the Operating Committee |
| 16 March (Wed)<br>11:00~11:15   | <p>■ Cabinet Secretariat of the Government of Mongolia</p> <ul style="list-style-type: none"> <li>- Mr. B. Erdenebileg, Government Principal Officer Administration Department</li> </ul>   | Reporting about replacement of members of the Operating Committee |
| 16 March (Wed)<br>13:45~14:00   | <p>■ Mongolia - Japan Center for Human Resources Development</p>  | Discussion about private sector quota                             |

|                               |   |   |
|-------------------------------|---|---|
|                               | <ul style="list-style-type: none"> <li>– Mr. Naoto Okawa, Chief Advisor</li> </ul>  |   |
| 17 March (Thu)<br>12:15~12:30 | <ul style="list-style-type: none"> <li>■ Ministry of Education, Culture and Science</li> <li>– Mr. Shagdarsuren Bulga-Erdene, Deputy Secretary</li> </ul>   | Reporting about replacement of members of the Operating Committee |
| 17 March (Thu)<br>11:15~12:00 | <ul style="list-style-type: none"> <li>■ Bank of Mongolia</li> <li>– Mr. ERDENETUYA Purevdorj, Director, Human Resource unit in Administration Department</li> <li>– Ms. D. Burmaa Specialist, Administration Department</li> </ul> | Suggestion for JDS, Needs survey                                  |

### 3. JDS Returned Fellows

| Date and time                         | Contact Persons   | Remarks                        |
|---------------------------------------|---|--------------------------------|
| 30 January, 2016 (Sat)<br>11:00~14:00 | <ul style="list-style-type: none"> <li>■ Visit the Project site of JDS Returned Fellow</li> <li>– Mr. T. Bayarmunkh (Toyo University/2010), Head of Project Monitoring Department, Administration of Development Ger Area, Ulaanbaatar City</li> </ul>  | Survey on JDS Returned Fellows |
| 31 January (Sun)<br>13:00~14:30       | <ul style="list-style-type: none"> <li>■ Meeting with JDS Returned Fellows</li> <li>– Dr. D. Uyanga (Nagoya University /2002), Chief Operating Officer , Newcom Group</li> <li>– Ms. B. Enkhsaikhan (Hiroshima University /2002), Owner, Head of Braintime Education Center</li> <li>– Ms. D. Enkhchimeg (Sophia University / 2003), Personal Assistant to Representative, United Nations Population Fund(UNFPA)</li> <li>– Ms. A. Anunaran (Yokohama National University / 2004), Director General, Department of Strategic Policy and Planning, Ministry of Food and Agriculture</li> <li>– Ms. C. Khaltmaa (Waseda University / 2008), Senior Engineer, Network Administration Dept., MobiCom</li> <li>– Mr. S. Sansar (International University of Japan / 2010), Administrative Officer, International Think Tank for LLDCs</li> </ul> | Survey on JDS Returned Fellows |
| 10 March (Thu)<br>15:30~16:30         | <ul style="list-style-type: none"> <li>■ National Labor Party</li> <li>– Mr. Gantumur KHASH-ERDENE Administrative and Financial Manager</li> </ul>  | Survey on JDS Returned Fellows |

|                               |   |                                   |
|-------------------------------|---|-----------------------------------|
|                               | (Hitotsubashi University / 2009)  |                                   |
| 11 March (Fri)<br>12:00~12:45 | <p>■ Bank of Mongolia</p> <p>– Mr. C. Davaajav, Chief control officer Policy remaking unit, Supervision Department (Hitotsubashi University / 2010)</p>   | Survey on JDS<br>Returned Fellows |
| 11 March (Fri)<br>16:00~16:45 | <p>■ Financial Regulatory Commission (FRC)</p> <p>– Mr. T. UNDRAM Head, Microfinance Policy Division, Microfinance Regulation Department (Hitotsubashi University / 2011)</p> <p>– Mr. T. Shuuraa, Head of Financial Instruments registration Division, Securities Regulation Department (Hitotsubashi University / 2011)</p> | Survey on JDS<br>Returned Fellows |
| 11 March (Fri)<br>15:30~16:30 | <p>■ Erdene Finance LLC</p> <p>– Mr. Erdene Enkhbat, CEO (Tokyo University of Technology / 2009)</p>  | Survey on JDS<br>Returned Fellows |
| 14 March (Mon)<br>15:00~15:45 | <p>■ MITSUI CO., LTD</p> <p>– Mr. P. Davaakhuu Manager, Representative office in Ulaanbaatar (Sophia University / 2002)</p>   | Survey on JDS<br>Returned Fellows |
| 14 March (Mon)<br>14:00~15:00 | <p>■ National Labor Party</p> <p>– Mr. B.Naidalaa Head of Party (Kobe University / 2002)</p>  | Survey on JDS<br>Returned Fellows |
| 14 March (Mon)<br>10:00~10:45 | <p>■ Institute of Meteorology, Hydrology and Environment</p> <p>– Ms. Lamjav OYUNJARGAL, Head, Numerical Weather Prediction and Climate Change Research Section (University of Tsukuba / 2008)</p>  | Survey on JDS<br>Returned Fellows |
| 14 March (Mon)<br>18:00~19:00 | <p>■ Ministry of Environment, Green Development and Tourism</p> <p>– Mr. SANAA Enkhtaivan, GHG Inventory Specialist Climate Change Project Implementing Uni, Nature Conservation Fund of the Ministry of Environment, Green Development and Tourism (Tokyo University of Agriculture and Technology / 2006)</p>               | Survey on JDS<br>Returned Fellows |
| 15 March (Tue)<br>11:15~12:00 | <p>■ Khaan Bank</p> <p>– Ms. N. Oyunkhand Deputy CEO, Chief Credit Officer (Waseda University / 2003)</p>   | Survey on JDS<br>Returned Fellows |
| 15 March (Tue)<br>14:00~14:45 | <p>■ Food and Agriculture Organization of the United Nations (FAO) Project Office</p>   | Survey on JDS<br>Returned Fellows |

|                               |   |                                   |
|-------------------------------|---|-----------------------------------|
|                               | <ul style="list-style-type: none"> <li>- Ms. GANTULGA Gonchig, National Project Manager, South-South Cooperation Programmed (University of Tsukuba / 2010)</li> </ul> |                                   |
| 15 March (Tue)<br>16:00~16:40 | <ul style="list-style-type: none"> <li>- Mr. Ya. Tsevennkhand (University of Tsukuba / 2011)</li> </ul>   | Survey on JDS<br>Returned Fellows |
| 16 March (Wed)<br>10:00~10:45 | <ul style="list-style-type: none"> <li>■ Ard Insurance</li> <li>- Mr. A. Batbold, CEO, Ard Insurance (Nagoya University / 2002)</li> </ul>                            | Survey on JDS<br>Returned Fellows |

#### 4. Accepting Universities

| Date and time                             | Contact Persons  | Remarks  |
|---|--|--|
| 16 February, 2016<br>(Tue)<br>13:00-14:20 | <ul style="list-style-type: none"> <li>■ Hiroshima University, Graduate School for International Development and Cooperation</li> <li>- Mr. Tetsu Kubota, Associate professor</li> <li>- Mr. Daisaku Goto, Associate professor</li> </ul>  | Survey and<br>Evaluation by the<br>Accepting<br>Universities |
| 18 February (Thu)<br>13:30-15:00          | <ul style="list-style-type: none"> <li>■ University of Tsukuba, Graduate School of Life and Environmental Sciences</li> <li>- Mr. Kenichi Matsui, Associate professor</li> </ul>   | Survey and<br>Evaluation by the<br>Accepting<br>Universities |
| 26 February (Fri)<br>10:30~11:15          | <ul style="list-style-type: none"> <li>■ Hitotsubashi University, Asian Public Policy Program</li> <li>- Ms. Yuriko Okamoto, Program Manager</li> </ul>  | Survey and<br>Evaluation by the<br>Accepting<br>Universities |
| 29 February<br>(Mon)<br>12:30-14:00       | <ul style="list-style-type: none"> <li>■ Meiji University, Graduate School of Governance Studies</li> <li>- Mr. Nobusato Kitaoji , Professor</li> <li>- Ms. Yuriko Minamoto , Professor</li> <li>- Mr. Kazuyuki Sasak, Senior Assistant Professor</li> <li>- Mr. Masashi Shinoda, Office of Professional Graduate School</li> <li>- Mr. Hirofumi Hijikata, Office of Professional Graduate School</li> </ul> | Survey and<br>Evaluation by the<br>Accepting<br>Universities |
| 1 March (Tue)<br>13:00-14:00              | <ul style="list-style-type: none"> <li>■ Keio University, Graduate School of Media and Governance</li> <li>- Mr. Wanglin YAN , Professor</li> <li>- Ms. Naoko Ozeki, Office of Professional Graduate School</li> <li>- Ms. Yukiko Funakoshi, Office of Professional Graduate School</li> </ul>   | Survey and<br>Evaluation by the<br>Accepting<br>Universities |

|                               |   |   |
|-------------------------------|---|---|
| 2 March (Wed)<br>10:00-11:00  | <b>■</b> International University of Japan, Graduate School of International Relations<br>– Mr. Makoto Kakinaka, Professor<br>– Mr. Kyohei Yamada, Associate professor<br>– Ms. Gretchen Shinoda, Student center<br>– Ms. Satoko Yamazaki, School affairs office<br>– Ms. Kzumi Imai, School affairs office                           | Survey and Evaluation by the Accepting Universities |
| 2 March (Wed)<br>15:00-16:00  | <b>■</b> International University of Japan, Graduate School of International Management<br>– Mr. Wenkai LI, Dean/Professor<br>– Mr. Hyunkoo Lee, Professor<br>– Mr. Zaw Zaw Aung, Lecturer<br>– Ms. Gretchen Shinoda, Student center<br>– Ms. Satoko Yamazaki, School affairs office<br>– Ms. Noriko Takahashi, School affairs office | Survey and Evaluation by the Accepting Universities |
| 15 March (Tue)<br>17:00-18:30 | <b>■</b> Kyushu University, Graduate School of Integrated Sciences for Global Society<br>– Mr. Yasuhito Osanai, Professor<br>– Ms. Junko Sasahara, Office for promoting global university project   | Survey and Evaluation by the Accepting Universities |
| 16 March (Wed)<br>13:00-14:30 | <b>■</b> Kyushu University, Graduate School of Law<br>– Mr. STEVEN VAN UYTSEL, Associate professor<br>– Ms. Yumiko Honada, Lecturer   | Survey and Evaluation by the Accepting Universities |

**MINUTES OF DISCUSSIONS**

**ON THE PREPARATORY SURVEY OF**

**THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP**

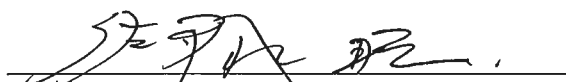
**TO MONGOLIA**

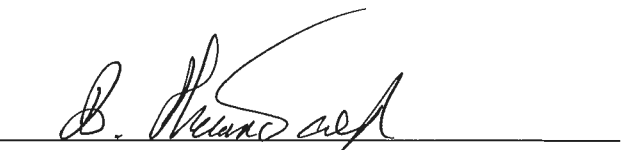
In response to a request from the Government of Mongolia (hereinafter referred to as “GOM”), the Japan International Cooperation Agency (hereinafter referred to as “JICA”) decided to conduct a Preparatory Survey in respect of “the Project for Human Resource Development Scholarship” (hereinafter referred to as “the JDS Project”) to be implemented in Mongolia.

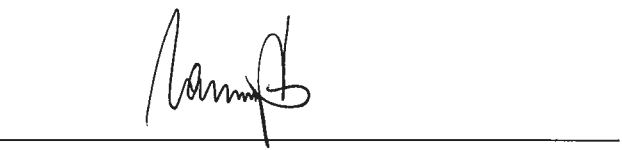
In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Mutsumi Sato, Chief Representative, JICA Mongolia Office to Ulaanbaatar from 18<sup>th</sup> to 29<sup>th</sup> January, 2016.

The Team held a series of discussions with relevant Mongolian government organizations involved in the JDS Project (hereinafter referred to as “the Mongolian side”). The two parties confirmed the design of the JDS Project and the related items attached hereto.

Ulaanbaatar, January 29, 2016

  
 Mutsumi SATO  
 Leader  
 Preparatory Survey Team  
 Japan International Cooperation Agency  
 Japan

  
 Baavgai NASANBAYAR  
 Director  
 Department of Strategic Policy and Planning  
 Ministry of Education, Culture and Science  
 Mongolia

  
 Badamkhatan GANTULGA  
 Director General  
 Development Financing and Debt  
 Management Department  
 Ministry of Finance  
 Mongolia

## **I. Objective of the Preparatory Survey**

The Mongolian side agreed with the objectives of the Preparatory Survey explained by the Team referring to ANNEX-1 “Flowchart of the Preparatory Survey of JDS Project”.

The main objectives of the Survey are:

- (1) To agree on priority areas of study for JDS Fellows
- (2) To agree on accepting Japanese universities
- (3) To agree on eligible organizations of each priority field of study

## **II. Design of the JDS Project**

### **1. Workflow of the JDS Project for the Succeeding Four Batches**

The workflow of the JDS Project for the next four batches was agreed as attached in the ANNEX-2 “Flowchart of the Succeeding Four Batches”.

Four batches are regarded as one package and the first year of each batch is for recruitment and selection of the JDS fellows who study in Japan from next year.

Therefore, the First Batch is planned to start in 2016 and the JDS Fellows for this batch are scheduled to arrive in Japan in 2017.

### **2. Confirmation of the Implementation Structure**

Both parties discussed building up new implementation structure and agreed with the reshuffle of the Operating Committee of the JDS Project as follows. The new implementation structure shall be effective after completing the ongoing selection in March 2016. Comparison between on-going and new members of the Operating Committee is attached as ANNEX-3 “Reshuffle of the Committee Members”.

#### Mongolian side

- Director, Department of Strategic Policy and Planning, Ministry of Education, Culture and Science, (chair)
- Director General, Development Financing and Debt Management Department, Ministry of Finance
- Director, Department of Strategic Policy and Planning, Ministry of Industry
- Representative, Civil Service Council

#### Japanese side

- Counsellor, Embassy of Japan (vice-chair)
- Chief Representative, JICA Mongolia Office
- Chief Advisor, Mongolia - Japan Center for Human Resources Development

### **3. Maximum Number of JDS Fellows (Master's Program)**

The total number of JDS Fellows for the first batch in Japanese fiscal year 2016, shall be at twenty (20) and this number would continue for the succeeding four batches, from Japanese fiscal year 2016 to 2019.

### **4. JDS Sub-Program and Component**

Based on the discussion held between the both parties, target priority areas as Sub-Program and target development issues as Component 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

1-2 Enhancement of Governance including Appropriate Management of Resource Revenue

1-2-1 Financial Management, Strengthening of Financial Policy

1-2-2 Improvement of Legal System

#### **(2) Priority Area as Sub-Program 2:**

Assisting Inclusive Growth

Development Issue as Component:

2-1 Enterprise Management/Policy Planning

2-2 Public Policy

#### **(3) Priority Area as Sub-Program 3:**

Enhancement of the Capacity and Function of Ulaanbaatar as Urban Center

Development Issue as Component:

3-1 Improving Infrastructure and Urban Planning

3-2 Urban Environment Improvement

### **5. Expansion of the JDS Project to the Private Sector in Mongolia**

Both parties confirmed the necessity of assisting the private sector as well as the public sector in Mongolia in order to diversify the industrial structure, facilitate the job creation and empower the Mongolian business leaders. It was therefore agreed to secure two (2) slots for the private sector in the Development Issues 2-1 Enterprises Management/Policy Planning by utilizing two (2) slots which shall be added from 2016. The target shall be Mongolian private firms and organizations involved in Official Development Assistant (ODA) of the Government of Japan. The language of instruction at an accepting university shall be Japanese language in order to advance the Mongolian business leaders who can be partners of Japanese firms in the near future. Both parties confirmed that detail procedure for recruitment and selection would be discussed in the Operating Committee.



## 6. Accepting Universities and Supposed Numbers of JDS Fellows per University

Based on the discussion held between the both parties, it was agreed that the educational programs of the following universities for master's degree are suitable to the development issues in Mongolia. Accepting universities for the slots of private sector shall be decided by the 1<sup>st</sup> meeting of the Operating Committee that will be held in July 2016 after conducting a request survey to Japanese universities.

The development issues described above shall be notified as "research area" to JDS applicants in order to indicate the direction of study/ research of each JDS Fellow as well as to accepting universities in order to prevent the mismatching between accepting universities and JDS applicants.

- 1) Development Issue as Component: 1-1 Environment-Friendly Mineral Resource Management

Accepting University:

- University of Tsukuba, Graduate School of Life and Environmental Sciences (2 slots)

- 2) Development Issue as Component: 1-2-1 Financial Management, Strengthening of Financial Policy

Accepting University:

- Saitama University, Graduate School of Humanities and Social Science (3 slots)

- 3) Development Issue as Component: 1-2-2 Improvement of Legal System

Accepting University:

- Kyushu University, Graduate School of Law (2 slots)

- 4) Development Issue as Component: 2-1 Enterprise Management/Policy Planning

Accepting University:

- Hiroshima University, Graduate School for International Development and Cooperation (2 slots)
- International University of Japan, Graduate School of International Management (2 slots)
- Accepting university for the private sector: to be decided after conducting a request survey to Japanese universities (2 slots)

- 5) Development Issue as Component: 2-2 Public Policy

Accepting University:

- International University of Japan, Graduate School of International Relations (3 slots)

- 6) Development Issue as Component: 3-1 Improving Infrastructure and Urban Planning

Accepting University:

- Nagoya University, Graduate School of Environmental Studies (2 slots)

7) Development Issue as Component: 3-2 Urban Environment Improvement

Accepting University:

- University of Tsukuba, Graduate School of Life and Environmental Sciences (2 slots)

**7. Target Organizations**

Both parties agreed with setting Priority Organizations (Main Target Organizations) instead of conventional Target Organizations in order to select candidates from among a wider group of people. Under the ongoing system, only selected Target Organizations which are deeply related to the priority areas and development issues are eligible to apply for the JDS Project. It was agreed to take an open application system that targets at all the government organizations, excluding state owned enterprises under ministries. However, the state owned enterprises selected as Priority Organizations are eligible to apply for the JDS Project. In addition, two slots of the Component 2-1 shall be for the private sector. The new framework was confirmed as ANNEX-4 “Design of JDS Project for the succeeding four batches”.

**8. Basic Plan for Each Component**

The Team explained a Basic Plan on each component, which includes the background, project objectives, summary of the activities of the project and other, would be drafted and proposed by the consultant of the Preparatory Survey in March 2016, as attached in the ANNEX-5 “The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area.” This Basic Plan on each component shall be a guideline for the Main Target Organizations and accepting universities to have mutual understanding on the project’s purpose and promote the project’s goal. The contents of the Basic Plans will be used for promotion tools during the recruitment period.

It was also confirmed that the Basic Plan is required to be finalized in the Operating Committee after commencement of the next JDS Project.

**9. Monitoring and Evaluation**

It was agreed that monitoring and evaluation of JDS returning Fellows should be carried out actively by GOM. In addition, sustainable administration of the JDS Alumni Association in Mongolia would promote sharing knowledge and networking among JDS Fellows.

**10. Introduction of Ph.D. Program in Japan under the JDS Project**

The Team explained that Ph.D. program could be introduced in JDS after confirmation of its needs in each target ministry considering further career development of JDS Fellows in order to contribute to development of the country. Ph.D. program would be offered at most two (2) slots per batch, in addition to the 20 slots for Master’s degree. It was agreed to target in principle at JDS returning Fellows to utilize the limited slots for Ph.D. program. Both parties confirmed that detail procedure for recruitment and selection would be discussed in the 1<sup>st</sup> meeting of the Operating Committee which will be held in July 2016.

### III. Other Matters Discussed

- (1) Both parties confirmed the necessity of securing job positions for JDS Fellows returning to their organizations, and discussed the countermeasures to increase the job retention rate of JDS Fellows who work for the government organizations after studying in Japan. As a result of discussion, both parties agreed to add the Civil Service Council into the Operating Committee, and tackle the issue with their expected contribution.

-ANNEX-1: Flowchart of the Preparatory Survey

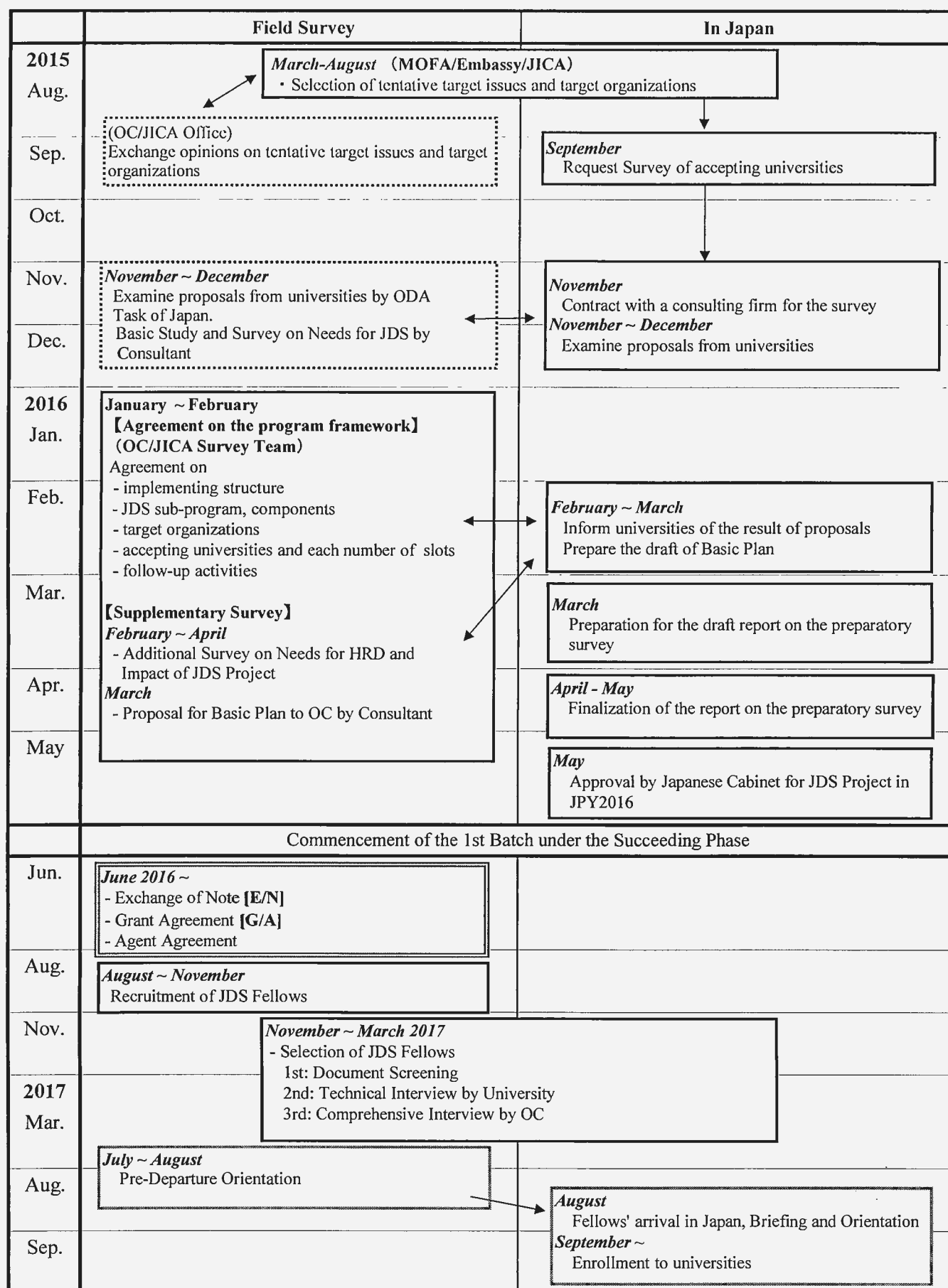
-ANNEX-2: Flowchart of JDS Project for the Succeeding Four Batches

-ANNEX-3: Reshuffle of the Committee Members

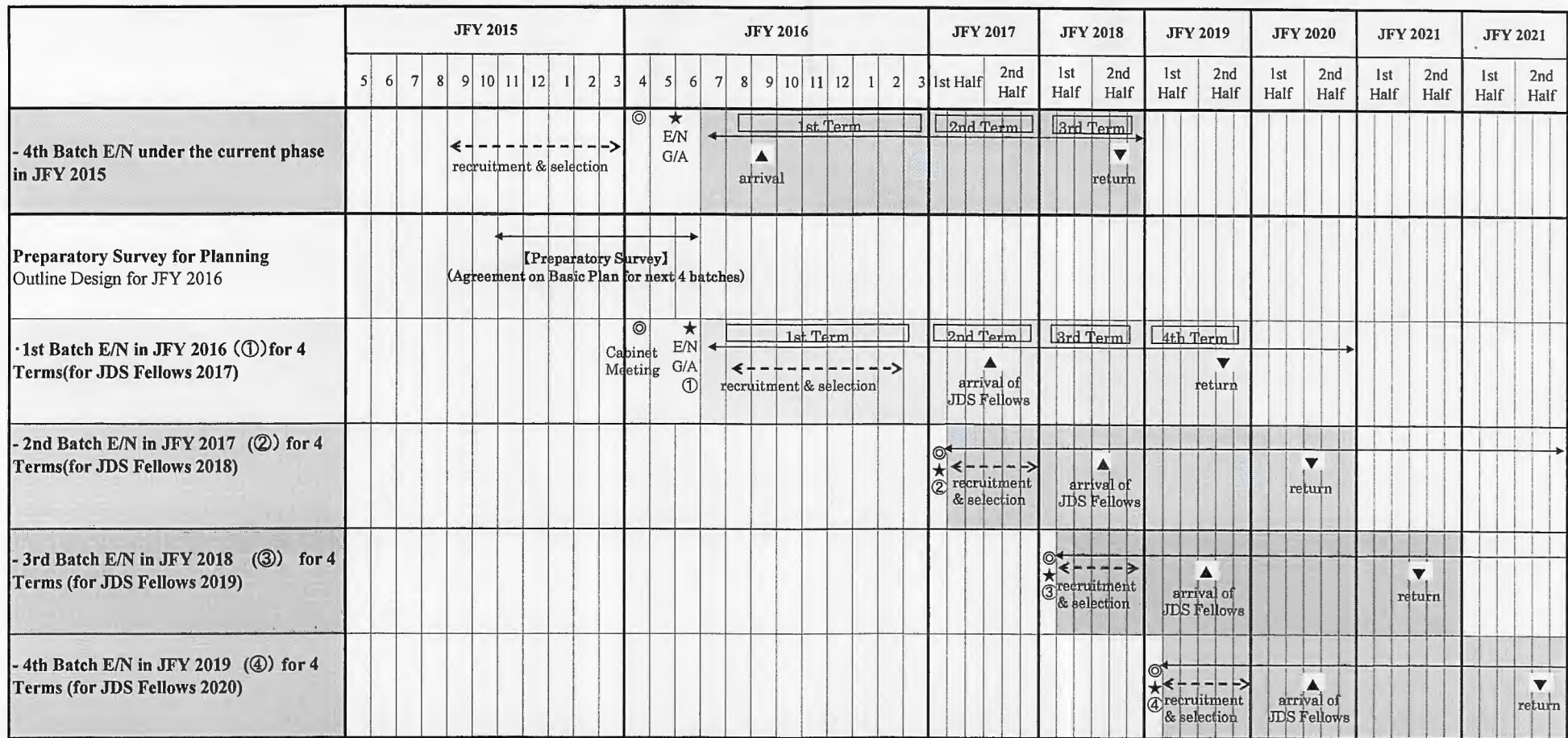
-ANNEX-4: Design of JDS Project for four batches

-ANNEX-5: The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area

## Flowchart of the Preparatory Survey



## Flowchart of JDS Project for the Succeeding Four Batches



Project Period for 7 years

◎ : Cabinet Meeting

★ : Exchange of Notes (E/N)、Grant Agreement (G/A)

▲ : Arrival

▼ : Return to Mongolia

# Reshuffle of the Committee Members

Annex 3

Mongolian side

Previous

| Role   | Person   |
|--------|--|
| Chair  | State Secretary<br>Ministry of Education, Culture and Science  |
| Member | Director<br>Higher Education Division<br>Ministry of Education, Culture and Science                          |
| Member | Director General<br>Public Administration and Management Department<br>Ministry of Finance                   |
| Member | Second Secretary<br>Department of Public Administration<br>Ministry of Foreign Affairs                       |
| Member | Government Principal Officer<br>Organization Department<br>Cabinet Secretariat of the Government of Mongolia |

New

| Role   | Person   |
|--------|--|
| Chair  | Director<br>Department of Strategic Policy and Planning,<br>Ministry of Education, Culture and Science |
| Member | Director General<br>Development Financing and Debt<br>Management Department,<br>Ministry of Finance    |
| Member | Director<br>Department of Strategic Policy and Planning,<br>Ministry of Industry                       |
| Member | Representative<br>Civil Service Council  |

Japanese side

| Role       | Person  |
|------------|---|
| Vice-chair | Counsellor<br>Embassy of Japan in Mongolia                                  |
| Member     | Chief Representative<br>JICA Mongolia Office                                |
| Member     | Chief Adviser<br>Mongolia - Japan Center for Human Resources<br>Development |

| Role       | Person  |
|------------|---|
| Vice-chair | Counsellor<br>Embassy of Japan in Mongolia                                  |
| Member     | Chief Representative<br>JICA Mongolia Office                                |
| Member     | Chief Adviser<br>Mongolia - Japan Center for Human Resources<br>Development |



## Design of the JDS Project for Four Batches (from JFY 2016-2019)

[Mongolia]

| Sub-Program<br>(JDS Priority)   | Component<br>(JDS Development Issues) | Sub Component   | Expected Theme of Research /<br>Possible Fields of Study  | Priority Organizations<br>(Main Target Organizations)   | Host University  | Slots |
|---|---------------------------------------|---|---|---|--|-------|
| 1. Sustainable<br>Development of the<br>Mining Sector and<br>Enhancement of<br>Governance | 1-1                                   | Environment-Friendly Mineral Resource<br>Management                       | <ul style="list-style-type: none"> <li>• Antipollution policy for mining</li> <li>• Environmental policy (including monitoring for mining)</li> <li>• Environmental impact assessment</li> <li>• Human resource development</li> <li>• Mineral processing engineering</li> <li>• Environmental remediation</li> <li>• Management/negotiation of international contracts</li> <li>• Uranium Development</li> <li>• Micro Mining Development</li> </ul> | <ul style="list-style-type: none"> <li>• Ministry of Mining</li> <li>• Ministry of Environment and Green Development (including Nature Conservation Fund of Mongolia)</li> <li>• General Agency for Specialized Inspection</li> <li>• Ministry of Energy</li> <li>• Ministry of Justice</li> <li>• Office of the President</li> <li>• Cabinet Secretariat of Government</li> <li>• Ministry of Education, Culture, and Science (including Mongolian University of Science and Technology, and National University of Mongolia)</li> <li>• Academy of Science (including Institute of Geography and Geo-Ecology, Institute of Chemistry and Chemical Technology)</li> </ul>  | University of Tsukuba<br>Graduate School of Life and<br>Environmental Sciences           | 2     |
|   |                                       | 1-2-1<br>Financial<br>Management,<br>Strengthening of<br>Financial Policy | <ul style="list-style-type: none"> <li>• Fiscal policy</li> <li>• Public finance Management</li> <li>• Tax policy</li> <li>• Investment policy (including PPP)</li> <li>• Public management (internal audit, etc.)</li> <li>• Macro financial policy</li> <li>• Superintendent of financial regulation</li> <li>• Development finance</li> <li>• Debt management</li> </ul>   | <ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Affiliated organization of Ministry of Finance: Customs General Administration, General Department of Taxation</li> <li>• Financial Regulatory Commission</li> <li>• Development Bank of Mongolia</li> <li>• Mongolian Stock Exchange</li> <li>• National Statistical Office of Mongolia</li> <li>• Authority for Fair Competition and Consumer Protection</li> <li>• The Bank of Mongolia</li> <li>• Mongolian National Audit Office</li> </ul>  | Saitama University<br>Graduate School of Humanities<br>and Social Science                | 3     |
|   |                                       | 1-2-2<br>Improvement of<br>Legal System                                   | Regal system guaranteeing the profit of<br>citizens and companies (including<br>competition law, tax law, etc.)   | <ul style="list-style-type: none"> <li>• Ministry of Mining</li> <li>• Office of the President</li> <li>• Ministry of Justice</li> <li>• Affiliated organization of Ministry of Justice: Mongolian University of Law Enforcement, National Police Agency, Immigration of Mongolia, Independent Authority Against Corruption, National Legal Center</li> <li>• Supreme Court</li> <li>• Judicial General Council of Mongolia</li> <li>• Ministry of Foreign Affairs</li> </ul>   | Kyushu University<br>Graduate School of Law  | 2     |
| 2. Assisting<br>Inclusive Growth  | 2-1                                   | Enterprise Management / Policy<br>Planning                                | <ul style="list-style-type: none"> <li>• Public-Private-Partnership (PPP)</li> <li>• Support to small and medium-sized enterprises</li> <li>• Industrial vitalization</li> <li>• Development of investment environment</li> <li>• Business Administration</li> <li>• Business Innovation</li> </ul>   | <ul style="list-style-type: none"> <li>• Ministry of Industry</li> <li>• Ministry of Labor</li> <li>• Ministry of Finance</li> <li>• Ministry of Justice</li> <li>• Ministry of Food and Agriculture</li> <li>• Ministry of Foreign Affairs</li> <li>• Ministry of Mining (including Central Geological Laboratory)</li> <li>• Ministry of Education, Culture, and Science (including national universities)</li> <li>• Ministry of Energy</li> <li>• Ministry of Population Development and Social Protection</li> <li>• Ulaanbaatar City Administration</li> <li>• Office of the President</li> <li>• Cabinet Secretariat of Government</li> <li>• Financial Regulatory Commission (including Mongolia Credit Guarantee Fund, Mongolian Stock Exchange)</li> <li>• The Bank of Mongolia</li> <li>• General Agency for Specialized Inspection</li> <li>• Invest Mongolia Agency</li> <li>• Development Bank of Mongolia</li> </ul> | Hiroshima University<br>Graduate School for International<br>Development and Cooperation | 2     |
|   |                                       |   |   | Private Sector (Mongolian private firms and organizations involved<br>in Official Development Assistant of the Government of Japan)   | To be decided after conducting a<br>request survey to Japanese<br>universities           | 2     |
|   | 2-2                                   | Public Policy   | <ul style="list-style-type: none"> <li>• Public policy</li> <li>• Social welfare governance</li> <li>• Social security governance</li> <li>• Education policy</li> <li>• Health policy</li> <li>• Rural development</li> <li>• Regional development, etc.</li> </ul>  | <ul style="list-style-type: none"> <li>• Ministry of Labor</li> <li>• Ministry of Education, Culture, and Science (including National University of Mongolia, Mongolian State University of Education, Health Sciences University of Mongolia, and other higher educational institutions)</li> <li>• Ministry of Population Development and Social Welfare</li> <li>• Ulaanbaatar City Administration</li> <li>• Ministry of Health and Sports</li> <li>• Ministry of Foreign Affairs</li> <li>• Ministry of Construction and Urban Development</li> <li>• Ministry of Industry</li> <li>• Ministry of Food and Agriculture</li> <li>• Ministry of Road and Transportation</li> <li>• Provincial Government Agencies</li> </ul>   | International University of Japan<br>Graduate School of International<br>Relations       | 3     |
| 3. Enhancement of<br>the Capacity and<br>Function of<br>Ulaanbaatar as<br>Urban Center    | 3-1                                   | Improving Infrastructure and Urban<br>Planning                            | <ul style="list-style-type: none"> <li>• Traffic engineering</li> <li>• Urban planning</li> <li>• Standards for construction industry</li> <li>• Earthquake resistance standards</li> <li>• Safety management</li> <li>• Construction planning and equipment</li> <li>• Quality management</li> <li>• Public health engineering, etc.</li> </ul>  | <ul style="list-style-type: none"> <li>• Ministry of Road and Transportation</li> <li>• Ministry of Construction and Urban Development</li> <li>• Ministry of Energy</li> <li>• Ministry of Environment and Green Development</li> <li>• General Agency for Specialized Inspection</li> <li>• Ulaanbaatar City Administration</li> <li>• Office of the President</li> <li>• Cabinet Secretariat of Government</li> <li>• Ministry of Education, Culture, and Science (including Mongolian University of Science and Technology, and National University of Mongolia)</li> </ul>   | Nagoya University<br>Graduate School of<br>Environmental Studies                         | 2     |
|   | 3-2                                   | Urban Environment Improvement   | <ul style="list-style-type: none"> <li>• Urban environmental policy</li> <li>• Environmental assessment</li> <li>• International environment laws</li> <li>• Environmental engineering, etc.</li> </ul>   | <ul style="list-style-type: none"> <li>• Ministry of Environment and Green Development</li> <li>• Ministry of Road and Transportation</li> <li>• Ministry of Energy</li> <li>• Ministry of Construction and Urban Development</li> <li>• General Agency for Specialized Inspection</li> <li>• Ulaanbaatar City Administration</li> <li>• Office of the President</li> <li>• Cabinet Secretariat of Government</li> <li>• Ministry of Education, Culture, and Science (including Mongolian University of Science and Technology, and National University of Mongolia)</li> <li>• Academy of Science (including Institute of Chemistry and Chemical Technology, Institute of Geography and Geo-Ecology)</li> </ul>  | University of Tsukuba<br>Graduate School of Life and<br>Environmental Sciences           | 2     |
| Total   |                                       |   |   |   |  | 20    |

## The Project for Human Resource Development Scholarship (JDS)

### Basic Plan for the Target Priority Area

#### Basic Information of Target Priority Area (Sub Program)

1. Country: Mongolia
2. Target Priority (Sub-Program) Area:
3. Operating Committee:  
Mongolian side: (1) Ministry of Education, Culture and Science, (2) Ministry of Finance, (3) Ministry of Industry (4) Civil Service Council  
Japanese side: (1) Embassy of Japan in Mongolia, (2) JICA Mongolia Office, (3) Mongolia-Japan Center for Human Resources Development

#### Itemized Table X-X

#### 1. Outline of Sub-Program / Component

##### (1) Basic Information

1. Target Priority (Sub-Program) Area:
2. Component:
3. Target Organization:

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

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

#### 2. Cooperation Framework

##### (1) Project Objective

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

##### (2) Project Design

- 1) Overall goal
- 2) Project purpose

##### (3) Verifiable Indicators

- 1) Ratio of JDS fellows who obtain Master's degree
- 2) Enhancement of the capacity of JDS returned fellows on research, analysis, policy making and project operation/ management after their return.
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows.

##### (4) Number of JDS Fellows and Accepting University

|                       |                  |                           |
|-----------------------|------------------|---------------------------|
| Graduate School of XX | X fellows / year | total X fellows / 4 years |
|-----------------------|------------------|---------------------------|

##### (5) Activity (Example)

##### Graduate School of XXXXX

| Target | Contents/ Programs to achieve target |
|--------|--------------------------------------|
|--------|--------------------------------------|

16



|                            |  |
|----------------------------|--|
| 1) Before arrival in Japan |  |
| 2) During study in Japan   |  |
| 3) After return            |  |

#### (6)-1 Inputs from the Japanese Side

- 1) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 2) 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)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

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

1 batch    X fellows × 4 years = X fellows

From the year 2016 (until 2018) : X fellows, From the year 2017 (until 2019) : X fellows

From the year 2018 (until 2020) : X fellows, From the year 2019 (until 2021) : X fellows

#### (7) Inputs from the Mongolian Side

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

#### (8) Qualifications

- 1) Nationality: Citizens of Mongolia
  - 2) Age: Between 22 and 39 years old (inclusive) as of April 1 in the year of dispatch
  - 3) Academic Background: Have a Bachelor degree from universities authorized by the Government of Mongolia or other country.
  - 4) Occupation: Currently employed as permanent full-time staff by the Mongolian governmental organizations excluding state owned enterprises.
- \*For the slots of Private Sector: to be decided after confirming the detailed needs.
- 5) Work Experience: Have at least two years of full-time work experience as government employee as of the application deadline.
  - 6) Others
    - Must be in good health both mentally and physically.
    - Have a good command of English for postgraduate study in Japan.
    - Well understand the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
    - Those who are currently receiving or planning to receive any scholarships and those who have previously acquired a master's degree in a foreign country under any kind of scholarship are ineligible.
    - Must not be serving in the military

**The number of JDS participants to be accepted for next four years in the JDS Project in Mongolia**

| Sub-Program   | Component   |  | 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                                |  | University of Tsukuba             | Graduate School of Life and Environmental Sciences            | 2                                   | 2         | 2         | 2         | 8     |
|   | 1-2 Enhancement of Governance including Appropriate Management of Resources Revenue | 1-2-1 Financial Management, Strengthening of Financial | Saitama University                | Graduate School of Humanities and Social Science              | 3                                   | 3         | 3         | 3         | 12    |
|   |   | 1-2-2 Improvement of Legal System                      | Kyushu University                 | Graduate School of Law  | 2                                   | 2         | 2         | 2         | 8     |
| 2. Assisting Inclusive Growth   | 2-1 Enterprise Management / Policy Planning   |  | Hiroshima University              | Graduate School for International Development and Cooperation | 2                                   | 2         | 2         | 2         | 8     |
|   |   |  | International University of Japan | Graduate School of International Management                   | 2                                   | 2         | 2         | 2         | 8     |
|   |   |  | Hokkaido University               | Graduate School of Economics and Business Administration      | 2                                   | 2         | 2         | 2         | 8     |
|   | 2-2 Public Policy   |  | International University of Japan | Graduate School of International Relations                    | 3                                   | 3         | 3         | 3         | 12    |
| 3. Enhancement of the Capacity and Function of Ulaanbaatar as Urban Center    | 3-1 Improving Infrastructure and Urban Planning                                     |  | Nagoya University                 | Graduate School of Environmental Studies                      | 2                                   | 2         | 2         | 2         | 8     |
|   | 3-2 Urban Environment Improvement   |  | University of Tsukuba             | Graduate School of Life and Environmental Sciences            | 2                                   | 2         | 2         | 2         | 8     |
| Total   |   |  |                                   |   | 20                                  | 20        | 20        | 20        | 80    |

**The Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS)**  
**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

**Itemized Table 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
3. Priority Organization: Ministry of Mining, Ministry of Environment, Green Development and Tourism, General Agency for Specialized Inspection, Ministry of Energy, Ministry of Justice, Office of the President, Cabinet Secretariat of Government, Ministry of Education, Culture, and Science, Academy of Science

**(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. 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 and improve the monitoring system in central and regional governments as well as human resources in both public and private sectors. JDS Project is expected to help 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 Project)**

"Sustainable mining development" is set as one of the development issues in the priority area, "sustainable development of the mining sector and enhancement of governance" in "Country Assistance Policies for Mongolia" which was issued in 2012. The government of Japan supports formulation of mining development plan, provides technical assistance for capacity and system development, and considers possibility of financial cooperation by the joint efforts of Japanese public and private sector.

In accordance with the said policies for Mongolia, JICA has conducted "The Project for Capacity Building on the Natural Resource and Mining Sector in Mongolia" and "Mineral Resource and Mining Sector."

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the 1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master's degree and returned to Mongolia. (as of December 2015); 12 fellows graduated in the field of mining development (resource engineering: 6 fellows, environmental management: 6 fellows).

**Relevant Projects and Training Programs of JICA Mongolia Office:**

TCP: The Project for Capacity Building on the Natural Resource and Mining Sector in Mongolia

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in mineral resource management.

#### 2) Project purpose

To ensure that government officials, who are engaged in mineral resource management, improve their capability of policy making, implementation and dialogue with its market.

### (3) Verifiable Indicators

#### 1) Ratio of JDS Fellows who obtain Master's degree

#### 2) Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return.

#### 3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.

### (4) Number of JDS Fellows and Accepting University

Graduate School of Life and Environmental Sciences, University of Tsukuba

2 fellows / year total 8 fellows / 4 years

### (5) Activity (Example)

#### Graduate School of Life and Environmental Sciences, University of Tsukuba

| Target  | Contents/ Programs to achieve target  |
|---|---|
| 1) Before arrival in Japan  |   |
| To help incoming JDS Fellows become ready to undertake course works and researches                    | <ul style="list-style-type: none"> <li>Through our own JDS Project website and pamphlets, we will provide detailed information about the teaching and research topics of faculty members to help JDS Fellows select their supervisors. After this selection, if necessary, the Fellows will study basic mathematics, statistics, or data analysis under their prospective supervisors.</li> </ul> |
| 2) During study in Japan  |   |
| To be able to clarify some possible/ applicable solutions to the chosen urban environmental problems. | <p>SUSTEP (Sustainability Science, Technology and Policy) program.</p> <p>Four subjects group of the program 1) water environment and climate change, 2) comprehensive waste management, 3) biology and ecology, 4) policy and planning, to select and take one. In addition, the training and the subject of policy and plans to take each one is required to refine a holistic</p>              |

|  |  |
|--|--|
|  | <p>vision and analytical skills as an expert of global leader.</p> <ul style="list-style-type: none"> <li>·Master's thesis research to learn the expertise from supervisors about, the problem-solving together.</li> <li>·Invited experts on prominent mining resources development from domestic and foreign universities and other institutions in a special program, it will be held by JDS seminar. By joining together and actually invited person, to develop the ability to analyze the problem from the practical point of view.</li> </ul> |
| To acquire a broad and supervisory perspective that is necessary for policy planners and experts will be nourished   | To take the subjects of our research department, waste and pollution treatment, phytoremediation, groundwater dynamics, land ecology, material circulation, geology, dispute settlement, deepen the knowledge about such as water rights, water method.  |
| To master the ability to direct the necessary solutions to scientific knowledge and professional human resource.   | Actually we observed a problem on a particular mineral resource development through the domestic and international practice, to refine the problem analytical skills while learning research methods and analysis method.  |
| To learn the ability to review the policy relating to the mineral resources development in the international context.  | <p>And policy evaluation criteria required for the implementation and advice to acquire knowledge from the practice both with lectures about.</p> <ul style="list-style-type: none"> <li>- To grant the presentations at international conferences, to foster research capabilities and international competitiveness.</li> </ul>  |
| Also updates the advanced technology and research information to continue after the return to work, to build a network to reflect the policy.                                    | To sustainable mine resource development to build a network with universities and research institutes of deep experts and national and international top rankings of knowledge   |
| In order to build an effective cooperation with future Japan and many other international organizations, published in English, writing, highly develop the negotiating capacity. | <ul style="list-style-type: none"> <li>- To provide guidance how to write a professional report to the paper and international organizations by the academic writing course, provide an opportunity for full-time tutoring at the Writing Center.</li> <li>- Upon reading the legal documents in English, to cultivate the ability to point out the problem in a short period of time.</li> </ul>  |
| 3) After return  |  |
| Provide post-graduate seminar and establish networking among graduates   | It performs a post-seminar for graduates, as well as published a study the contents of the graduates in Mongolia, if necessary, for further networking and academic papers creation support.   |

#### **(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 Fellows**

1 batch    2 fellows × 4 years = 8 fellows

From the year 2017 (until 2019) : 2 fellows, From the year 2018 (until 2020) : 2 fellows

From the year 2019 (until 2021) : 2 fellows, From the year 2020 (until 2022) : 2 fellows

#### **(7) Inputs from the Mongolia Side**

1) Dispatch of JDS Fellows

2) Follow up activities (e.g. providing opportunities for JDS Returned Fellows to share/disseminate the knowledge they acquired in Japan at their organizations/ other priority organizations)

#### **(8) Qualifications**

1) Occupation:

- Currently employed as full-time staff in the Mongolian governmental organizations
- Have at least three years of full-time work experience as government employee or private sector as of the application deadline

2) Others

- Must be citizens of Mongolia
- Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
- Those 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.
- Must be in good health, both mentally and physically.
- Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more is preferable.

**The Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS)**

**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

**Itemized Table 1-2-1**

**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: Enhancement of Governance including Appropriate Management of Resources Revenue/ Financial Management, Strengthening of Financial Policy
3. Priority Organization: Ministry of Finance, Affiliated organization of Ministry of Finance: Mongolian Customs and Taxation, Financial Regulatory Commission, Development Bank of Mongolia, Mongolian Stock Exchange, National Statistical Office of Mongolia, Authority for Fair Competition and Consumer Protection, The Bank of Mongolia, Mongolian National Audit Office, Ministry of Mining, Office of the President, Ministry of Justice, Affiliated organization of Ministry of Justice: Mongolian University of Law Enforcement, National Police Agency, Immigration of Mongolia, Independent Authority Against Corruption, National Legal Center, Supreme Court, Judicial General Council of Mongolia, Ministry of Foreign Affairs

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

In Mongolia, the tail wind the international market of capital inflows and coal and copper due to the mineral resources development, the 2010s began economic growth has accelerated. On the other hand, as concerns material in the Mongolian economy, excessive dependence on mineral resources development revenue has been pointed out, the economic and financial are susceptible to international market conditions and price of the mineral resources. In recent years, by the downturn in the influence and resources price of China's economic slowdown, mining of major industries fell to slump. Trade deficit, due to a decrease in foreign direct investment, was also significantly reduced foreign exchange reserves. As a result, GDP growth rate is slowed, causing the currency depreciation and high inflation.

It is on to put the country's economy on a stable growth track future, while giving consideration to the stability of the financial system, to develop a financial market that was also open to foreign investors, is to diversify the means of financing companies It has become necessary. In addition, in order to connect the revenue increase in the related mineral resources in the stable development of the Mongolian economy and society, the maintenance of strong fiscal discipline, we need a sustainable national development vision less susceptible to political influence, even more sound fiscal management strengthening and financial functions, human resources shortage and the fixing of technocrats layer that contribute to the judicial system strengthening has become an issue. In the JDS, cooperation and synergy that has been implemented in the current the same field is scaled, capacity building of the advanced practice level of the staff is expected.

### **(3) Japan's ODA Policy and Achievement (including the JDS Project)**

Under "Country Assistance Policy for Mongolia" issued by the government of Japan, "sustainable development of the mining sector and enhancement of governance" is set as one of the priority areas. To use the increased revenue from mineral resources for the sustainable economic development, supporting the establishment of governance system by strengthening fiscal management and financial function, specifically improving administrative capacity, setting up the legal system and developing relevant human resources are conducted.

In accordance with the said policies for Mongolia, JICA has conducted technical cooperation projects, such as "the Project for Strengthening Mediation System (phase 2)," and "Capacity Development Project for Internal Audit Phase 2."

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the 1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master's degree and returned to Mongolia. (as of December 2015); 27 fellows graduated in the field of finance.

#### **Relevant Projects and Training Programs of JICA Mongolia Office:**

Technical Cooperation Project: Project for Enhancing tax collection operation and International tax issues of Mongolian Tax administration, The Project for Strengthening Mediation System (Phase 2), Capacity Development Project for Internal Audit Phase 2, Project for Capacity Building of Public-Private Partnership in Mongolia, Project for Capacity Building of Public-Private Partnership in Mongolia, Fair competition environment improvement

## **2. Cooperation Framework**

### **(1) Project Objective**

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

### **(2) Project Design**

#### **1) Overall goal**

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in financial management, strengthening of financial policy, and improvement of legal system.

#### **2) Project purpose**

To ensure that government officials, who are engaged in financial management, financial policy, and improvement of legal system, improve their capability of policy making, implementation and dialogue with its market.

### **(3) Verifiable Indicators**

- 1) Ratio of JDS Fellows who obtain Master's degree
- 2) Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return.
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.

### **(4) Number of JDS Fellows and Accepting University**

Graduate School of Humanities and Social Sciences, Saitama University  
3 fellows / year total 12 fellows / 4 years



### (5) Activity (Example)

#### Graduate School of Humanities and Social Sciences, Saitama University

| Target  | Contents/ Programs to achieve target   |
|---|--|
| 1) Before arrival in Japan  |  |
| Under consideration   |  |
| 2) During study in Japan  |  |
| To obtain balanced knowledge and skills based on theories, empirics and practices in economic policies under the “Triple-mix” program | • Under the “Triple-mix” program,” the Department has professors with experience in policy and business as well as with academic research, and also provides JDS Fellows the opportunity to interact with Japanese businessmen and officials and for internships.  |
| To obtain overall knowledge of Economics, Management, Law, and Public Policies under the “All-in-one” program                         | • The professors of the Department include experts within four majors: “Economic Analysis”, “Global Business and Social Development”, “Business Innovation”, and “Law and Public Policy.” Therefore, the department facilitates the system to systematically learn economic, business and law.   |
| To develop abilities following the students’ capacity under “Custom-made” program   | • The Department will set up a supervisory team with relevant professors and officials for each JDS Fellow. The team first examines the capacity level and needs of a fellow, and then presents a curriculum menu specific for the fellow. The team also conducts monitoring and follow-up on the study progress.<br><br>• The Department can assign another foreign student as an English tutor for a JDS Fellow with a lack of English ability.                            |
| 3) After return   |  |
| The Follow-up Seminar for JDS Returned Fellows in Mongolia  | • As one of the activities of Special Program, the Department will organize a “Follow-up Seminar for JDS Returned Fellows” in Mongolia. In this seminar, supervising professors, other related professors and JDS Returned Fellows in Mongolia from Saitama University can follow up the research activities, and promote joint research in related policy issues. It will contribute to reinforcing academic networks between Mongolian governments and Saitama University. |

#### (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 Fellows**

1 batch    3fellows × 4 years = 12 fellows

From the year 2017 (until 2019) : 3 fellows, From the year 2018 (until 2020) : 3 fellows

From the year 2019 (until 2021) : 3 fellows, From the year 2020 (until 2022) : 3 fellows

## **(7) Inputs from the Mongolia Side**

1) Dispatch of JDS Fellows

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

## **(8) Qualifications**

1) Occupation:

- Currently employed as full-time staff in the Mongolian governmental organizations
- Have at least three years of full-time work experience as government employee or in private sector as of the application deadline

2) Others

- Must be citizens of Mongolia
- Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
- Those 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.
- Must be in good health, both mentally and physically.
- Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more is preferable.

**The Project for Human Resource Development Scholarship for Japanese Grant Aid(JDS)**  
**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

**Itemized Table 1-2-2**

**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: Enhancement of Governance including Appropriate Management of Resources Revenue/ Improvement of Legal System
3. Priority Organization: Ministry of Finance, Affiliated organization of Ministry of Finance: Mongolian Customs and Taxation, Financial Regulatory Commission, Development Bank of Mongolia, Mongolian Stock Exchange, National Statistical Office of Mongolia, Authority for Fair Competition and Consumer Protection, The Bank of Mongolia, Mongolian National Audit Office, Ministry of Mining, Office of the President, Ministry of Justice, Affiliated organization of Ministry of Justice: Mongolian University of Law Enforcement, National Police Agency, Immigration of Mongolia, Independent Authority Against Corruption, National Legal Center, Supreme Court, Judicial General Council of Mongolia, Ministry of Foreign Affairs

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

In Mongolia, in the tailwind of international market of capital inflows and coal and copper due to the mineral resources development, the 2010s began economic growth has accelerated. On the other hand, as concerns material in the Mongolian economy, excessive dependence on mineral resources development revenue has been pointed out, the economic and financial are susceptible to international market conditions and price of the mineral resources. In recent years, by the downturn in the influence and resources price of China's economic slowdown, mining of major industries fell to slump. Trade deficit, due to a decrease in foreign direct investment, was also significantly reduced foreign exchange reserves. As a result, GDP growth rate is slowed, causing the currency depreciation and high inflation.

It is on to put the country's economy on a stable growth track future, while giving consideration to the stability of the financial system, to develop a financial market that was also open to foreign investors, is to diversify the means of financing companies It has become necessary. In addition, in order to connect the revenue increase in the related mineral resources in the stable development of the Mongolian economy and society, the maintenance of strong fiscal discipline, we need a sustainable national development vision less susceptible to political influence, even more sound fiscal management strengthening and financial functions, human resources shortage and the fixing of technocrats layer that contribute to the judicial system strengthening has become an issue. In the JDS, cooperation and synergy that has been implemented in the current the same field is scaled, capacity building of the advanced practice level of the staff is expected.

### **(3) Japan's ODA Policy and Achievement (including the JDS Project)**

Under "Country Assistance Policy for Mongolia" issued by the government of Japan, "sustainable development of the mining sector and enhancement of governance" is set as one of the priority areas. To use the increased revenue from mineral resources for the sustainable economic development, supporting the establishment of governance system by strengthening fiscal management and financial function, specifically improving administrative capacity, setting up the legal system and developing relevant human resources are conducted.

In accordance with the said policies for Mongolia, JICA has conducted technical cooperation projects, such as "the Project for Strengthening Mediation System (phase 2)," and "Capacity Development Project for Internal Audit Phase 2."

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the 1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master's degree and returned to Mongolia. (as of December 2015); 29 fellows graduated in the field of law.

#### **Relevant Projects and Training Programs of JICA Mongolia Office:**

Technical Cooperation Project: Project for Enhancing tax collection operation and International tax issues of Mongolian Tax administration, The Project for Strengthening Mediation System (Phase 2), Capacity Development Project for Internal Audit Phase 2, Project for Capacity Building of Public-Private Partnership in Mongolia, Project for Capacity Building of Public-Private Partnership in Mongolia, Creating Fair competition Environment.

## **2. Cooperation Framework**

### **(1) Project Objective**

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

### **(2) Project Design**

#### **1) Overall goal**

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in financial management, financial policy, and improvement of legal system.

#### **2) Project purpose**

To ensure that government officials, who are engaged in financial management, financial policy, and improvement of legal system, improve their capability of policy making, implementation and dialogue with its market.

### **(3) Verifiable Indicators**

- ① Master's degree of international students
- ② improvement of research capacity and policy-making ability and business operation and management ability of foreign students
- ③ returning students of knowledge and skills obtained by the study, planning and implementation of policies that take advantage of the experience

**(4) Number of JDS Fellows and Accepting University**

|  |
|--|
| Graduate School of Law, Kyushu University    2 fellows / year    total 8 fellows / 4 years |
|--|

**(5) Activity (Example)****Graduate School of Law, Kyushu University**

| Target  | Contents/ Programs to achieve target  |
|---|---|
| 1) Before arrival in Japan  |   |
| Improvement of basic academic skills to deepen specialties  | <ul style="list-style-type: none"> <li>During a 6-month “gap” between formal acceptance for the JDS Project (April) and arrival in Japan (August), a “distance learning” scheme will be implemented. Kyushu University faculty choose the contents based on the student’s research proposal, as included in the application for the JDS Project to improve the basic academic skills</li> </ul>   |
| 2) During study in Japan  |   |
| <ul style="list-style-type: none"> <li>An understanding of research methodologies that balance theory and practice.</li> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>JDS Fellows understand the theory by learning international economics and business laws, such as public international law, private international law, international economic law, international business law, as they know the practice by the comparative analysis of the laws, legal systems between developing and developed countries including Japan.</li> <li>As an activity of JDS Special Program, “Skills Training” which is a series of seminars focusing on reading and analyzing materials and making academic presentations will be provided. Building upon the reading and writing seminar, a follow-up seminar to improve the quality of the English writing for academic purposes will be provided.</li> <li>At “JDS Forum,” supports, such as practical advice on essay writing, making presentations in English, and creating a PPT presentation and debating, will be offered. The JDS Forum may result in the participation in domestic and international conferences.</li> <li>Maximum convergence between the needs of the institution, students 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.</li> </ul> |
| Development of understanding toward Japanese culture and cultivation of an international sense  | <ul style="list-style-type: none"> <li>JDS will constitute of a series of seminars offered to the JDS Fellows in order to become familiar with international legal scholarship. For JDS Fellows, the JDS offers an excellent opportunity to develop an international sense.</li> </ul>  |
| 3) After return   |   |
| Under consideration   |   |

#### **(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 Fellows**

1 batch 2 fellows × 4 years = 8 fellows

From the year 2017 (until 2019) : 2 fellows, From the year 2018 (until 2020) : 2 fellows

From the year 2019 (until 2021) : 2 fellows, From the year 2020 (until 2022) : 2 fellows

#### **(7) Inputs from the Mongolia Side**

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

#### **(8) Qualifications**

##### 1) Occupation:

- Currently employed as full-time staff in the Mongolian governmental organizations
- Have at least three years of full-time work experience as government employee or in private sector as of the application deadline

##### 2) Others

- Must be citizens of Mongolia
- Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
- Those 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.
- Must be in good health, both mentally and physically.
- Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more is preferable.

**The Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS)**  
**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, 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: Enterprise Management / Policy Planning
3. Priority Organization: Ministry of Industry, Ministry of Labor, Ministry of Finance, Ministry of Justice, Ministry of Food and Agriculture, Ministry of Foreign Affairs, Ministry of Mining (including Central Geological Laboratory), Ministry of Education, Culture, and Science (including national universities), Ministry of Energy, Ministry of Population Development and Social Protection, Ulaanbaatar City Administration, Office of the President, Cabinet Secretariat of Government, Financial Regulatory Commission (including Mongolia Credit Guarantee Fund, Mongolian Stock Exchange), The Bank of Mongolia, General Agency for Specialized Inspection, Invest Mongolia Agency, Development Bank of Mongolia, Private Sector (Mongolian private firms and organizations involved in Official Development Assistant of the Government of Japan)

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

Mining sector which leads Mongolian economy cannot generate new jobs, and any industry which is other than the traditional key industries, such as agriculture stock raising, except for cashmere industry, is way behind the development. As it is expected that the labor force population in the young increases and there is a fare that the unemployment issue of the young will grow, a creation of new jobs will be a matter of the utmost importance. It is necessary to generate new jobs by improving the gateway for investments, small and medium-sized enterprises and human resource with specialties in order to diversify the structure of industries.

Furthermore, industries related to agriculture and farming (exports of meat, cashmere, and sea-buckthorn, and import replacement of vegetables) is one of the industries which have possibilities of rapid growth. Therefore, the supports for management of agriculture and farming are of high importance.

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

"Creation of employment focusing on small and medium enterprises with a view to diversifying industrial structure" is set as one of the development issues in the priority area, "assisting inclusive growth" in "Country Assistance Policies for Mongolia" which was issued in 2012.

The government of Japan supports creation of employment by establishing investment windows and developing small and medium scale business and professionals. As for the youth employment issue, in addition to scholarship assistance, the government considers improving educational and research environment. As for the agriculture and farming sector which has the largest employment absorption capacity, supports to improve livelihood and secure income opportunities for the farmers by extending sustainable management of agriculture and farming are provided.

In order to tackle these issues, there is an urgent need for the improvement of the administrative capability in

the governmental sector even though JICA has conducted “Project for Capacity Development of Business Persons through Mongolia-Japan Center for Human Resources Development (TCP),” “Two-Step-Loan project for Small and Medium-Scaled Enterprises Development and Environmental Protection (YL),” “Capacity Development for Promoting Foreign Direct Investment (TCP),” and “Mongolia investment and business exchanges facilitation, information collection and verification survey” etc.

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the 1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master’s degree and returned to Mongolia. (as of December 2015); 49 fellows graduated in the field of business administration.

**Relevant Projects and Training Programs of JICA Mongolia Office:**

TCP: Project for Enhanced Function of Mongolia-Japan Center for Human Resources Development for Capacity Development and Networking of Business Persons, Project for Strengthening the Capacity for Human Resource Development in the Field of Veterinary and Animal Husbandry

YL: Two-Step-Loan project for Small and Medium-Scaled Enterprises Development and Environmental Protection]

Training: Strengthening Credit Guarantee & Institutional Capacity, Strengthening the Food Security, Quality Assurance and Risk Management and Improvement of Laboratory Analysis Capability in Mongolia

SATREPS: The Project for Epidemiological Studies on Animal Protozoan Diseases in Mongolia and Development of Effective Diagnostics Measures

## **2. Cooperation Framework**

### **(1) Project Objective**

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

### **(2) Project Design**

#### **1) Overall goal**

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in enterprise management and policy planning.

#### **2) Project purpose**

To ensure that government officials, who are engaged in enterprise management and policy planning, improve their capability of policy making, implementation and dialogue with its market.

### **(3) Verifiable Indicators**

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

2) Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return.

3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.

### **(4) Number of JDS Fellows and Accepting University**

Graduate School for International Development and Cooperation, Hiroshima University

2 fellows / year    total 8 fellows / 4 years



Graduate School of International Management, International University of Japan  
 2 fellows / year total 8 fellows / 4 years  
 Graduate School of Economics and Business Administration, Hokkaido University  
 2 fellows / year total 8 fellows / 4 years

# **(5) Activity (Example)**

## **Graduate School for International Development and Cooperation, Hiroshima University**

| Target   | Contents/ Programs to achieve target  |
|--|---|
| 1) Before arrival in Japan   |   |
| After enrollment, to learn in advance the basic knowledge necessary in order to advance the study of lectures and exercises and its own graduate-level smoothly.   | <ul style="list-style-type: none"> <li>- Through the text of microeconomics and macroeconomics, to master the basic knowledge of economics before coming to Japan. Students' English proficiency is insufficient also directed to English.</li> <li>- Subject to regular small test for the purpose of confirmation of the learning progress.</li> </ul>  |
| 2) During study in Japan   |   |
| Using the disciplines and statistical framework associated with the economics and management science is to identify the nature of the problem.   | <p>And development microeconomics, development macroeconomics, that to take the basic subjects of the economics around the econometrics, learn the basics in order to acquire the policy analysis capacity.</p> <ul style="list-style-type: none"> <li>- Students in response to the interest, industry, trade and monetary policy, private sector development, to take courses related to, such as business administration, to learn more specialized knowledge.</li> <li>- Such as international issues and regional research to take the subjects of other courses and other graduate schools, to learn about interdisciplinary, interdisciplinary knowledge and analysis techniques.</li> </ul> |
| The problem recognition based on the practical experience of JDS Fellows to set the research theme on the basis of the limited socially very specific and highly effective policy of design needed to sublimate to a desired state in the resource do. | <p>Guidance teachers to participate in the exercises, which is responsible, from the creation of the research plan of the literature review, analysis techniques, ranging from the analysis result of the interpretation and policy agreement, to master the basic techniques involved in the paper created through their own research.</p> <ul style="list-style-type: none"> <li>- As an aid to student promotion of research, the minimum required to become research materials to the research field of the student, the relevant books or database, be paid to all students. In addition, software for statistical analysis (STATA) is also provided to all students.</li> </ul>               |
| Special lectures and special exercises, summer courses, such as through internships, improve the learning of practical   | <ul style="list-style-type: none"> <li>- Through various seminars, discussions with experts JDS Fellows to study in other universities and research institutes, to learn practical knowledge from practitioners of government</li> </ul>  |

|  |  |
|--|--|
| knowledge and technology to deal with policy issues interdisciplinary and complex solution means is desired. | and international organizations.<br>- Through the Student Research Grant to students themselves to assist the travel expenses and research expenses for research activities to planning and planning, conduct and field survey (field work).                   |
| To promote research using the mentor system.   | - Established a mentor system as one of the activities of the special program, all of JDS Fellows develop a system that obtained the advice on promoting research.<br>- Promote research promotion by the appropriate advice and adequate support from Mentor. |
| To acquire the knowledge necessary to write papers in English.   | - The course of "English paper etiquette", "English paper etiquette", learn the essential knowledge and skills required for the master's thesis in English.<br>- Perform proofreading by native speakers who have expertise, improve the quality of the paper. |
| 3) After return  |  |
| To utilize knowledge and achievements.   | - Foreign students return home after one - to hold a feedback seminar within two years. Check the results are taking advantage of how the knowledge gained through study abroad, carry out the advice from the scientific point of view.                       |

#### **Graduate School of International Management, International University of Japan**

| Target   | Contents/ Programs to achieve target   |
|--|--|
| 4) Before arrival in Japan   |  |
| Conduct a pre-arrival seminar  | - As a part of activities for Special Program, JDS Fellows attend a pre-arrival seminar conducted either in Mongolia or at IUJ during the orientation period. During the orientation period, IUJ provides ten sessions of non-credit classes which are about basic mathematics, statistics, and software, such as excel.   |
| 5) During study in Japan   |  |
| - To learn the theoretical basis and framework for executing the corporate management effectively. In addition, hard infrastructure (ports, logistics facilities, telephone, etc. telegraph facilities) and soft infrastructure (law, education, organization, etc.) to learn the practical skills to build a strategically. | - The first year, in order to learn the basic skills as future leaders, for emerging and Japanese management and industry of Asian countries such as, the case method, lively discussion, practical teaching methods such as experiential learning to take the course work that utilize.<br>- Second year is, to take electives that match in each of the research topics under the guidance of Professor. |
| - Financial and investment, to learn the theoretical knowledge necessary Upon  | -To take the subjects of project finance, to acquire knowledge in order to attract foreign direct investment, the financing  |

|  |  |
|--|--|
| involved in the policy associated with it.   | method of large-scale investment projects in the private and public sector.<br>-International Finance, Innovation and New Business Creation, Strategic Environment Management, by take subjects such as Entrepreneurship and Small Business Development, acquire knowledge to contribute to the improvement of the investment climate.   |
| - Including small and medium-sized enterprises and investment strategy, practical understanding of corporate management.   | -In order to develop the ability to apply the theory, conduct joint research with local communities and businesses.<br>Tokyo Stock Exchange, IBM, through a field trip to the securities company, etc., spread the Observations.<br>-Business world top and management and the financial sector, and invited lecturers were familiar with the practical aspects for Mongolia development, etc., it performs a special lecture, deepen practical knowledge. |
| - Even state-owned enterprises and small and medium-sized enterprises to create a master's thesis related to the practice of corporate management, including the target. | - After the course, the basic courses in the first year, under the guidance of faculty, engaged in research projects in line with the research themes set before admission. If necessary invited external experts as the second supervisor of, carry out a more highly specialized research.<br>To provide English classes such as Academic Writing and Thesis Writing for two years.  |
| -To build an international network obtained by the school under the international environment.   | - Communal living in the boarding, field trips, such as through exchanges with the local community, of foreign students, student dispatched from the Japanese company, to form a strong network and faculty or the like to be from the multinational.  |
| 6) After return  |  |
| Under Consideration  | Under Consideration  |

**Graduate School of Economics and Business Administration, Hokkaido University (Will be filled after the Operating Committee's approval)**

| Goal                       | Content and goals achievement method |
|----------------------------|--------------------------------------|
| 1) Before Arrival in Japan |                                      |
|                            |                                      |
| 2) During Study in Japan   |                                      |
|                            |                                      |
| 3) After Return            |                                      |
|                            |                                      |

### **(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 Fellows**

1 batch    6 fellows × 4 years = 24 fellows

From the year 2017 (until 2019) : 6 fellows, From the year 2018 (until 2020) : 6 fellows

From the year 2019 (until 2021) : 6 fellows, From the year 2020 (until 2022) : 6 fellows

### **(7) Inputs from the Mongolia Side**

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

### **(8) Qualifications**

Government Employee

1) Occupation:

- Currently employed as full-time staff in the Mongolian governmental organizations
- Have at least three years of full-time work experience as government employee or in private sector as of the application deadline

2) Others

- Must be citizens of Mongolia
- Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
- Those 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.
- Must be in good health, both mentally and physically.
- Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more is preferable.

Private Sector

- 1) Must be a citizens of Mongolia
- 2) Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
- 3) Education: Must be holding a bachelor degree
- 4) Work Experience:
  - Must be a full time employee at a company where, Mongolia-Japan Human Resource Development Center's business course graduates are enrolled in full time.
  - Full time employee at a commercial bank, which has involved in JICA's small and medium sized

enterprise development and environment protection two step loan (Phase 1 and Phase 2)  
financed or correlated with its lending operations

- 5) Work experience: Have at least five years of full-time work experience as government employee or in private sector and at least 2 years work experience in at a company currently belongs as of the application deadline,
- 6) Other
  - Must have sufficient proficiency in Japanese skill for obtaining master's degree in Japan (Japanese Language Proficiency Test N1 / Practical Japanese test (J-Test) level B-class or more is desirable.)
  - Correctly understand the purpose of this project and after completion of the studies, a person who has a clear intention to contribute to the strengthening of the home country of the development and the two countries partnership
  - In principle, those who have not obtained a master's degree by scholarship of foreign assistance, or currently not receiving a scholarship from foreign assistance or not planning to receive.
  - Must not be serving in the military.
  - Must be in good health, both mentally and physically.

**The Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS)**  
**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

**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 Policy
3. Priority Organization: Ministry of Labor, Ministry of Education, Culture, and Science (including National University of Mongolia, Mongolian State University of Education, Health Sciences University of Mongolia, and other higher educational institutions), Ministry of Population Development and Social Welfare, Ulaanbaatar City Administration, Ministry of Health and Sports, Ministry of Foreign Affairs, Ministry of Construction and Urban Development, Ministry of Industry, Ministry of Food and Agriculture, Ministry of Road and Transportation, Provincial Government Agencies

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

While the economy of Mongolia is drastically developing, the profit generated by economic development does not reach all the citizens in Mongolia and the poverty ratio and economic disparities still remain high. Because the quality and access of basic social services, such as social security need improvements, the poor cannot receive the adequate service. 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 said issues in the society.

Furthermore, the population and industry of Mongolia are overly concentrated into the city of Ulaanbaatar, and the economic disparity has become large. Yet, analyzing factors to solve the disparity and identifying issues to be developed have not been done sufficiently, and the human resources who are engaged in regional development need to be reinforced.

In order to tackle these issues, it is imperative to deal with the improvement of basic social services with the use of the knowledge and skills which Japanese government has obtained through experiences in technical assistance to Mongolia. Particularly, it is crucial in terms of the cooperation with other partners in the field of development, and the human resource development for those who are engaged in policy making are taken into the consideration.

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

"Improving basic social service" is set as one of the development issues in the priority area, "assisting inclusive growth" in "Country Assistance Policies for Mongolia" which was issued in 2012. The government of Japan supports improvement of basic social services from both angles of policy and capacity development, by utilizing the results of the past technical cooperation and in cooperation with

other development partners. In order to address regional gap concerning access of the services, the government also mobilizes grassroots assistance programs, such as the Grant Assistance for Grassroots Human Security Projects.

In accordance with the said policies for Mongolia, JICA has conducted “Higher Engineering Education Development Project,” “Project for Child-Centered Education Supports,” and “The Project for Construction of Mongolia and Japanese Teaching Hospital.”

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the 1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master’s degree and returned to Mongolia. (As of December 2015); 32 fellows graduated in the field of public administration.

Relevant Projects and Training Programs of JICA Mongolia Office:

YL: Higher Engineering Education Development Project

TCP: Project for Child-Centered Education Supports, The Project for Strengthening Teachers Ability and Reasonable Treatments for Children with Disability, Social participation promotion project of persons with disabilities in Ulaanbaatar, Capacity strengthening development projects in the social insurance sector, the Project for Strengthening Post-graduate Training for Health Professionals in Primary and Secondary Level Health Facilities, Information collection confirmation study "information collection and verification survey in accordance with the comprehensive regional development."

GA: The Project for Construction of Mongolia and Japanese Teaching Hospital

## **2. Cooperation Framework**

### **(1) Project Objective**

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

### **(2) Project Design**

#### **1) Overall goal**

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in public policy.

#### **2) Project purpose**

To ensure that government officials, who are engaged in public policy, improve their capability of policy making, implementation and dialogue with its market.

### **(3) Verifiable Indicators**

#### **1) Ratio of JDS Fellows who obtain Master’s degree**

#### **2) Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return.**

#### **3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.**

### **(4) Number of JDS Fellows and Accepting University**

Graduate School of International Relations, International University of Japan

3 fellows / year    total 12 fellows / 4 years

**(5) Activity (Example)****Graduate School of International Relations, International University of Japan**

| Target   | Contents/ Programs to achieve target   |
|--|--|
| 1) Before arrival in Japan   |  |
| Training before enrollment   | <ul style="list-style-type: none"><li>• 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.</li></ul>   |
| 2) During study in Japan   |  |
| Theoretical bases to administer and implement effective public policy  | <ul style="list-style-type: none"><li>• The PMPP provides the first-year students with academic and policy-oriented training with theoretical foundations in the fields of public management. The fellows take required courses in the first-year, such as Public Management. Through the courses, the fellows acquire analytical and empirical skills as well as theoretical knowledge that are required to understand how public policies should be implemented to achieve good governance particularly from theoretical points of view.</li></ul>                               |
| Application of theoretical knowledge to the formation of public policy | <ul style="list-style-type: none"><li>• The PMPP in the second year focuses more on providing applied coursework. At the same time, IUJ's MBA program offers a series of management-related courses, such as Corporate Governance and Organizational Management. This enables IUJ to provide an excellent learning environment in which the fellows can learn how to manage policies from both public and private sectors' points of view. In summary, the second-year program enables the scholars to understand how theories can be applied to the real policy issues.</li></ul> |
| Practical skills for public policy                                     | <ul style="list-style-type: none"><li>• IUJ invites special lecturers from public institutions, such as ministry of finance, central bank, and other institutions in Japan as well as foreign countries to give a lecture on the implementation of public policies. The fellows also visit some government offices and important sites associated with public issues in Japan. The combination of special lectures and field trips encourage the fellows to learn how to implement public policy with good governance from a practical perspective.</li></ul>                      |
| Writing skills for the management of public policy                     | <ul style="list-style-type: none"><li>• 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</li></ul>   |



|   |   |
|---|---|
|   | to current policy issues.   |
| International viewpoint, network and communication skills | <ul style="list-style-type: none"> <li>• 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.</li> </ul>  |
| 3) After return   |   |
| Training after graduation                                 | <ul style="list-style-type: none"> <li>• GSIR will provide JDS Fellows with follow-up training after graduation in Mongolia with the aim of continuously improving their knowledge, theories, and skills. Joint seminars inviting graduates, current students, and new enrollees will also be held concurrently so that JDS Fellows 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.</li> </ul> |

#### **(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 Fellows**

1 batch 3 fellows × 4 years = 12 fellows  
 From the year 2017 (until 2019) : 3 fellows, From the year 2018 (until 2020) : 3 fellows  
 From the year 2019 (until 2021) : 3 fellows, From the year 2020 (until 2022) : 3 fellows

#### **(7) Inputs from the Mongolia Side**

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

#### **(8) Qualifications**

- 1) Occupation:
  - Currently employed as full-time staff in the Mongolian governmental organizations
  - Have at least three years of full-time work experience as government employee or in private sector as of the application deadline
- 2) Others
  - Must be citizens of Mongolia
  - Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
  - Must not be serving in the military

- Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
- Those 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.
- Must be in good health, both mentally and physically.
- Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more is preferable.

**The Project for Human Resource Development Scholarship by Japanese Grant Aid(JDS)**  
**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, 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: Improving Infrastructure and Urban Planning
3. Priority Organization: Ministry of Road and Transportation, Ministry of Construction and Urban Development, Ministry of Energy, Ministry of Environment and Green Development, General Agency for Specialized Inspection, Ulaanbaatar City Administration, Office of the President, Cabinet Secretariat of Government, Ministry of Education, Culture, and Science (including Mongolian University of Science and Technology, and National University of Mongolia)

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

The population in the city of Ulaanbaatar has drastically increased after the transition of market economy, and about 40% of the population in Mongolia lives in Ulaanbaatar. As the population drastically increases, many urban problems, such as a lack of the basic infrastructure (water supply and sewerage system), traffic jam, air pollution, and solid contamination become conspicuous and serious.

By taking into consideration of these situations, JICA has provided supports from both the improvement of infrastructure and technical cooperation based on the urban master plan developed in the year of 2009. Despite the supports from JICA, the human resources who are engaged in the management of infrastructure and urban development policy are still inadequate.

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

"Improving infrastructure, urban planning, and management capacity" is set as one of the development issues in the priority area, "enhancement of the capacity and function of Ulaanbaatar as urban center" in "Country Assistance Policies for Mongolia" which was issued in 2012.

Based on the Ulaanbaatar Master Plan, the government of Japan supports improvement of legal system and human resources development necessary for promoting urban planning. Out of the potential projects selected by the Ulaanbaatar City based on the Master Plan, the government considers financial and technical cooperation to improve urban transportation system and basic infrastructure (water and sewage, electricity, and heating system) and to manage and operate them, prioritizing projects where Japan's technologies and expertise can be applied.

In accordance with the said policies for Mongolia, JICA has conducted "Project for Improvement of Planning and Implementation Skills of Ulaanbaatar Master Plan" and "New Ulaanbaatar International Airport Construction Project."

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the

1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master's degree and returned to Mongolia. (as of December 2015); 13 fellows graduated in the field of development engineering.

**Relevant Projects and Training Programs of JICA Mongolia Office:**

YL: New Ulaanbaatar International Airport Construction Project

TCP: Project for Human Resource Development and O&M Capacity Development for New Ulaanbaatar International Airport (NUBIA), The Project for Capacity Development on Bridge Maintenance and Management, Project for Improvement of Planning and Implementation Skills of Ulaanbaatar Master Plan

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in improving Infrastructure and urban planning.

#### 2) Project purpose

To ensure that government officials, who are engaged in improving Infrastructure and urban planning, improve their capability of policy making, implementation and dialogue with its market.

### (3) Verifiable Indicators

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

2) Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return.

3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.

### (4) Number of JDS Fellows and Accepting University

Graduate School of Environmental Studies, Nagoya University

2 fellows / year total 8 fellows / 4 years

### (5) Activity (Example)

#### Graduate School of Environmental Studies, Nagoya University

| Target   | Contents/ Programs to achieve target   |
|--|--|
| 1) Before arrival in Japan   |  |
| Under consideration  |  |
| 2) During study in Japan   |  |
| To acquire knowledge and experience in infrastructure and environmental conservation based on civil engineering. | <ul style="list-style-type: none"> <li>JDS Fellows acquire advanced knowledge and know-how on infrastructure development and environmental conservation under the supervision of academic advisors who specialize mainly in civil engineering and environmental studies. JDS Fellows then acquire</li> </ul> |

|   |  |
|---|--|
|   | cross-disciplinary perspectives on the programs, such as climate change, water and waste management etc. through the course works.   |
| To acquire international communication skills.                          | <ul style="list-style-type: none"> <li>• To acquire high level communication skills and knowledge for solving fundamental issues, which would be necessary for leaders who are responsible for policy making, JDS Fellows take courses, such as English Communication in Environmental Issues, Sustainability and Environmental Studies, and Global Environmental Cooperation Seminar.</li> <li>• JDS Fellows understand research contents and policy themes regarding to infrastructural development and environmental protection, conduct presentations, discuss issues and submit reports.</li> </ul>   |
| To learn concrete policy making skills.                                 | <ul style="list-style-type: none"> <li>• JDS Fellows design and implement internship (Global Research Internship: two credits) in private companies and international organizations in the Nagoya-Chubu region or overseas survey sites in order to explore how the advanced knowledge and technologies which have been acquired from the course works can be applied to solve actual problems in developing countries. JDS Fellows then compile a master's thesis under the intensive supervision of academic advisor.</li> <li>• Under Special Program, JDS Fellows participate in a domestic study tour to study planning, design and maintenance management for infrastructure (details to be decided).</li> </ul> |
| To equip a position as a future leader and develop network enhancement. | <ul style="list-style-type: none"> <li>• Students in Nagoya University Global Environmental Leaders Program (NUGELP) are highly motivated and qualified as potential future global leaders, with whom the JDS Fellows enjoy active interaction and give synergetic effects of learning each other.</li> <li>• The environment in NUGELP creates close ties among instructors and students and gives JDS Fellows great opportunities to enhance their global human network.</li> <li>• Under Special Program, lectures by invite guests from the Government of the Mongolia and local universities, and also joint workshop with the Government of the Mongolia are scheduled.</li> </ul>                               |

|   |   |
|---|---|
| 3) After return   |   |
| To establish continuous cooperation with Nagoya University. | <ul style="list-style-type: none"> <li>Given the fact that the University established an office in Mongolian University of Science and Technology, JDS Fellows establish a foundation for further cooperation after graduation, and expect to see joint research opportunities, human resource exchanges and advice from their academic supervisors.</li> </ul> |

#### **(6)-1 Inputs from the Japanese Side**

- 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)
- Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

#### **(6)-2 Input Duration and the Number of JDS Fellows**

- 1 batch 2 fellows × 4 years = 8 fellows
- From the year 2017 (until 2019) : 2 fellows, From the year 2018 (until 2020) : 2 fellows
- From the year 2019 (until 2021) : 2 fellows, From the year 2020 (until 2022) : 2 fellows

#### **(7) Inputs from the Mongolia Side**

- Dispatch of JDS Fellows
- Follow-up activities (e.g. providing opportunities for JDS Returned Fellows to share/disseminate the knowledge they acquired in Japan at their organizations/ other priority organizations)

#### **(8) Qualifications**

- Occupation:
  - Currently employed as full-time staff in the Mongolian governmental organizations
  - Have at least three years of full-time work experience as government employee or private sector as of the application deadline
- Others
  - Must be citizens of Mongolia
  - Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
  - Must not be serving in the military
  - Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
  - Those 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.
  - Must be in good health, both mentally and physically.
  - Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more is preferable.

**The Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS)**  
**Basic Plan for the Target Priority Area (Draft)**

**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, Culture and Science, Ministry of Finance, Ministry of Industry, Civil Service Council, Embassy of Japan in Mongolia, JICA Mongolia Office, Mongolia-Japan Center for Human Resources Development

**Itemized Table 3-2**

**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 Environment Improvement
3. Priority Organization: Ministry of Environment and Green Development, Ministry of Road and Transportation, Ministry of Energy, Ministry of Construction and Urban Development, General Agency for Specialized Inspection, Ulaanbaatar City Administration, Office of the President, Cabinet Secretariat of Government, Ministry of Education, Culture, and Science (including Mongolian University of Science and Technology, and National University of Mongolia), Academy of Science (including Institute of Chemistry and Chemical Technology, Institute of Geography and Geo-Ecology)

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

After the transition of market economy, the population of the capital city of Mongolia, Ulaanbaatar, has increased by continuous migration from rural areas. As the population grows, the ger area in the city has expanded, and air pollution, disposal management and safe water resource become main issues. Hence, environment-friendly infrastructure reforms and improvements of sufficient ability for its management become imperative.

At Ulaanbaatar City Administration and Ministry of Environment and Green Development, there is a need for the development of human resources who lead the policy making and implementation for urban environment management and legal reform. As urban formation which reinforces disaster management recently has attracted attentions, the degrees which can be obtained under this component are urban environment design, disaster management, and social foundation management.

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

"Improving infrastructure, urban planning, and, management capacity" is set as one of the development issues in the priority area, "enhancement of the capacity and function of Ulaanbaatar as urban center" in "Country Assistance Policies for Mongolia" which was issued in 2012.

Based on the Ulaanbaatar Master Plan, the government of Japan supports improvement of legal system and human resources development necessary for promoting urban planning. In addition to environmental issues (waste management, air pollution and soil contamination), the government also considers financial and technical cooperation to address disaster management, such as floods, earthquakes, and fire.

In accordance with the said policies for Mongolia, JICA has conducted "Capacity Development Project

for Air Pollution Control in Ulaanbaatar City” as a technical cooperation project for anti-air pollution since 2010, and the second phase of the project will continue to the year of 2017. For disposal management, a grant aid project, “the Project for Improvement of Waste Management in Ulaanbaatar City” and a technical cooperation project, “Strengthening the Capacity for Solid Waste Management in Ulaanbaatar City,” have been implemented.

The JDS Project of Mongolia started in the year of 2001 and dispatched 262 fellows in total through the 1<sup>st</sup> to 12<sup>th</sup> batch. Among the 262 fellows, 223 fellows obtained master’s degree and returned to Mongolia. (As of December 2015); 24 fellows graduated in the field of environmental policy.

**Relevant Projects and Training Programs of JICA Mongolia Office:**

Technical Cooperation Project: Capacity Development Project for Air Pollution Control in Ulaanbaatar City Phase 2, National Greenhouse Gas Inventory System Construction and Capacity Building Project.

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

To ensure that the human resource development through JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in urban environment improvement.

#### 2) Project purpose

To ensure that government officials, who are engaged in urban environment improvement, improve their capability of policy making, implementation and dialogue with its market.

### (3) Verifiable Indicators

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

2) Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return.

3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.

### (4) Number of JDS Fellows and Accepting University

Graduate School of Life and Environmental Science, University of Tsukuba

2 fellows / year total 8 fellows / 4 years

### (5) Activity (Example)

#### Graduate School of Life and Environmental Sciences, University of Tsukuba

| Target   | Contents/ Programs to achieve target  |
|--|---|
| 1) Before arrival in Japan   |   |
| To help incoming JDS Fellows become ready to undertake course works and researches | <ul style="list-style-type: none"> <li>Through our own JDS Project website and pamphlets, we will provide detailed information about the teaching and research topics of faculty members to help JDS Fellows select their supervisors. After this selection, if necessary,</li> </ul> |



|   |  |
|---|--|
|   | the Fellows will study basic mathematics, statistics, or data analysis under their prospective supervisors.  |
| 2) During study in Japan  |  |
| To foster a bird's-eye view force required to leader-type talent.   | <ul style="list-style-type: none"> <li>· Sustainability Science, Technology and Policy (SUSTEP) 4 one of the subjects group of the program (① water environment and climate change, ② comprehensive waste management, ③ biological and ecological, ④ policy and planning) to select and take one from. In addition, the training and the subject of policy and plans to take each one required, to refine a holistic vision and analytical skills as an expert global leader.</li> <li>- Weather and hydrology, soil science, phytoremediation, waste water and waste treatment, environmental assessment, urban planning, environmental policy, environmental laws, to take a wide range of specialized courses, such as environmental ethics.</li> </ul> |
| To learn practical problem-solving ability.   | <ul style="list-style-type: none"> <li>· Master's thesis research to learn the expertise from supervisors about, the problem-solving together.</li> <li>- Thesis research and to take electives on urban environmental issues, research methods and data analysis method for each field, while students' academic and knowledge required for the environmental impact assessment and monitoring, multilateral enhance the hands-on expertise.</li> <li>- And Ulaanbaatar, local government, in collaboration with foreign universities, from training that meet the diverse needs of students, to foster a practical problem-solving ability.</li> </ul>   |
| To refine the analytical skills of the problem, to develop the ability that can lead to a solution.   | <ul style="list-style-type: none"> <li>- Through the domestic and international training specific urban environmental problems and the actually observed, learn and research methods.</li> <li>- Invited the prominent urban environmental issues specialist at a special program from domestic and foreign universities and other institutions, will be held the JDS international seminar. By joining together and actually invited person, to develop the ability to analyze the urban problems from a practical point of view.</li> </ul>  |
| To cultivate the innovation force to find a valid idea by solve Mongolia of urban problems from the international context.                    | For even the criteria of the method of monitoring and evaluation required in order to implement the policy, to acquire knowledge from the practice both the classroom.   |
| Also updates the advanced technology and research information to continue after the return to work, to build a network to reflect the policy. | To build a network of domestic and foreign and deep expert of knowledge in the "urban environmental issues" (in particular, the University of the world's top ranking)   |

|  |   |
|--|---|
| Survey technology, solving skills, communication skills that can build a relationship of trust with the landowners, et al., To cultivate the diplomacy ability to negotiate on a global stage. | <ul style="list-style-type: none"> <li>· JDS Fellows to participate in joint education and research activities of the universities abroad, to build a network of the knowledge of the deep experts and abroad to urban environmental issues. As a result, JDS Fellows also incorporates information about the cutting-edge technology and research to continue after the return to work, it can be reflected in policy.</li> <li>- To provide guidance how to write a professional report to the paper and international organizations by the academic writing course, provide an opportunity for full-time tutoring at the Writing Center.</li> <li>- To grant the presentations at international conferences, to foster research capabilities and international competitiveness.</li> </ul> |
| 3) After return  |   |
| Provide post-graduate seminar and establish networking among graduates   | <ul style="list-style-type: none"> <li>· Through the JDS website that the Master's Program in Environmental Sciences (University of Tsukuba) administers, we will enhance follow-up communication with JDS Returned Fellows from Mongolia.</li> <li>· Under the JDS Special Program, a post-graduate seminar is conducted. Using this opportunities, faculty members will provide additional help for them to improve the studies of JDS Returned Fellows as well as expand their professional networks.</li> </ul>   |

#### **(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 Fellows**

|  |
|--|
| 1 batch 2 fellows × 4 years = 8 fellows  |
| From the year 2017 (until 2019) : 2 fellows, From the year 2018 (until 2020) : 2 fellows |
| From the year 2019 (until 2021) : 2 fellows, From the year 2020 (until 2022) : 2 fellows |

#### **(7) Inputs from the Mongolia Side**

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

#### **(8) Qualifications**

|  |
|--|
| 1) Occupation:   |
| <ul style="list-style-type: none"> <li>• Currently employed as full-time staff in the Mongolian governmental organizations</li> <li>• Have at least three years of full-time work experience as government employee or in private sector as of the application deadline</li> </ul> |

## 2) Others

- Must be citizens of Mongolia
- Age between 25 and 40 years old (inclusive) as of April 1, in the year of dispatch
- Must not be serving in the military
- Must have well understanding for the objective of JDS Project, and should have a strong willingness to work for the development of Mongolia after their return.
- Those 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.
- Must be in good health, both mentally and physically.
- Must have proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more preferable.

Summary of the Result of Needs Survey on Main Target Organizations

| No. | Organization  | Implementation Structure   | Needs for HRD in relation with JICA Programs   | Priority Areas and Development Issues   | Expansion to Private Sector   | Host Universities   | Target Organizations  | Needs for Ph.D.  | Other Requests   |
|-----|---|--|--|---|---|---|---|--|--|
| 1   | Ministry of Education, Culture and Science            | 1. Operating Committee should be odd number.<br>2. Agreed with adding Civil Service Council (CSC).                 | -  | 1. <b>Business Innovation</b> is key in Mongolia. MBA should be offered to not only private sector, but also public sector.<br>2. Agreed with adding <b>Agriculture</b> as a new component. | Agreed with targeting SMEs involved in TSL Project and the Business courses of Mongolia-Japan Center, and medium of language to be Japanese.          | Environmental management is wider and more important issues in Mongolia rather than resource engineering.                             | -   | 1. <b>Requested to introduce Ph.D.</b> to JDS as it will be <b>necessary for government officials</b> from the perspective of future needs.<br>2. Target should be well considered.  | -  |
| 2   | Ministry of Finance                                   | 1. <b>No objection with adding CSC, but not so much expectation.</b><br>2. Ministry of Mining would be one option. | 1. Requested more opportunities for <b>short term training</b> .<br>2. Number of young officials who need training is increasing.  | Fiscal stability, Macroeconomic analysis, Debt management, Policy implementation, etc.  | Agreed with targeting SMEs  | -   | -   | Prefers more opportunities for <b>Master's degree</b> that is minimum requirement for top management level.  | -  |
| 3   | Ministry of Industry                                  | <b>No objection with adding CSC, but not so much expectation.</b>  | -  | Will inform to add some more areas to be included.  | -   | -   | -   | -  | -  |
| 4   | Ministry of Mining                                    | -  | 1. Has already requested the extension of JICA <b>short term training</b> .<br>2. Appreciated the effectiveness of JDS<br>3. Receiving assistance from Canada and Australia.   | 1. Management/negotiation of international contracts with foreign investors in the mining sector<br>2. Uranium development<br>3. Micro mining development                                   | -   | Prefers <b>policy formulation related fields of study</b> rather than resource engineering.   | <b>State Owned Enterprises</b> (SOE) should be included. The priority is higher than the research institutes. | -  | Requested <b>English Training</b> for candidates/JDS Fellows before departure  |
| 5   | Ministry of Labor                                     | -  | 1. Appreciated the effectiveness of JDS<br>2. Requested <b>short term trainings</b> for middle and upper level officials.<br>3. Submitted a result of needs survey to the Cabinet Office and waiting for approval for the HRD plan. MOL has a plan to support their staff to obtain master's degree and Ph.D. in Mongolia.<br>4. MOL provides financial support for their staff to take English training.<br>5. MOL is looking to Japan and Australia rather than Europe or US for overseas study. | -   | -   | -   | Requested to expand the eligible components.  | 1. <b>Strong needs for Ph.D.</b> (14 staff members who obtained master's degree abroad would be candidates)<br>2. Target should be <b>broaden</b> rather than targeting just JDS Fellows as it may take more time to collect eligible candidates (currently only 3).<br>3. Age requirement should be <b>under 45 years old</b> | Requested to dispatch a <b>monitoring mission</b> to Japan.<br><br>Requested English Training.                       |
| 6   | Ministry of Construction and Urban Development        | -  | Requested <b>short term trainings</b> and Master's degree programs, as JICA trainings are mainly about infrastructure which is not directly related to the needs of the Ministry.  | Urban planning, standards for construction industry, Earthquake resistance standards, Safety management, Construction planning and equipment, Quality management                            | -   | -   | -   | Less needs for Ph.D. and highest needs for <b>Master's degree</b> programs.  | Requested to give feedback on the result of selection.   |
| 7   | Ministry of Environment and Green Development         | -  | 1. Having opportunities to participate in the short term training programs held by GIO in Tokyo and Korean Government.<br>2. Mongolia is hosting the 14th Workshop on Greenhouse Gas Inventories in Asia (WGIA) in 2016.   | Environmental Impact Assessment (plant, animal, air, etc.), Sustainable development, Environment Management, Interdisciplinary fields including social science, etc.                        | -   | Prefers <b>policy formulation related fields of study</b> rather than resource engineering.   | Agreed with expanding target organizations.   | 1. Less needs for Ph.D. and highest needs for <b>Master's degree</b> programs.<br>2. Could not utilize the experience of Ph.D.   | Requested to relax the requirements for candidates, such as English skill and 2 years experience as a civil servant. |
| 8   | Ministry of Food and Agriculture                      | -  | 1. <b>Mismatch between needs of the Ministry and JDS framework.</b><br>2. <b>Requested to add more agriculture related fields of study and host universities.</b>  | Rural development, Veterinary and Livestock science, Food processing, Crop science, Tariff management, etc.   | -   | <b>Universities specialized agriculture</b> , such as Hokkaido University, Obihiro University of Agriculture and Veterinary Medicine. | -   | -  | Requested <b>Japanese language training</b> for JDS Fellows before departure   |
| 9   | Financial Regulatory Commission                       | -  | 1. Prefers <b>practical trainings</b> such as internship and research student programs.<br>2. <b>Possible collaboration with AFPAC and JDS</b> (e.g. internship at Financial Services Agency during summer vacation)   | -   | -   | -   | -   | 1. Less needs for Ph.D. and highest needs for <b>Master's degree</b> programs.<br>2. Target should be <b>broaden</b> rather than targeting just JDS Fellows.   | -  |
| 10  | University of Science and Technology                  | -  | Needs more support for increasing ratio of lecturers who have Ph.D. to be research oriented higher educational institution, as the ODA loan project mainly target on KOSEN.  | Biotechnology, Material Science, Geology, Urban Planning, Environmental Engineering, Industry-University Cooperation  | -   | -   | -   | 1. <b>Strong needs for Ph.D.</b> as it is required to be Associate Prof.<br>2. Target should be <b>broaden</b> rather than targeting just JDS Fellows.   | -  |
| 11  | National University of Mongolia                       | -  | -  | -   | -   | -   | -   | 1. <b>Strong needs for Ph.D.</b> as it is required to be Associate Prof.<br>2. Target should be <b>broaden</b> rather than targeting just JDS Fellows.   | Proposed a <b>short exchange program</b> for JDS returned Fellows to see professors again.                           |
| 12  | JICA Two Step Loan (TSL) Project Office               | -  | -  | -   | 1. Suggested to include the <b>eight commercial banks</b> involved in the TSL Project into the target.<br>2. Agreed with conducting the needs survey. | -   | -   | -  | -  |
| 13  | Mongolia-Japan Center for Human Resources Development | No objection   | -  | -   | 1. Agreed with conducting the needs survey.<br>2. Proposed to target counterparts of JICA Projects.   | Hitotsubashi University should be a candidate for the slots of private sector as it has strong relationships with Mongolia.           | -   | -  | -  |

Summary of the Result of Needs Survey on Main Target Organizations

| No. | Organization                               | Implementation Structure  | Needs for HRD in relation with JICA Programs  | Priority Areas and Development Issues  | Expansion to Private Sector  | Host Universities | Target Organizations  | Needs for Ph.D.  | Other Requests   |
|-----|--|---|---|--|--|-------------------|---|--|--|
| 14  | Japanese Chamber of Commerce in Mongolia   | -   | -   | Prefers for Mongolian partners to understand <b>Japanese mentality and business culture</b> rather than obtaining MBA, and understanding Japanese mentality and business culture could not be accomplished by short term internship, it requires <b>long term on the job training</b> .  | 1. <u>Could not expect needs of Japanese firms for Master's degree under JDS, as they could manage staff-training by themselves if necessary.</u><br>2. <u>Prefers for JDS to continue to support the capacity building of government officials</u> whose administrative ability is rather low compared with other countries.          | -                 | Manufacturing firms might have requests for HRD of Mongolian firms that can be partners.  | -  | 1. Collaboration for following-up of JDS Fellows such as <b>networking receptions</b> .<br>2. Understands the difficulty of sharing the <b>database of JDS Fellows</b> as it is personal information.  |
| 15  | JUGAMO                                     | -   | -   | -  | -  | -                 | -   | -  | Agreed with having opportunities to <b>exchange opinions</b> between JUGAMO and JDS Alumni Association in Mongolia.  |
| 16  | KOSEN                                      | -   | 1. <b>Short term training</b> is better as it can send more people with the budget for a degree program.<br>2. Mongolia has enough number of top management, and needs more technicians and engineers.  | Mineral processing engineering, Agriculture, Infrastructure( electricity, roads, railways, etc)  | -  | -                 | -   | Participants may not come back to previous organizations after Ph.D. study in Japan.   | Suggested to provide Japanese language courses for the fellows to understand Japanese mentality and culture in order to be a bridge between two countries.   |
| 17  | Shine Mongol High School                   | <u>Could not expect contribution from CSC as it is losing substance</u> (so many political appointments). | -   | -  | 1. Should pay attention on win-win relation between Mongolia and Japan.<br>2. <b>MBA is not effective for private sector</b> in Mongolia as business environment in Japan is different from Mongolia. <b>Finance, Banking or Investment</b> related fields might be better.<br>3. Better ask <b>KEIDANREN</b> for their ideas for PPP. | -                 | Eligibility: <b>Working experience</b> should be more than <b>5 years</b> so that job retention ration after JDS would be higher.   | <b>Ph.D. is not necessary for Mongolian government officials.</b>  | Job retention ratio should depend on the <b>political situation</b> each country. 70% is not bad in Mongolia.  |
| 18  | Mongolian Stock Exchange                   | -   | 1. Receiving assistant from London Stock Exchange and JICA<br>2. Has made a human resources development plan.<br>3. Needs experienced staff in the securities field.  | <b>Name of the component and expected outcomes should be clearer</b> for candidates and staff of the personnel department to understand.   | -  | -                 | -   | <b>Strong needs for Ph.D.</b> , as some of the staff have already Master's degree.   | Requested to review the content of the pledge to observe the civil servant law and send a hardcopy of the signed pledge to their personnel department.   |
| 19  | Ulaanbaatar City Administration            | -   | 1. JDS could be the best opportunity as a <b>next step for staff involved in the JICA Projects</b> . Appreciated the effectiveness of collaboration between JICA Technical Cooperation Project and JDS.<br>2. <b>HRD is one of the top priority</b> . Always adding "Capacity Development" into the title of projects funded by donors such as WB, ADB, KOICA and JICA.<br>3. Needs for training the staff specialised in <b>project management</b><br>4. <b>JDS is efficient</b> for their staff to develop the capacity and obtain the Master's degree within a short period. MEXT scholarship may take more time as it has a period as Kenkyusei.<br>5. Number of applicants from the city government is increasing year by year.<br>6. Receiving scholarships from Seoul city government (local governance field) and Government of India (MBA)<br>7. Providing staff with financial support to take English courses. | 1. The current framework is suitable for the needs of city government,<br>2. Priorities: Urban planning, Land management, Mid-long term policy formulation, Fund raising, Project management, International finance, International environment policy<br>3. Needs for agriculture field such as dairy production and agricultural finance. | -  | -                 | -   | 1. Less needs for Ph.D. and highest needs for <b>Master's degree</b> programs.<br>2. <b>Strong needs for internship program</b> at local governments or ministries in Japan. | 1. Having a vision to strengthen the <b>cooperation with University of Tsukuba</b> to solve the development issues through <b>joint research projects</b> .<br>2. Stated the <b>importance of Japanese language for networking</b> .<br>3. Suggested to <b>make opportunities</b> that <b>JDS Fellows must use Japanese</b> language such as part-time job, driving a car, homestay, etc.<br>4. Suggested to make <b>opportunities to network JDS Fellows and students of MEXT scholarship</b> in Japan. |
| 20  | Ministry of Energy                         | -   | 1. Sending 2 or 3 staff members annually to the Australian Government Scholarship.<br>2. <b>Lack of English ability to apply for JDS</b><br>3. 60% of the staff in the head ministry have Master's degree.<br>4. National Energy Plan 2030: building new thermal, hydro and wind generated power plants, shifting from coal-fired thermal power plants to renewable energy<br>5. Needs assistant to formulate HRD plan.   | Sustainable energy development policy, Renewable energy, Energy conservation, Regulations on electricity, Operation of new power plan (thermal, hydro, wind), Transmission and distribution of electricity   | -  | -                 | <b>State Owned Enterprises</b> (SOE) should be included. There are 22 SOEs under MOE and 10,000 employees (100% state owned).   | 1. <b>Both Master's degree programs and Ph.D. programs</b> are necessary<br>2. Requested to provide candidates with <b>English training courses</b>                          | 1. MOE participates in the selection of Australian Government Scholarship.<br>2. Suggested to apply <b>Pledge between three parties</b> (Fellows, Belonging organization, and O/C) in JDS as Australian Government Scholarship Program does.   |
| 21  | General Authority for Customs and Taxation | -   | 1. Has conducted 7 projects with JICA after democratization in 90's. Has had opportunities for JICA short term training programs and received JICA experts<br>2. Currently receiving assistants from JICA, IMF, ADB and U.S. Department of Treasury.<br>3. 10 to 15% of 3,500 staff members have studied abroad.  | Building proper business environment for foreign investors, International taxation, International customs standards, Promoting export of agricultural products, Providing more information about Mongolian products to Japanese market   | -  | -                 | -   | 1. Both Master's degree and Ph.D. would help job promotion.<br>2. <b>Ph.D. is necessary for more academic positions</b> .  | Signing MOU for cooperation on recruitment and promotion activities would be an option.  |
| 22  | The Judicial General Council of Mongolia   | -   | 1. There are 516 administrative staff and 1,254 lawyers and judges in 41 organizations in the judicial field in Mongolia.<br>2. Recently established Judicial Research Information and Training Institute that aims to support HRD.<br>3. Receiving assistant from GIZ for strengthening lawyers in commercial law field.<br>4. <b>JDS should target at administrative staff</b> who support lawyers and judges.<br>5. JICA Project on arbitration has produced favorable outcomes. Needs continuous support from JICA.<br>6. Historically Mongolia has received assistants from western countries such as Germany and US. Cooperation with Asian countries would be desirable.   | -  | -  | -                 | <b>The open application system</b> that targets at all the government organizations would be <b>preferred</b> . The council wants to nominate candidates not only from the capital city, but also <b>from provinces</b> . | <b>Ph.D. is necessary for more academic positions</b> such as director of research institutes.   | Seeking for opportunities for having cooperation with the Japanese supreme court   |

# Summary of the Result of Needs Survey on Main Target Organizations

| No. | Organization   | Implementation Structure  | Needs for HRD in relation with JICA Programs  | Priority Areas and Development Issues  | Expansion to Private Sector   | Host Universities                   | Target Organizations   | Needs for Ph.D.  | Other Requests  |
|-----|--|---|---|--|---|-------------------------------------|--|--|---|
| 23  | Embassy of Japan in Mongolia                           | 1. <u>Agreed with adding Civil Service Council</u> to O/C members. Needs more information about the role and legal binding power of CSC to solve the issue on job retention rate.<br>2. Need to confirm the <u>timing of the reshuffle</u> of O/C members   | -   | Agreed with the proposed framework.  | Agreed with targeting SMEs involved in TSL Project and the Business courses of Mongolia-Japan Center, and medium of language to be Japanese.  | Agreed with the proposed framework. | Agreed with applying the open application system that target at all the government organizations.  | Agreed with introducing Ph.D. to JDS.  | -   |
| 24  | Authority for Fair Competition and Consumer Protection | -   | 1. 36 employees are working for the Authority. 4 to 5 staff has studied abroad.<br>2. Has cooperation with Japan, Taiwan and Korean. Sent 10 staff to Japan for short term training on Fair Competition Law and Policy last week.<br>3. Plan to recruit more staff for provinces.   | Enforcement of Anti-Monopoly law, M&A, Inspection skills for Fair Competition, Providing information to Consumers, How to protect Consumer's right   | -   | -                                   | -  | 1. Both Master's degree programs and Ph.D. programs are necessary<br>2. Criteria for job promotion are <u>working experience</u> and <u>job performance</u> .  | -   |
| 25  | Civil Service Council                                  | 1. Suggested to <u>add CSC to O/C members</u> . CSC could contribute to the selection of candidates from the fair perspective as well.<br>2. Has <u>strong committeemen and ideas for solving the issue on job retention rate</u> .<br>3. Role of CSC: Recruitment and selection of civil servants, Assessment of job performance of each ministry, HRD, Management of job promotion and database, Supervising enforcement of civil servant law | -   | -  | -   | -                                   | 1. Requested to <u>add CSC</u> as target organization.<br>2. Suggested to add more organizations to be eligible for JDS such as <u>Office of the State Great Khural, Constitution Court</u> , etc. | -  | Suggested to apply <u>Pledge between three parties (Fellows, Belonging organization, and O/C)</u> in JDS as Australian Government Scholarship Program does. They have higher job retention rate.  |
| 26  | Mongolian Kaizen Association                           | -   | 1. Members of the Association: 800 people from 460 companies. Half of them are manufacturing companies. 120 companies out of them are actively participating in the activities. All of the members are graduates of business courses offered by the Mongolian-Japan Center for Human Resources Development<br>2. Activities: Networking event, Seminar, On-site consultation for member companies   | <u>Agreed with providing a MBA</u> course to the private sector  | 1. <u>Strong Needs for JDS</u><br>2. <u>Possible collaboration for recommendation of candidates</u><br>3. Suggested to choose <u>Japanese</u> as medium of language at Japanese universities <u>to be able to learn Japanese mentality and business culture</u> .<br>4. Suggested not to target at only the people who took the business courses, but to <u>target at the SMEs that have staff who took the business courses</u> . <u>Middle class managers</u> should be prospective candidates. | -                                   | Could <u>recommend good companies</u> that can be a <u>model</u> in Mongolia and candidates who have <u>intention to share the outcomes</u> of JDS to their companies                              | -  | -   |
| 27  | Ministry of Population Development and Social Welfare  | -   | 1. About 40 staff members can be prospect candidates.<br>2. <u>Formulated a HRD plan</u> with support from Australian expert who conducted a training program as well.<br>3. <u>Strong needs</u> for training 2 or 3 staff members specialized in <u>calculation of pension</u> .<br>4. <u>Strong needs</u> for study abroad especially in the field of <u>social welfare</u> , but <u>lacking of English ability</u> .<br>5. <u>Budget for staff training is decreasing</u> .<br>6. Needs for training administrative staff who have less opportunities for training programs.   | Social Welfare area: ongoing-project: Capacity development for Social and Health Insurance System funded by ADB<br>Introducing a online insurance system<br>Population Development area: Support for women and youth | -   | -                                   | -  | <u>Strong needs for Ph.D.</u> , as some of the staff have already Master's degree.   | -   |
| 28  | Ministry of Road and Transport                         | -   | 1. <u>Strong needs for training engineers and policy makers with specialized knowledge in the field of railway, transport, airport and road</u> . For example, how to carry on the mining resources safely and environmental friendly. Capacity development of Staff in <u>legal system is also necessary</u> .<br>2. <u>Lack of skilled personnel</u> engaged in construction projects of railway, airport and roads. So, annually accepting 300 to 400 foreign engineers and 5000 workers.<br>3. <u>Misunderstood the target of JDS</u> is urban planning and construction and not covered the area of road and transport which MORT is addressing.<br>4. MORT is not directly involved in the master plan development project of the capital city. | -  | -   | -                                   | -  | Only 3 staff members have Ph.D.. <u>Not necessary</u> .  | 1. Please <u>feedback the result of application and selection</u> .<br>2. <u>Lack of English ability</u> to be selected   |
| 29  | The Bank of Mongolia                                   | -   | 1. <u>The number of staff is increasing</u> recently. Total about 500 staff members including staff working at branch offices in provinces.<br>2. Requested to add the bank in the field of <u>legal system</u> too.  | -  | <u>Supported the idea</u> of expanding the JDS to the private sector.   | -                                   | -  | 1. <u>Very strong needs for Ph.D.</u> , as most of the staff obtain Master's degree in their career.<br>2. <u>Agreed with targeting the JDS returned fellows</u> , but in the near future <u>hope to expand the Ph.D. to other staff</u> in the age of between 35 and 45 years old.<br>3. Requested to <u>feedback the result of application and selection</u> to advise candidates.<br>4. Salary is not high compared with other central banks. | 1. Revised an internal regulation about study abroad. <u>Staff could return</u> to the bank after study abroad and get promoted if he/she is excellent. 50% of the <u>monthly salary is paid</u> during the study abroad.<br>2. Having <u>less influence of the government</u> , compared with line ministries. <u>80% of staff working for the bank for more than 5 years</u> .<br>3. Requested to <u>feedback the result of application and selection</u> to advise candidates.<br>4. Salary is not high compared with other central banks. |